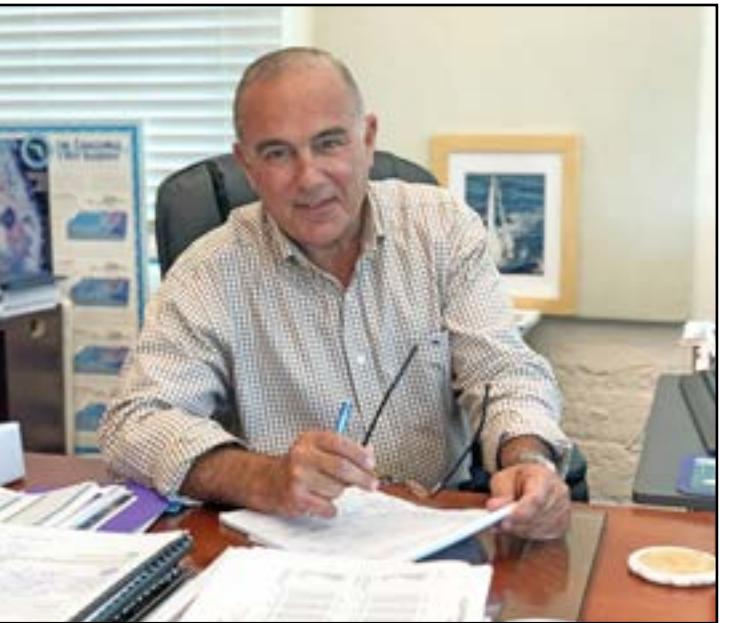


# MONROE COUNTY



**2019 State of the County  
& Information Guide**

# Message from Monroe County Administrator Roman Gastesi



Monroe County government is proud of the work that was done in 2018 to continue the recovery efforts of Hurricane Irma and to enhance the lives of our citizens, business owners and visitors. We look forward to 2019, but first a lookback at 2018.

The County continued its efforts to lessen the burden on local taxpayers by securing tens of millions of dollars in federal and state funding for needed programs and projects.

At the federal level, the County secured a \$49 million grant from the USDA's Natural Resources Conservation Service to clean up our canals. The project is past the halfway point with nearly 100 of the approved 172 canals cleared. The County also has secured federal funds for coastal and storm risk studies, and we continue to work on getting reimbursed from FEMA for Irma expenses.

At the state level, \$5 million was secured for water quality projects, \$5 million for land acquisition, \$5.9 million for an Emergency Operations Center (with millions more acquired



from other non-County sources), \$278,000 for the vessel pump out program and \$15 million for affordable/workforce housing.

The County has been working with the State Department of Environmental Opportunity to garner \$90 million of the Rebuild Florida's federal funds earmarked for low- and moderate-income households in the Keys that are rebuilding or repairing severely damaged homes caused by Irma – and for housing mitigation programs. The deadline to register is March 23, 2019.

The County and the municipalities overcame challenges with debris removal contractors and oversaw the removal of 2.5 million cubic yards of hurricane debris and more than 20,000 large appliances that was completed by February. County Public Works employees helped in the effort.

The County will soon construct four "tiny" model homes to show Keys residents affordable alternatives for rebuilding code-compliant residences. The models will be available to tour later this year after construction is complete.

Monroe County Fire Rescue had a busy year, highlighted by the Big Pine Key brush fire

in April that burned 72 acres. Quick response prevented loss of life and limited the structural damage to one home. Fire Rescue also graduated 29 from its first "Hot Shot" class targeted to local residents at its new modern classroom facility at the Fire Training Academy on Grassy Key.

The County purchased a third Trauma Star helicopter to provide life-saving flights to the mainland. In 2018, the program flew a record number of patients while continuing to operate in the black – and while transporting all Monroe County residents with no out-of-pocket costs.

Monroe County Emergency Management created a Community Emergency Response Team (CERT) program, which teaches safety, self-sufficiency and coordination in a disaster area. More than 400 residents completed the course in 2018.

The Key West airport improvement projects continue with a resurfaced runway and tarmac. Key West airport provides direct air service to 10 major cities and is adding Philadelphia in February and New York in March.

Monroe County has taken a leading role in the regional effort to combat climate change and adapt to rising seas. The County is in the midst of two pilot projects to build roads designed for sea level rise.

The County also completed its last canal restoration demonstration project in Key Largo and implemented a canal skimming program.

The County's Social Services, Veteran's Affairs and Guardian ad Litem departments continued efforts to help children, seniors, veterans, homeless and other vulnerable residents in need.

The County's five libraries continue to be hubs of activity, with many programs for all ages to enhance the lives of our residents. The County funds the operations of three animal shelters and helped fund a portion of the new Key West Animal Shelter that will open soon.

The community can be proud of the major renovation of Bernstein Park on Stock Island. Other County recreational facilities received facelifts and repair work due to Irma, and some continue to be worked on.

From Ocean Reef to Key West, everyday tasks included providing building permits, enforcing County codes, maintaining County facilities, roads, bridges

and its vehicle fleet, overseeing trash collection and recycling, keeping information flowing to the public, and producing and administering a \$457-million FY18 budget.

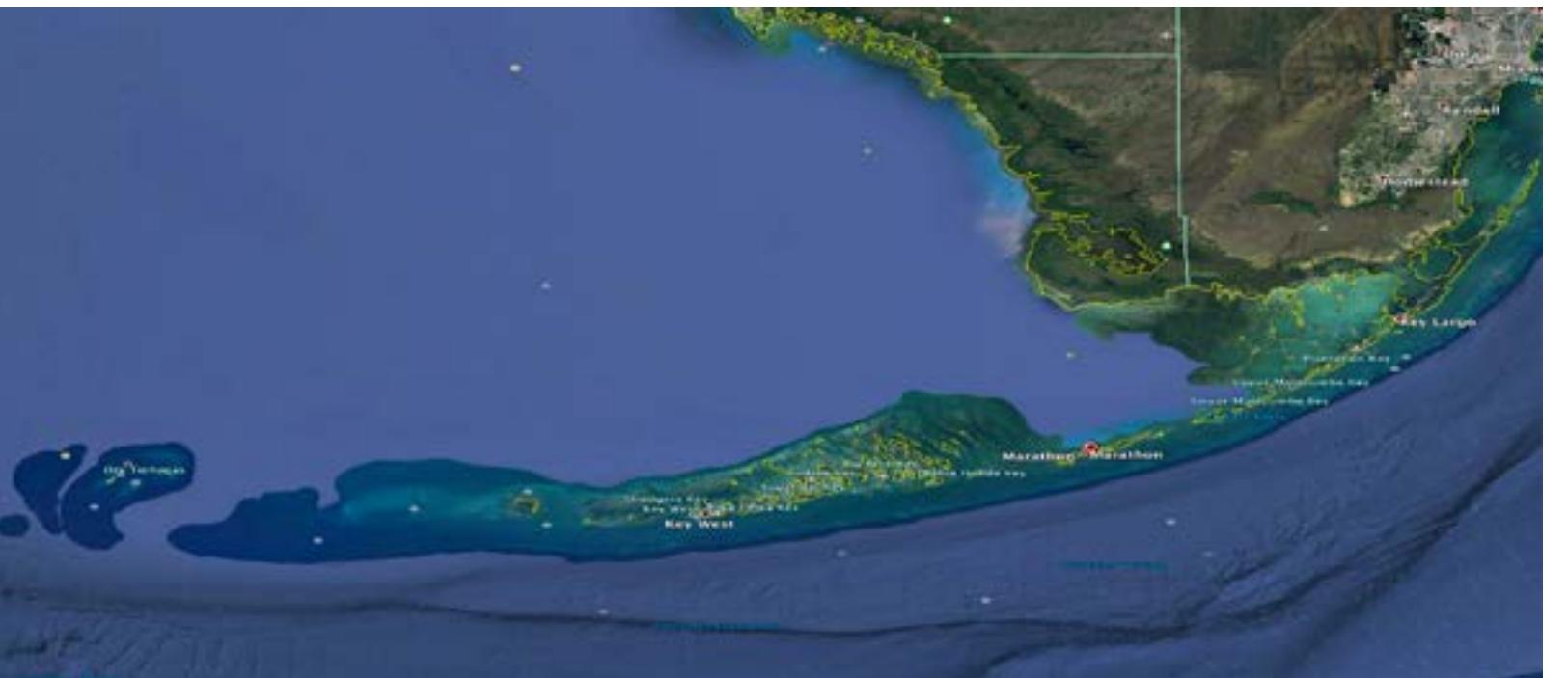
The County has been working on the 2020 Strategic Plan. In 2018, the County held 23 community presentations with 826 residents surveyed and 1,500 people polled on Facebook.

The top three priorities included workforce housing, overdevelopment and growth control, and traffic and safety concerns on U.S. 1.

We spent much of 2018 recovering from Irma and rebuilding a better and more resilient paradise community. For 2019, we will continue the progress and work on the community's priorities to make our island home an even better place to live, work and play. ≈



# MONROE COUNTY: THE FABULOUS FLORIDA KEYS



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

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

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

Two years later, the Territorial Legislature established Monroe County as the sixth county in Flor-

ida territory. It was named for the fifth President of the United States, James Monroe, who served from 1817 to 1825.

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

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

At the turn of the 20<sup>th</sup> century, the Keys were perpetually changed with Henry Flagler's decision to build a railroad from Miami to Key West. His first train rolled into Key West in 1912 to great fanfare, but 23 years later it was struck by the Labor Day Hurricane in 1935. Instead of rebuilding the railway, the federal government turned the rail lines into an automobile highway, helping tourism evolve into the major industry it is today.

## THE FLORIDA KEYS TODAY:

The island chain is a special place, like none other in the United States, with the world's third largest living coral reef off its shoreline. Monroe County is surrounded by the Florida Keys National Marine Sanctuary.

The county is so environmentally diverse and historically important that it is worthy of 17 national and state parks.

One challenge for Monroe County government is operating within the County's unique geography. The Florida Keys look like a pearl necklace on a map – jutting more than 100 miles into the wild blue sea. No other county has 1,783 islands.

Most counties with a residential population of about 75,000 do not need three courthouses, three government centers and three garages for fixing County vehicles, as well as nine County firehouses. This latter number does not even include the municipal fire stations.

Most counties also don't have the added expense of having to provide governmental services to people who are spread out in a linear fashion for 120 miles – and rely on only one main road with 42 bridges to get around.

And, that one road is not a turnpike, but a meandering "Main Street" that takes more than two hours to traverse. It begins in Key Largo, which also serves as the gateway to mainland Florida, and ends in Key West, the County's population center and international tourist destination.

Most counties also are not deemed an area of critical state concern due to its unique geography and have to abide by state-mandated growth limits and regulations (ROGO).

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



## MONROE COUNTY STATISTICS

**Population:** 73,940 (2018 Florida Census Estimate and less than 0.4% of Florida's 21 million population)

**Unincorporated Monroe County:** 34,266  
**Key West:** 24,509  
**Marathon:** 8,235  
**Islamorada:** 5,990  
**Key Colony Beach:** 758  
**Layton:** 182

**Area:** 3,738 square miles (73 percent water)

**Islands:** 1,783 of 1 acre or larger

**Established:** 1823

**County Seat:** Key West

**Districting:** 5 Districts

**Median Household Income:** \$63,030 (2017)

**Number of Employment Establishments:**  
4,494 (2017)

**Median Age:** 41.8 (2017)

**Economics:** In 2016, 54% of people worked in tourism, a \$2.7 billion industry

**Average commute to work:** 17.8 minutes

**Number of registered boats:** 26,467 (2017)

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The 2019 Monroe County State of the County and Information Guide was designed and produced by Monroe County Public Information Officer Cammy Clark. Monroe County Public Information Officer Kristen Livengood, County staff, Liz Acar, Andy Newman, the Florida Keys National Marine Sanctuary, the Florida Keys Aqueduct Authority, the Monroe County School District, Keys Energy Service and others contributed written content and photos.  
Cover Photo: Cammy Clark. Sunrise over Tavernier, Fl.

## STAY IN THE KNOW ABOUT MONROE

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

### MONROE COUNTY BOCC WEBSITE

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

In 2018, the Monroe County website received a redesign and is more functional and user-friendly than ever.

With the click of a button, users can find information about the Board of County Commissioners, the budget, all County departments, County projects, County parks and museums, legislative advocacy for the Keys, permitting rules, hurricane relief, links to department emails, phone numbers, and more.

### EMERGENCY SERVICES WEBSITE

Emergency Management: [www.monroecountyem.com](http://www.monroecountyem.com)  
Fire Rescue: [www.monroecounty-fl.gov/firerescue](http://www.monroecounty-fl.gov/firerescue)

### PUBLIC INFORMATION REQUESTS FOR MONROE COUNTY

Public record requests made under Florida Public Records' laws for Monroe County government are handled by the County Attorney's Office. Call 305-292-3470 or email your request to [PublicRecords@monroecounty-fl.gov](mailto:PublicRecords@monroecounty-fl.gov).

### MONROE COUNTY PUBLIC INFORMATION OFFICER

Monroe County's Public Information Officer Kristen Livengood can be reached by calling 305-680-8226 or by email at [Livengood-Kristen@monroecounty-fl.gov](mailto:Livengood-Kristen@monroecounty-fl.gov). More details about Public Information are available on page 75.

### MONROE COUNTY SOCIAL MEDIA

**Facebook:** [fb.com/MonroeCounty-FLBOCC](https://fb.com/MonroeCounty-FLBOCC)

**Twitter:** [@MonroeCounty](https://twitter.com/MonroeCounty)

**Instagram:** [instagram.com/monroe-countyboccc](https://instagram.com/monroe-countyboccc)

**Monroe County Fire Rescue:** [fb.com/monroecountyfirerescue](https://fb.com/monroecountyfirerescue)

**Key West Airport:** [fb.com/KWI-AEWY](https://fb.com/KWI-AEWY)

### MONROE COUNTY TV (MCTV)

Comcast: Channel 76  
AT&T U-Verse: Channel 99  
[www.monroecounty-fl.gov/MCTV](http://www.monroecounty-fl.gov/MCTV)



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

Recordings of BOCC and Planning Commission meetings also can be viewed on the Monroe County Video On Demand at [www.monroecounty-fl.gov/MCTV](http://www.monroecounty-fl.gov/MCTV). Online content is available from January 2007 to the present.



### Did you know?

You can sign up at [monroecounty-fl.gov](http://monroecounty-fl.gov) to receive County news releases directly to your email account.

You can also sign up for custom calendars and alerts for a variety of topics, including meeting notifications for specific boards or advisory committees, bid notifications, employment openings, and more.

MCTV broadcasts information for local election coverage, approaching hurricanes and other local emergencies.

When not broadcasting live and prerecorded programs, MCTV airs a video bulletin board and NOAA weather audio. information on MCTV can be found on page 55.

# HOW DOES GOVERNMENT WORK IN THE FLORIDA KEYS?

In Monroe County, many branches of government at the federal, state and local levels work in the Keys -- some directly serve the local residents and some with bigger missions to serve Florida or the country. Monroe County BOCC works with other government entities at all levels for the good of the County and its citizens. Here's how it works:

## LOCAL

### BOARD OF COUNTY COMMISSIONERS (BOCC)

The Monroe County Board of County Commissioners consists of five elected officials. Monroe County government adopted a commission-administrator system to carry out the functions of the County. The BOCC oversees the County government and its 22 departments. It also oversees the County Attorney's Office, Medical Examiner Office, Land Authority and Tourist Development Council. The BOCC directly oversees unincorporated Monroe County (all areas of the Keys that are not incorporated). The BOCC also oversees many state-mandated county functions throughout the Keys. The BOCC reports to the people. More information - pages 10-13.

### MUNICIPAL GOVERNMENTS

There are five municipalities in the Keys. Each has its own elected mayor, council and government for the operations of their city. The municipalities are: Key West, Marathon, Key Colony Beach, Layton and Islamorada. More information - page 102.

### CONSTITUTIONAL OFFICES

There are five Constitutional Officers in the Keys. They are elected by voters in the entire county. They are: Sheriff, Clerk of the Court, Supervisor of Elections, Tax Collector and Property Appraiser. The Constitution-

al Officers report to the people. Each has different responsibilities mandated by state law. More information, including their responsibilities, on pages 100-101.

### LOCAL GOVERNING BOARDS

Monroe County voters elect several governing boards in the Keys. Contact information is available on pages 103-105. The local governing boards include:

**Florida Keys Mosquito Control:** Five board members are elected countywide but represent their respective districts. The board's mission is to control mosquitoes efficiently in an environmentally sensitive manner while protecting the public from health threats and nuisance issues that could impact the local economy.

**Monroe County School Board:** Five board members are elected countywide but represent their respective districts. The board's mission is to provide Florida Keys students with the tools and education they need to become responsible, contributing adults.

**Keys Energy Services:** The five-seat elected governing board for the Lower Keys electric company represents the 7 Mile Bridge to Key West. In 2020, the board will consist of two positions in the Lower Keys and three in Key West proper.

**Florida Keys Electric Cooperative:** The nine-person elected electric company board represents four districts in the Middle and Upper keys that range from the 7 Mile Bridge to Ocean Reef, and to the County line on the 18-Mile Stretch.

**Florida Keys Aqueduct Authority:** The five board members each represent the entire County and are appointed by Florida's governor. The board's mission is to oversee the utility that provides the Keys' water primarily from an aquifer on the mainland.

## STATE

**Florida Department of Health in Monroe County:** The department is responsible for helping to keep the resi-

dents in the Florida Keys healthy. From environmental health to preventative planning for those who are pregnant to those looking for elderly care, and everyone in between. The Florida Department of Health in Monroe County is also a partner for special needs care during evacuation events, and in the past has helped Monroe County with issues like screw worm and mosquito-related incidents.

**Florida Fish and Wildlife Commission (FWC):** FWC has many entities in the Keys, including law enforcement, licenses and permitting, conservation and research. On the law enforcement side, the FWC officers overlap with Monroe County Sheriff's Office on the water and near coastal communities. FWC officers have access to shallow water and respond as backup or primary on water-related issues and public safety. With Hurricane Irma, the agency brought in supplemental officers and equipment to support Emergency Management.

On the research side of FWC, the agency keeps track of economically stimulating fisheries like lobster and stone crab, which is important not only for the County, but also for the State. It also helps create awareness about invasive species, like lionfish, and is the State agency tasked with testing antibiotics for the recent coral disease outbreak.

**Florida Department of Environmental Protection (DEP):** The DEP is the State's lead agency for environmental management and stewardship, divided into three areas: land and recreation, regulatory, and ecosystem restoration. In Monroe County, DEP has been an integral agency for the County's canal restoration, stormwater and sustainability projects.

**Florida Department of Law Enforcement (FDLE) and the Florida Highway Patrol:** The state law enforcement agencies have officers who are stationed in the Keys to provide a variety of functions, often working collaboratively with local law enforcement.

## FEDERAL

**National Oceanic and Atmospheric Administration (NOAA) and National Weather Service (NWS):** For all things wind, water and weather related, the County entrusts the experts at NOAA and NWS for updated forecasts and other expertise. Daily forecasts can be found on the NWS website and during a hurricane event, like Hurricane Irma in 2017, NOAA also provide satellite imagery to help evacuees survey damage from an aerial view.

NOAA also is responsible for the Florida Keys National Marine Sanctuary, which protects 2,900 nautical miles of Florida Keys coastal and ocean waters.

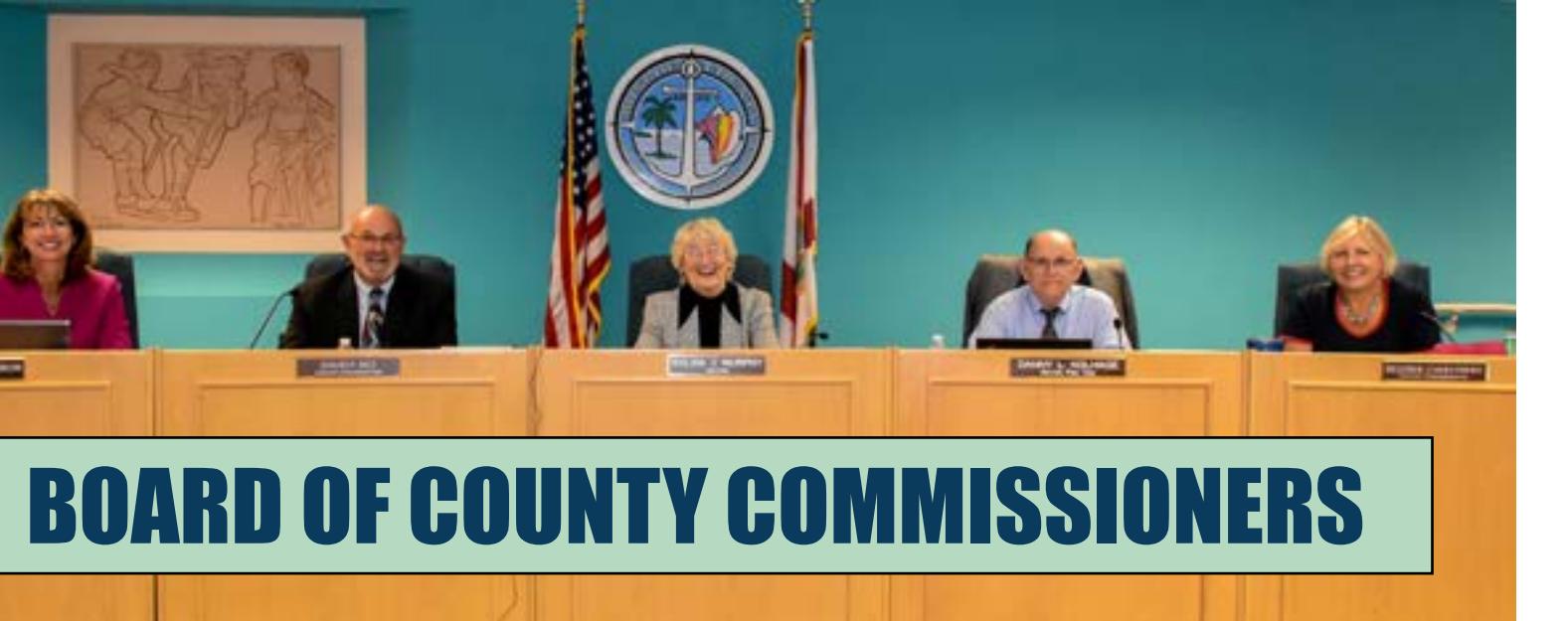


**United States Coast Guard:** The Coast Guard has stations in Islamorada and Marathon. It also operates Sector Key West,

which is responsible for 55,000 square miles, including Cuba and the Bahamas. The Coast Guard protects the maritime border, environment and marine commerce. They conduct search and rescue and law enforcement operations, and in the event of a disaster, Coast Guard works with Monroe County Emergency Management.

**United States Navy:** Monroe County and Naval Air Station Key West have a long history of cooperation and mutual partnership. This collaboration has contributed economic, public safety and environmental benefits for the community at large, and has also enhanced operational and readiness requirements for the Department of Defense, Department of Homeland Security, National Guard units, federal agencies and allied forces supported by Naval Air Station Key West.

**United States Customs and Border Protection:** In the event of an emergency, U.S. Customs and Border Protection agents become a part of Monroe County's Emergency Management team. The agency is also responsible for border security and detaining illegal immigrants, preventing human trafficking, and checking people in and out at the Key West Port of Entry. ☀



# BOARD OF COUNTY COMMISSIONERS

**Mayor Sylvia Murphy, District 5**  
Murray Nelson Government Center  
102050 Overseas Highway, Suite 234  
Key Largo, FL 33037; 305-453-8787  
[boccdis5@monroecounty-fl.gov](mailto:boccdis5@monroecounty-fl.gov)  
Administrative Aide: Susie Ptomey

**Mayor Pro Tem Danny Kolrage,  
District 1**  
530 Whitehead Street, Suite 102  
Key West, FL 33040; 305-292-3440  
[boccdis1@monroecounty-fl.gov](mailto:boccdis1@monroecounty-fl.gov)  
Administrative Aide: Isabel DeSantis

**Commissioner Michelle Coldiron,  
District 2**  
25 Ships Way  
Big Pine Key, FL 33043; 305-872-1678  
[boccdis2@monroecounty-fl.gov](mailto:boccdis2@monroecounty-fl.gov)  
Administrative Aide: Katie Atkins

**Commissioner Heather Carruthers,  
District 3**  
500 Whitehead Street, Suite 102  
Key West, FL 33040; 305-292-3430  
[boccdis3@monroecounty-fl.gov](mailto:boccdis3@monroecounty-fl.gov)  
Administrative Aide: Carol Schreck

**Commissioner David Rice, District 4**  
Marathon Airport Terminal  
9400 Overseas Highway, #210  
Marathon, FL 33050; 305-289-6000  
[boccdis4@monroecounty-fl.gov](mailto:boccdis4@monroecounty-fl.gov)  
Administrative Aide: Tamara Lamarche

## CONSTITUTIONAL ESTABLISHMENT

Article VIII, Section 1(e) of the Florida Constitution states that except when otherwise provided by county charter, the governing body of each county shall be a Board of County Commissioners composed of five members serving staggered terms of four years.

After each decennial census, the BOCC shall divide the county into districts of contiguous territory as nearly equal in population as practicable. One commissioner residing in each district shall be elected by the voters.

### Mission:

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

### Vision:

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

### Value Statement:

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

## MONROE COUNTY BOCC MEETINGS

The BOCC holds monthly meetings that are open to the public. The dates and agendas are posted on [www.monroecounty-fl.gov/meetings](http://www.monroecounty-fl.gov/meetings). Meetings start at 9 a.m. and usually run to about 5 p.m.

Due to the geographical challenge of the 100-mile island chain, the meetings are held on a rotating basis at three sites:

### Murray Nelson Government & Cultural Center

102050 Overseas Highway  
Key Largo  
305-852-7161  
March, June, September, December

### Marathon Government Center

2798 Overseas Highway  
Marathon  
305-289-6036  
January, April, July, October

### Harvey Government Center

1200 Truman Avenue, Key West  
305-295-4385  
February, May, August, November

The BOCC also holds public budget meetings and other special meetings during the year. Those agendas are posted on the County website.



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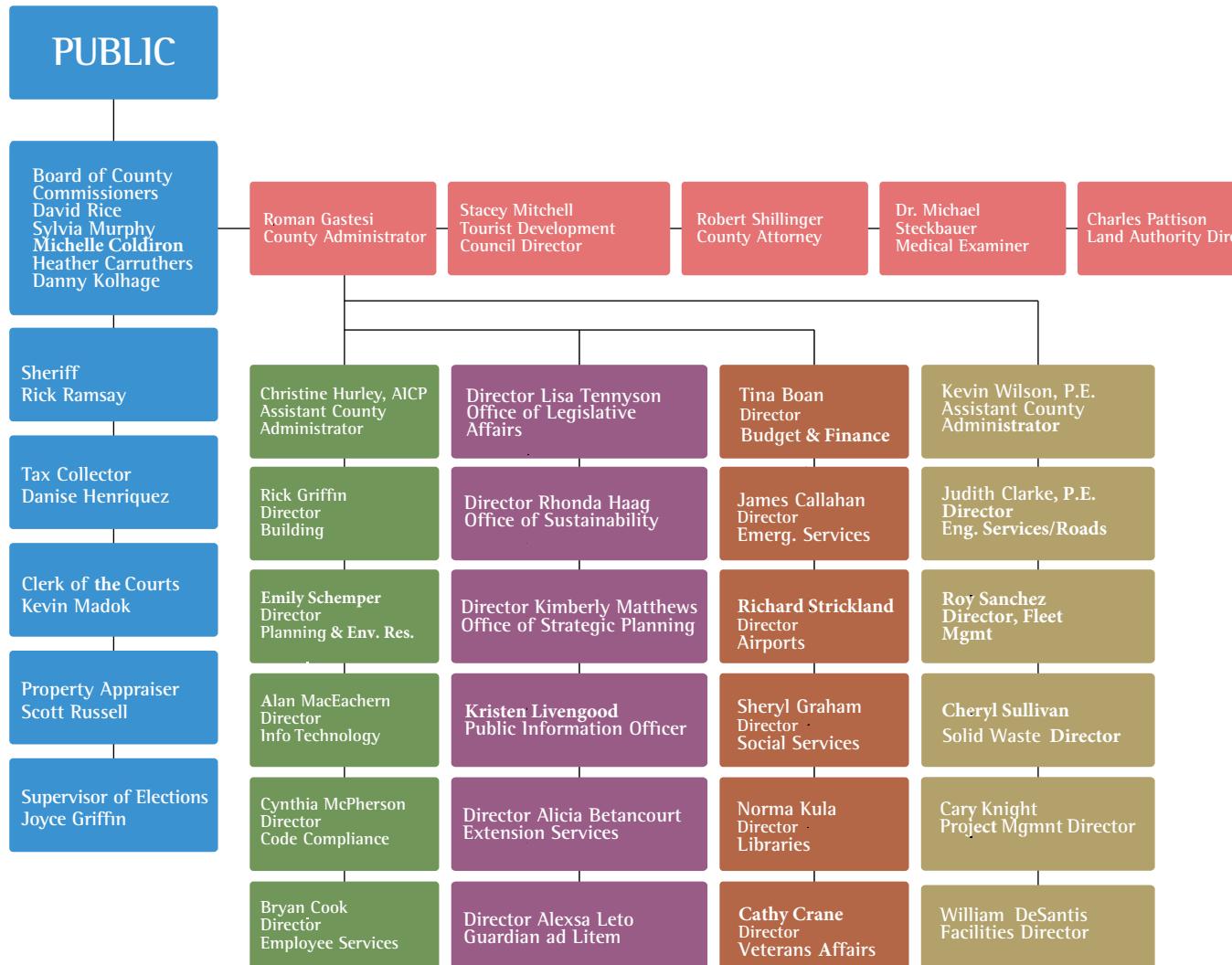
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4



# MONROE COUNTY ORGANIZATIONAL CHART



# About Monroe County Government

The County Administrator, Roman Gastesi, has the overall responsibility of the daily operations of Monroe County's government, with the exception of the Constitutional offices. The County Administrator, County Attorney, Land Authority, Tourist Development Council and Medical Examiner answer directly to the elected Board of County Commissioners.

The County Administrator and two Assistant County Administrators, Christine Hurley and Kevin Wilson, oversee the County's 22 departments and offices that cover a broad range of services and activities.

The County owns and is responsible for vital infrastructure throughout the Florida Keys, including some infrastructure that is located within Monroe County's five municipalities.

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

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

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

On Sept. 10, 2017, Monroe County added the responsibility of helping the Florida Keys recover from Category 4 Hurricane Irma, the worst storm to strike the Florida Keys since Hurricane Donna in 1960. The efforts

to rebuild and recover have continued through 2018 and now into 2019. To read more about Hurricane Irma recovery, see pages 21-27.



**COUNTY  
ADMINISTRATOR  
ROMAN GASTESI**  
305-292-4441  
Gastesi-Roman@monroecounty-fl.gov  
Aide: Lindsey Ballard  
Ballard-Lindsey@monroecounty-fl.gov



**ASSISTANT COUNTY  
ADMINISTRATOR  
CHRISTINE HURLEY, AICP**  
305-289-2517  
Hurley-Christine@monroecounty-fl.gov



**ASSISTANT COUNTY  
ADMINISTRATOR  
KEVIN WILSON, P.E.**  
305-292-4529  
Wilson-Kevin@monroecounty-fl.gov

The County's infrastructure responsibilities:

2 airports  
20 parks and beaches  
8 boat ramps  
Community pool  
312 miles of roads  
26 bridges

5 libraries  
3 government centers  
5 courthouses  
Assisted living facility  
2 senior centers  
4 museums  
9 fire stations  
Fire training center  
Medical Examiner's facility

Several historic buildings  
Facilities for State Attorney & Public Defender  
Many other facilities throughout the Keys for County operations

# MONROE COUNTY DEPARTMENT DIRECTORY

## AIRPORTS

**Director:** **Richard Strickland**, 305-809-5210  
[Strickland-Richard@monroecounty-fl.gov](mailto:Strickland-Richard@monroecounty-fl.gov)  
Asst Director, Marathon Airport: **TJ Henderson**  
[Henderson-Thomas@monroecounty-fl.gov](mailto:Henderson-Thomas@monroecounty-fl.gov)

## BUDGET & FINANCE

**Director:** **Tina Boan**, 305-292-4470  
[Boan-Tina@monroecounty-fl.gov](mailto:Boan-Tina@monroecounty-fl.gov)  
Grants Sr. Administrator: **Laura deLoach-Hartle**  
305-292-4482  
[grantsmanagement@monroecounty-fl.gov](mailto:grantsmanagement@monroecounty-fl.gov)

## BUILDING

**Director:** **Rick Griffin**, 305-453-8815  
[Griffin-Rick@monroecounty-fl.gov](mailto:Griffin-Rick@monroecounty-fl.gov)

## CODE COMPLIANCE

**Director:** **Cynthia J. McPherson**, 305-289-2508  
[McPherson-Cynthia@monroecounty-fl.gov](mailto:McPherson-Cynthia@monroecounty-fl.gov)

## COUNTY ADMINISTRATION

**County Administrator:** **Roman Gastesi**  
305-292-4441  
[Gastesi-Roman@monroecounty-fl.gov](mailto:Gastesi-Roman@monroecounty-fl.gov)  
**Asst County Administrator:** **Christine Hurley**  
305-289-2517  
[Hurley-Christine@monroecounty-fl.gov](mailto:Hurley-Christine@monroecounty-fl.gov)  
**Asst County Administrator:** **Kevin Wilson**  
305-292-4529  
[Wilson-Kevin@monroecounty-fl.gov](mailto:Wilson-Kevin@monroecounty-fl.gov)

## COUNTY ATTORNEY & RISK MANAGEMENT

**County Attorney:** **Bob Shillinger**  
305-292-3470;  
[Shillinger-Bob@monroecounty-fl.gov](mailto:Shillinger-Bob@monroecounty-fl.gov)

## EMPLOYEE SERVICES

**Director:** **Bryan Cook**, 305-292-4558  
[Cook-Bryan@monroecounty-fl.gov](mailto:Cook-Bryan@monroecounty-fl.gov)

## EMERGENCY SERVICES

**Director:** **Fire Chief James Callahan**  
305-289-6088  
[Callahan-James@monroecounty-fl.gov](mailto:Callahan-James@monroecounty-fl.gov)  
Storm Ready Hotline: 1-800-955-5504  
Emergency Management: 305-289-6018  
During emergencies, please only call the hotline.  
Fire Academy: 305-289-6004  
Fire Prevention:  
Upper Keys – 305-453-8726  
Lower Keys – 305-797-0875  
Fire Rescue Headquarters: 305-289-6004  
Trauma Star: 305-289-6008  
Trauma Star Billing: 305-289-6010

## ENGINEERING SERVICES & ROADS

**Director:** **Judith Clarke**; 305-295-4329  
[Clarke-Judith@monroecounty-fl.gov](mailto:Clarke-Judith@monroecounty-fl.gov)

## EXTENSION SERVICES

**Director:** **Alicia Betancourt**, 305-292-4501  
[Monroe@ifas.ufl.edu](mailto:Monroe@ifas.ufl.edu)  
[Betancourt-Alicia@monroecounty-fl.gov](mailto:Betancourt-Alicia@monroecounty-fl.gov)

## FACILITIES MAINTENANCE

**Director:** **William DeSantis**, 305-292-4532  
[Desantis-William@monroecounty-fl.gov](mailto:Desantis-William@monroecounty-fl.gov)

## FLEET MANAGEMENT

**Director:** **Roy Sanchez**, 305-292-3571  
[Sanchez-Roy@monroecounty-fl.gov](mailto:Sanchez-Roy@monroecounty-fl.gov)

## GUARDIAN AD LITEM

**Director:** **Alexsa Corsi Leto**, 305-292-3485  
[Leto-Alexsa@monroecounty-fl.gov](mailto:Leto-Alexsa@monroecounty-fl.gov)

## INFORMATION TECHNOLOGY

**Director:** **Alan MacEachern**, 305-453-8792  
[Maceachern-Alan@monroecounty-fl.gov](mailto:Maceachern-Alan@monroecounty-fl.gov)  
Monroe County Television: 305-295-5128  
Channel 76 on Comcast  
Channel 99 on AT&T U-verse  
[www.monroecounty-fl.gov/MCTV](http://www.monroecounty-fl.gov/MCTV)



## LAND AUTHORITY

**Executive Director:** **Charles Pattison**  
305-295-5180;  
[Pattison-Charles@monroecounty-fl.gov](mailto:Pattison-Charles@monroecounty-fl.gov)

## LEGISLATIVE AFFAIRS

**Director:** **Lisa Tennyson**, 305-292-4444  
[Tennyson-Lisa@monroecounty-fl.gov](mailto:Tennyson-Lisa@monroecounty-fl.gov)

## LIBRARY SERVICES

**Director:** **Norma Kula**, 305-853-7349  
[Kula-Norma@monroecounty-fl.gov](mailto:Kula-Norma@monroecounty-fl.gov)  
Library branches: See page 61.

## MEDICAL EXAMINER

**Dr. Michael Steckbauer**, 305-743-9011,  
[MEO@monroecounty-fl.gov](mailto:MEO@monroecounty-fl.gov)

## PLANNING & ENVIRONMENTAL RESOURCES

**Senior Director:** **Emily Schemper**, 305-289-2500  
[Schemper-Emily@monroecounty-fl.gov](mailto:Schemper-Emily@monroecounty-fl.gov)

## PROJECT MANAGEMENT

**Director:** **Cary Knight**, 305-292-4527  
[Knight-Cary@monroecounty-fl.gov](mailto:Knight-Cary@monroecounty-fl.gov)

## PUBLIC INFORMATION

**Public Information Officer:** **Kristen Livengood**  
305-680-8226  
[Livengood-Kristen@monroecounty-fl.gov](mailto:Livengood-Kristen@monroecounty-fl.gov)

## SOCIAL SERVICES

**Senior Director:** **Sheryl Graham**  
305-292-4510  
[Graham-Sheryl@monroecounty-fl.gov](mailto:Graham-Sheryl@monroecounty-fl.gov)  
Monroe County Transit:  
Reservations: 305-292-4424  
Cancellations: 305-295-4373

## SOLID WASTE & RECYCLING

**Director:** **Cheryl Sullivan**, 305-292-4536  
[Sullivan-Cheryl@monroecounty-fl.gov](mailto:Sullivan-Cheryl@monroecounty-fl.gov)

## STRATEGIC PLANNING

**Senior Director:** **Kimberly Matthews**  
305-292-4540  
[Matthews-Kimberly@monroecounty-fl.gov](mailto:Matthews-Kimberly@monroecounty-fl.gov)

## SUSTAINABILITY & CLIMATE CHANGE

**Director:** **Rhonda Haag**, 305-453-8774  
[Haag-Rhonda@monroecounty-fl.gov](mailto:Haag-Rhonda@monroecounty-fl.gov)

## TOURIST DEVELOPMENT COUNCIL

**Director:** **Stacey Mitchell**, 305-296-1552 [www.flakeys.com](http://www.flakeys.com)

## VETERANS AFFAIRS

**Director:** **Cathy Crane**, 305-295-5150  
[Crane-Cathy@monroecounty-fl.gov](mailto:Crane-Cathy@monroecounty-fl.gov)

# BUDGET & FINANCE

The Budget and Finance Department is made up of three offices: the Office of Management and Budget, Purchasing and Grants Administration.

The Department provides effective development and implementation of Monroe County's budget; promotes efficient, sound financial management; ensures governmental procurement regulations are followed countywide; facilitates financially responsible grant funding; and maintains the highest standards of ethics, integrity and prudent expenditure of public funds.

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

The Grants Administration Office monitors grant applications and implementation, oversees the county funding of nonprofit organizations, and applies for and administers certain pass-through grants.

The Purchasing Office provides quality purchasing and contracting support to all County departments in a timely manner and while following a strict code of ethics.



## Director: Tina Boan

305-292-4467; Boan-Tina@monroecounty-fl.gov  
[www.monroecounty-fl.gov/budgetandfinance](http://www.monroecounty-fl.gov/budgetandfinance)

**Budget:** \$4.5 Million (includes \$3.5 million for non-profit funding that the department manages). In addition, the department also manages the \$42 million Federal pass-through to the State Grant for Hurricane Irma Relief and Recovery.

**Employees:** 9

## HURRICANE IRMA

The Budget and Finance Department also is responsible for financial management and administrative services in a disaster.

Hurricane Irma hit Monroe County as Fiscal Year 2017 was coming to a close. The Department continues to play an integral part in the emergency response and recovery activities of this incident.

During Fiscal Year 2018, the department focused on ensuring that hurricane-related work was planned in a coordinated effort with other County departments and the associated expenses were properly documented to ensure maximum FEMA reimbursement.

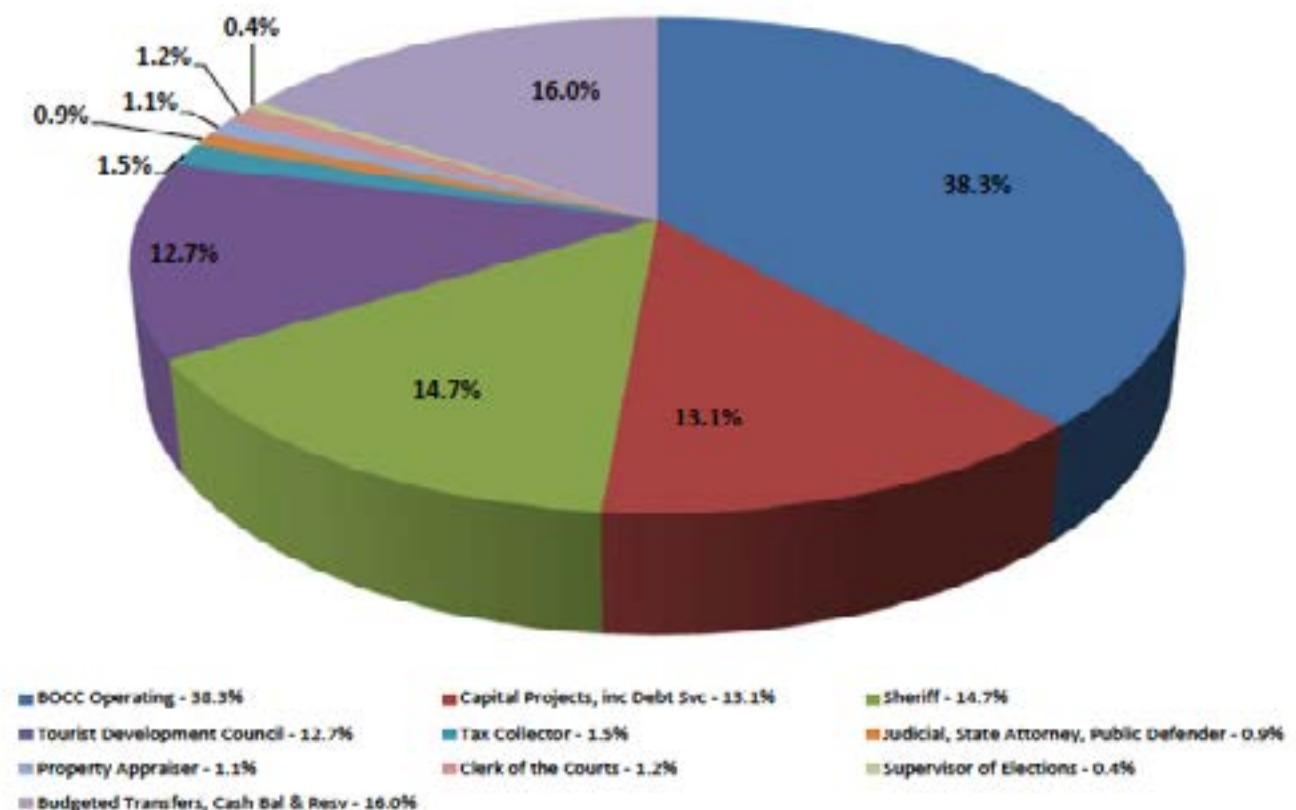
More than 2,300 hurricane-related transactions were performed by the department in FY18.

New processes were implemented to better meet the challenges of such a large-scale recovery from the major Category 4 hurricane.

The department continues to work to secure funding through the Hazardous Mitigation Grant Program.

Through this grant program, the County will be able to take proactive measures to reduce or eliminate risk should the County experience another disaster.

## FISCAL YEAR 19 BUDGET: \$411,458,885



## 2018 ACCOMPLISHMENTS

- Provided coordination and development of Fiscal Year 2019 adopted budget of \$411.5 million, maintaining Fiscal Year 2018's Countywide millage rate of 2.6957.
- Absorbed the impacts of Hurricane Irma's added expenses in the budget, while still providing for the daily operations, program enhancements, and capital projects and improvements.
- For the 20<sup>th</sup> consecutive year, received the Distinguished Budget Presentation Award from the Government Finance Officers Association
- Maintained fund contingencies, reserves and fund balances forward for each of the property tax-supported funds.
- Proactively advocated for timely reimbursement from FEMA and the State Department of Emergency Management, leading to Monroe County becoming the first recipient of funds for Hurricane Irma Public Assistance in the State of Florida.
- Facilitated a more efficient recovery from Hurricane Irma.
- Enhanced the stand-alone Capital Improvement Plan Report, which covers Fiscal Years 2019-2023. The plan is a resource that assists Monroe County in ensuring that decisions on projects and funding are made wisely and in a well-planned manner. The quality of life for Monroe County residents depends on the reliability of roads and bridges, the accessibility of culture and recreation, the efficiency of waste disposal and many other essential public services.
- Produced the Departmental Business Development Plan for Fiscal Year 2019. This annual plan is a critical link between the overall direction and priority-setting of the Strategic Plan and the resource allocation done through the budget process. The linkage is made by tying the annual goals and projects of each department to the strategic priorities and their accompanying goals, as set forth by the Strategic Plan.

# Purchasing Office

The Purchasing Office provides quality purchasing and contracting support to all county departments in a timely, cost-effective and professional manner.

It ensures all procurement activities are conducted in compliance with policies, applicable laws and regulations in a manner that supports the best interests of the County.

Purchasing facilitates the competitive procurement process of bulk purchases by sealed bids, requests for proposals (RFPs) and request for quotations (RFQs).

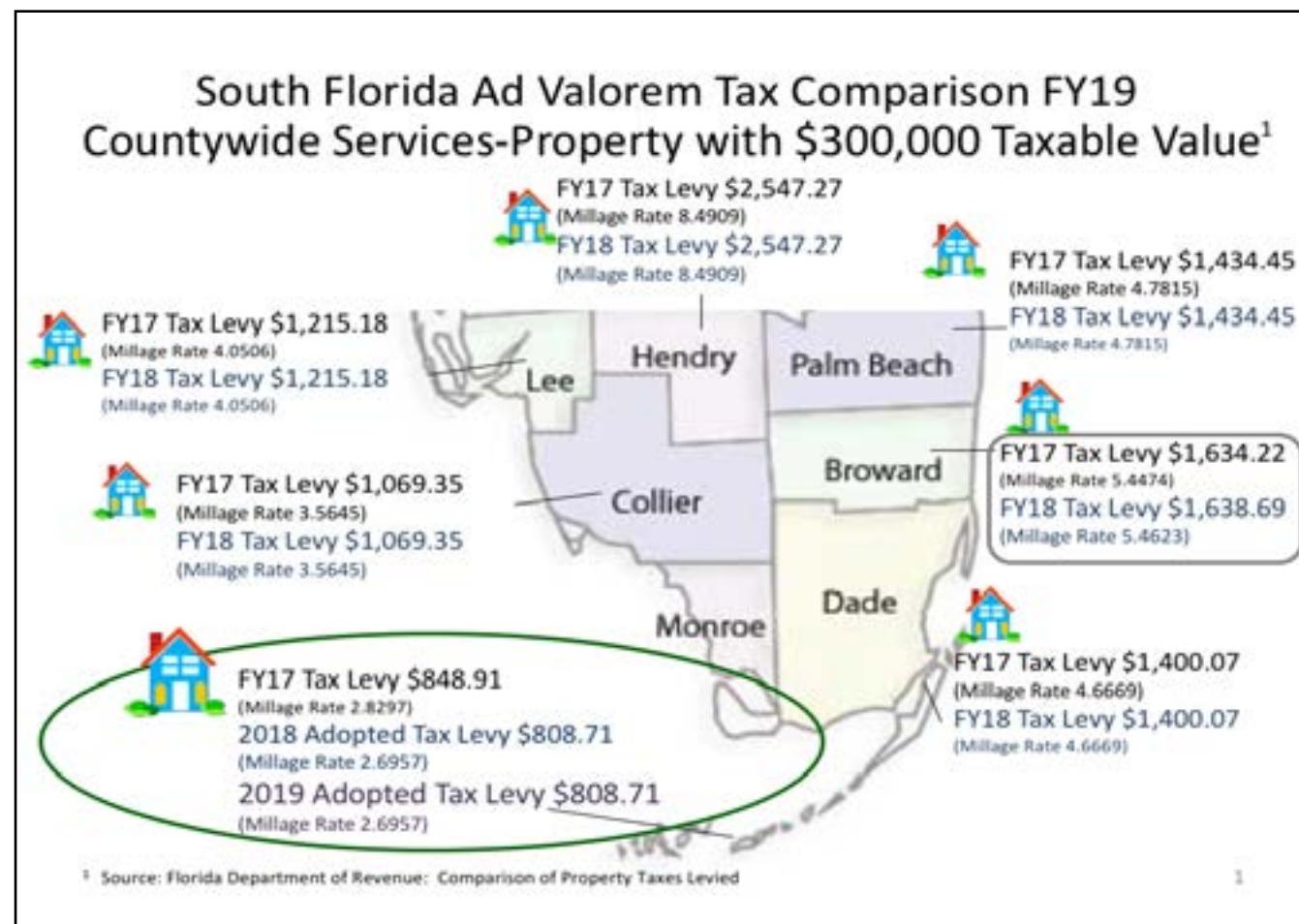
It coordinates all associated bids and administers the County's surplus sales and the Purchase Card program to ensure we receive the best quality items and the best prices are received in an era of continuing financial stress. Purchasing is a positive resource for cost containment.

Vendors interested in bidding on County projects can register online at [www.demandstar.com](http://www.demandstar.com).

Notifications are sent to registered vendors when bids are posted on the site. Posted bids include specifications, submission information and deadlines, and contact information. Monroe County's Purchasing Policy can be found on our website at: [www.monroecounty-fl.gov/purchasingpolicy](http://www.monroecounty-fl.gov/purchasingpolicy).

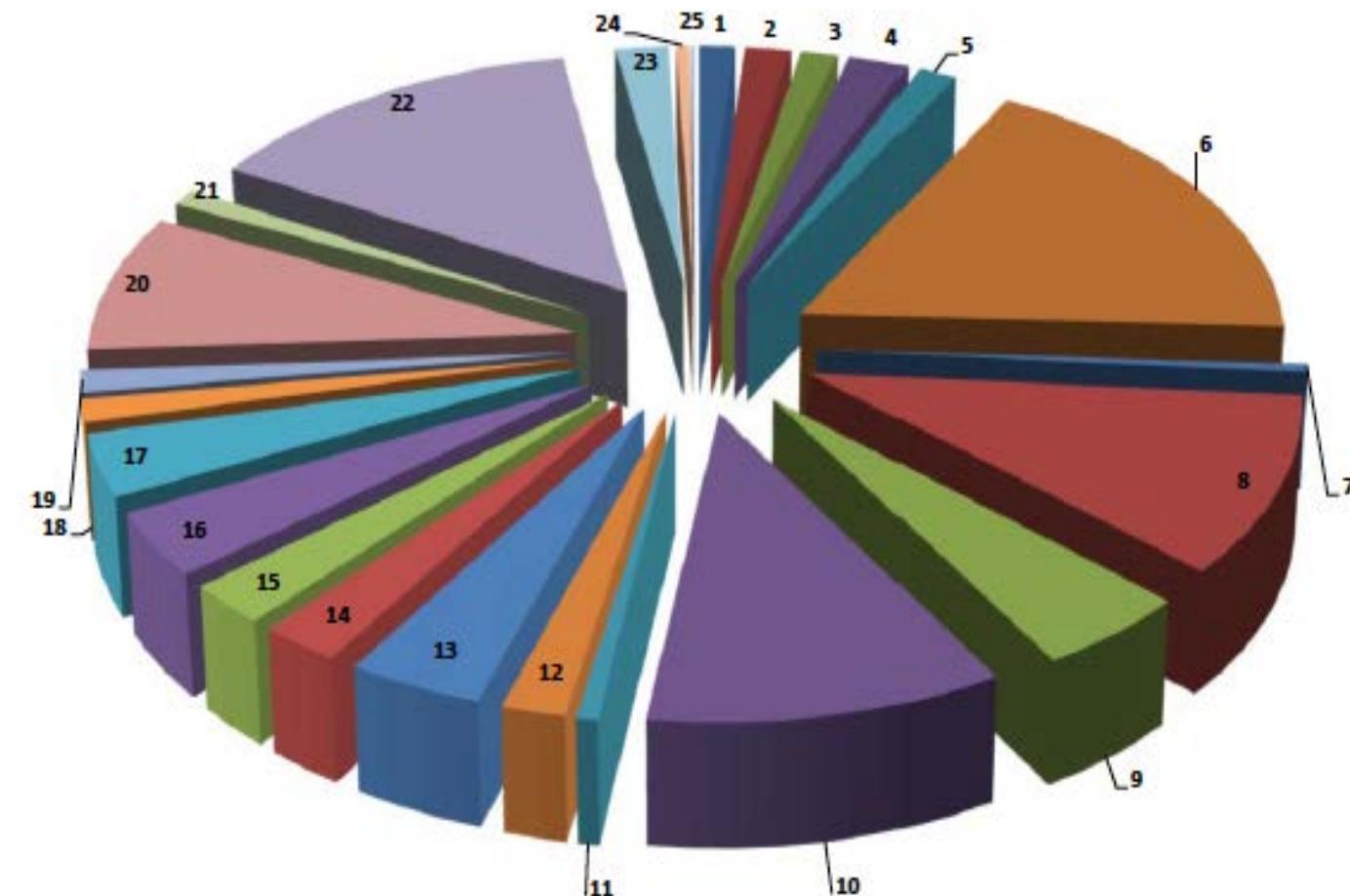
## 2018 ACCOMPLISHMENTS:

- Processed 49 bid openings and 1,368 requisitions for County projects and services
- Made five updates to the County's Purchasing Policy to improve operational efficiencies and to ensure Monroe County is in compliance with Federal funding requirements
- Held two trainings for County staff to help navigate the various requirements added to the process when federal funds are used for procurement of goods or services
- Developed internal tools to assist County staff with the procurement process. ≈



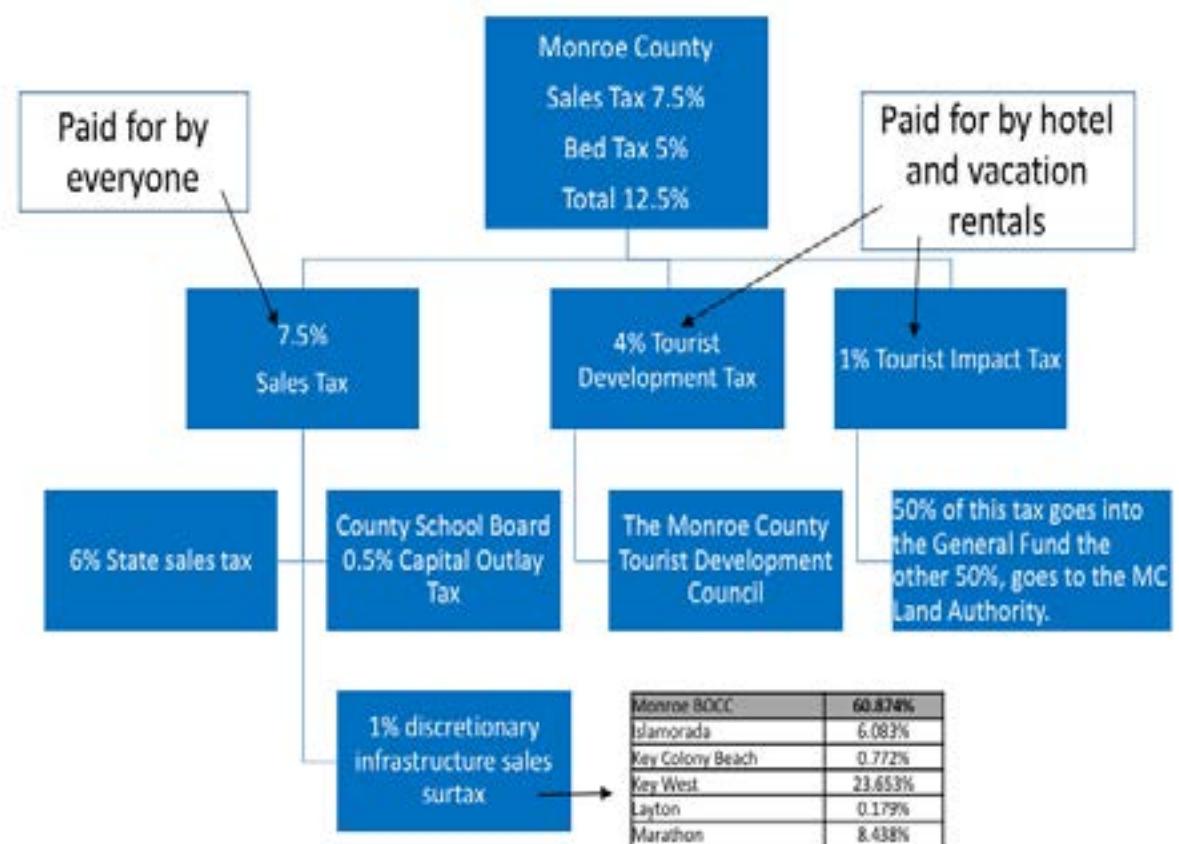
# BOCC Operating Budget:

**\$157,670,575**



1. BOCC Administration - 1.3%
2. Housing Assist & Emp Fair Share - 1.7%
3. HSAB & Non-HSAB - 1.4%
4. BOCC Miscellaneous - 2.1%
5. County Administrator - 1.4%
6. Employee Services - 17.9%
7. Veterans Affairs - 0.5%
8. Airport Services - 10.7%
9. Emergency Medical Air Transport - 4.7%
10. Fire & Rescue/Emergency Mgmt - 10.6%
11. Budget & Finance - 0.6%
12. Information Technology - 1.9%
13. County Attorney - 4.1%
14. Social Services - 2.45
15. Library Services - 2.5%
16. Building Department - 3.9%
17. Planning & Env. Resources - 3.7%
18. Code Compliance - 2.4%
19. Project Management - 1.4%
20. Facilities Maintenance - 8.3%
21. Engineering Services/Roads - 1.0%
22. Solid Waste - 14.2%
23. Fleet Management - 1.9%
24. Medical Examiner - 0.4%
25. Quasi-external Services - 0.1%

# Tourist Tax and Sales Taxes in Monroe County



## Grants Administration

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

The Office provides grant administration assistance to other County departments and human service organizations; pursues funding opportunities and writes grant proposals; and ensures a coordinated response to grant assistance for hurricane recovery through the State and FEMA.

The Office also is responsible for application implementation and monitoring of the Florida Department of Law Enforcement, Edward Byrne Memorial Justice

Assistance Grant programs and the Clerk's Drug Abuse Trust Fund. The Office is a liaison for:

- Human Services Advisory Board (HSAB) [www.monroecounty-fl.gov/hsab](http://www.monroecounty-fl.gov/hsab)
- Substance Abuse Policy Advisory Board (SAPAB) [www.monroecounty-fl.gov/sapab](http://www.monroecounty-fl.gov/sapab)
- Criminal Justice, Mental Health, Substance Abuse Planning Council (CJMHS); [www.monroecounty-fl.gov/cjmhsa](http://www.monroecounty-fl.gov/cjmhsa)

The CJMHS Planning Council meets quarterly; its membership is defined by and required by the Florida Department of Children and Families to oversee the implementation, by a private not-for-profit service provider, of the Criminal Justice, Mental Health, Substance Abuse Reinvestment Grant (Program).

## HUMAN SERVICES ADVISORY BOARD

The BOCC awards grants to non-profit organizations meeting human needs through an interdisciplinary knowledge base, focusing on prevention and remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations who live in Monroe County.

The Human Services Advisory Board typically meets biannually and reviews applications submitted for funding by nonprofit organizations that provide health and human services to the citizens of Monroe County. The merits of each application are discussed and recommendations for funding are made to the BOCC.

### The HSAB grant cycle:



### HSAB funding categories:

**Medical Services**—primary and secondary medical services, mental health and dental care for economically disadvantaged.

**FY2019 highest funded:** Womankind \$155,000

**Core Social Services**—food, clothing or housing; emergency disaster relief; family violence issues; and adult and child daycare.

**FY2019 highest funded:**

Monroe Assn for ReMARable Citizens - \$200,000

**Quality of Life Improvement Services**—educational, preventative, training, recreational and cultural services.

**FY2019 highest funded:**

Literacy Volunteers of America - \$50,000



Hugs at Womankind.

During the grant award period all grant recipients receive a site visit for program monitoring, which includes program observation and service delivery verification.

More information about HSAB grant funding, including a down-loadable application, schedules with deadlines, meeting dates, applications submitted in previous years, listing of awardees and link to a video recording of most recent HSAB meeting may be found at [www.monroecounty-fl.gov/hsab](http://www.monroecounty-fl.gov/hsab).

For Fiscal Year 2019, during the budget process, the BOCC approved \$2 million in property tax revenues be awarded to 27 non-profit human service organizations that provide needed services to vulnerable residents of Monroe County. More information at: [www.monroecounty-fl.gov/hsab](http://www.monroecounty-fl.gov/hsab).

# HURRICANE IRMA: Long Term Recovery

**H**urricane Irma. For the many people in Monroe County who have been able to get back to their normal lives, the Category 4 storm that struck the Florida Keys on Sept. 10, 2017 is now a memory. But for other residents and business owners, the struggle continues to rebuild their homes, lives and livelihoods.

During 2018, Monroe County ended its response to Hurricane Irma and transitioned into long-term recovery. While so much already has been done – it is a long process and never easy to recover from a storm such as Irma. The Category 4 hurricane forced a mandatory evacuation of all visitors and residents and delivered sustained winds of 132 mph and storm surge of up to 8 feet. There were 17 hurricane-related deaths, about 40 injuries and the destruction or severe damage of approximately 4,100 homes and many businesses. The Keys had not been hit by such a powerful storm since Hurricane Donna in 1960.

Due to the linear geography of the island chain, some parts of Monroe County were hit harder than others. The brunt of the damage was sustained in the Lower Keys, from about Mile Marker 10 to 40, where Irma's eye made landfall.

Since the storm struck, Monroe County has been working with other government agencies, business



Director. The County Commission also funded a Housing Recovery Administrator. The County's Disaster Recovery Office is working on five areas: housing assistance, human needs, the environment, rebuilding the community/infrastructure, and business and tourism.

The destruction could have been worse had the newer development in the Keys not been constructed to a 180-mile-per-hour wind load standard mandated in the Florida and Monroe County Building Code and elevated

above expected levels of flooding. Extensive investment in mitigation a more resilient community. Irma dramatically demonstrated the benefit of investment in a hardened infrastructure, which provided rapid restoration of water, wastewater, electricity, roads and bridges.

Unfortunately, older homes and businesses – which were not built to wind and flood codes – suffered the most destruction. This is why the goal of the long-term recovery effort is to ensure that disaster assistance can be maximized to support recovery needs and build a stronger, safer, more resilient Florida Keys.

There remain thousands of homes that are damaged, uninhabitable or need demolition. Victims continue to await insurance claim settlements, federal disaster assistance or contractors to complete repairs or replace their homes. With long waiting lists for home repair or replacement, victims still have a challenging road ahead.

The non-profit organizations serving Monroe County have come together to form the Long-term Recovery Group to facilitate communication, coordination and maximize recovery funds across non-profit institutions. Monroe County has a liaison with the group, and has provided some assistance.

Irma struck hard, but Monroe County government and the community is working everyday to help the Keys and its citizens and business owners come back better than ever. Read the next few pages about Irma Recovery to learn how. ☺

Disaster Recovery Director: Helene Wetherington,  
305-289-2524  
Wetherington-Helene@monroecounty-fl.gov

Housing Recovery Administrator: Juanita Jones,  
305-289-2560  
Jones-Juanita@monroecounty-fl.gov

# IRMA RECOVERY: Human Needs

In the aftermath of any disaster, it is the most vulnerable populations within the community that struggle to rebuild their lives. Of the 4,100 homes that sustained catastrophic damage, many were mobile homes or aging, non-compliant structures built on the ground and vulnerable to the storm surge.

Many of these homes did not have insurance or were under-insured making reconstruction of a safe, code compliant, elevated home beyond the financial means of the average working family or retiree on a fixed income.

Many of the people who lived in those destroyed or damaged homes have struggled to find new temporary or permanent places to live, with the limited number of rentals available and the high cost of rent in the Keys that has been exacerbated by the loss of many affordable housing options due to the storm.

Numerous public, private, non-profit, and philanthropic organizations have provided assistance and continue to do so today. Partners such as the Salvation Army, the American Red Cross, the United Way, United Presbyterians, Volunteer Florida and many others have

contributed millions of dollars to meet victim needs as well as a host of services providing food, shelter, transportation, mental health services, child care, and medical assistance. Donations have come from all sources to rebuild lives.

In light of the continuing challenges caused by Irma, the non-profit



organizations serving Monroe County came together in early 2018 to form the Long Term Recovery Group of Monroe County. It provides recovery services to individuals and families affected by disasters in the Florida Keys community.

The group facilitates communication and coordination and maximizes recovery funds across non-profit institutions.

Monroe County has provided a staff liaison, technical assistance and other resources to the Long Term Recovery Group. This includes providing County-owned land on Big Pine Key for a "volunteer village" that the recovery group is putting together to temporarily house volunteers working on the recovery effort on land Monroe County is leasing for free to the Long Term Recovery Group.

There continues to be a Hurricane Irma Helpline in place for Monroe County residents. The hotline provides access to Compass 82, a nonprofit that specializes in navigating disaster recovery resources. Compass 82 has partnered with Volunteer Florida to provide disaster case management to residents who were affected by Hurricane Irma.

The Disaster Case Management system continues to help nearly 900 people in the Keys developing strategies to rebuild their lives.

This includes helping with a viable rehousing plan for people who have been in FEMA's Direct Housing Assistance Program, which is ending in March 2019.

Monroe County Social Services also has provided a variety of assistance to people who need help recovering from Irma. See pages 76-78. ☺

**HURRICANE IRMA HELPLINE  
FOR RESIDENTS:  
1-305-859-IRMA (4762)**

**LONG TERM RECOVERY GROUP**  
Executive Director: Michelle M. Luckett  
mluckett@monroeltrg.org;  
Chair: Stephanie Kaple  
Florida Keys Outreach Coalition  
kaple@fkoc.org; 305-295-7741

# IRMA RECOVERY: Housing

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

This task force developed a Monroe County Housing Strategy that outlined the County's and municipalities' priorities for future grant programs with state and federal partners to assist with housing repair, reconstruction, and voluntary acquisition. In the Keys, there is little room left for large-scale affordable housing development.

The chain of islands that make up the Florida Keys stretches along 120 miles from the mainland and connects some of the most unique geography, with the meeting of the beautiful blue waters of the Gulf of Mexico and the Atlantic Ocean. Adorned with environmentally sensitive habitats, endangered species and wildlife refuges – and with development that already support about 74,000 full-time residents and more than 4 million visitors a year.

Just two months after Irma struck, the Monroe County Board of County Commissioners held a Special Meeting in November 2017 to address Housing Recovery Strategies.

The foresight of prior generations at the state administration level saw the future that is now. They created a protection designation for the Florida Keys, termed an Area of Critical State Concern (ACSC). Along with

protecting the natural resources and environmental habitat, there is a need for concern about protecting the lives and the economic future of the people who are our workforce and call the Keys home.

The ACSC regulations reinforce our reality that we must place a high concern on the evacuation of our citizens in times of impending danger from hurricanes



and be ever mindful of how we develop the islands for safety and environmental reasons. All permanent residents must be able to evacuate 24 hours prior to tropical storm winds making landfall in the Florida Keys.

It is important to the County and its economy that its workforce, who call the Keys home, has access to safe and affordable housing. While the larger scale development opportunities may be out of reach, smaller, scattered buildable land offers an unintended consequence of the storm an opportunity to build more resilient, sustainable housing for future generations.

Toward this end, the BOCC developed an idea for workforce

housing construction that would be unique and available on a small scale basis on scattered sites throughout the Islands. In December 2018, the BOCC approved the building of four "Tiny Homes" to serve as code-compliant models for residents who are rebuilding after losing their mobile homes during Irma. They also serve as prototypes for scattered site developments.

The BOCC also directed staff to evaluate other housing opportunities, including the purchase of mobile home parks, which were significantly impacted during Hurricane Irma. The County, working in partnership with the Monroe County Land Authority and the Monroe County Housing Authority, has contracted for two mobile homes parks to date. We

have also acquired and propose to acquire additional vacant residential lots throughout the Florida Keys, where damaged housing can be redeveloped.

## REBUILD FLORIDA

Congress appropriated \$616 million Community Development Block Grant – Disaster Relief (CDBG-DR) funding to the State of Florida for Irma recovery. The State of Florida decided how that funding should be spent in a program called Rebuild Florida.

The State of Florida set aside \$90 million to assist in housing recovery in Monroe County, which includes funding to repair damaged housing, rebuild structures, elevate structures subject



re-establish affordable housing for the workforce in Monroe County.

At the start of 2019, more than 1,000 households in the Florida Keys had registered for Rebuild Florida and many have already started going through the application and approval process.

Monroe County is working closely with Rebuild Florida at each stage of the process to provide information that will ensure all parties understand the permitting review process and building code requirements.

CDBG also is funding a Land

Acquisition, Rental and New Construction program. The goal is to construct affordable, resilient, rental workforce housing on County-owned land that will remain affordable in perpetuity.

The Monroe County Housing Authority would manage the program for very low to median income eligible individuals and families who earn at least 70% of their income in Monroe County.

For more information about Hurricane Irma Housing Assistance programs, go to [www.monroecounty-fl.gov/irmahousingassistance](http://www.monroecounty-fl.gov/irmahousingassistance). ☀

## TINY HOMES PROJECT

Six vendors responded to the County's offer for construction of the tiny home models. These vendors submitted proposals for 26 combinations of tiny houses on four land sites already owned by the County. There were fourteen different housing types proposed. They ranged in size from 360- to 1,560-square-feet and from an efficiency to a 3-bedroom, 2-bathroom home.

The County selected four vendors who will build four different customized single-family home designs that will cost a total of \$656,000 to construct. Here are the designs and locations:

**Ramrod Key:** RAS Building Commissioning and Restoration will construct a metal box modular 2-bedroom, 1-bathroom home on a vacant lot located on West Indies Drive. It also is known as the "Stairway to heaven." It will be 640 square feet, showing insulated walls and ceilings. Cost: \$153,600.

**Cudjoe Key:** Advanced Construction Technologies, LLC will build a "monolithic concrete structure" with proprietary material developed by "PermaHouse." The 3-bedroom, 2-bath, 1,012-square-foot home will be on a vacant lot located on 1st Avenue West behind the



Sheriff Office's substation. It appears to be a panel made to the size of an expanded polystyrene foam core between welded metal meshes which are assembled on site and then overlaid with a 4,000-psi

concrete mix much like that used to construct some in ground swimming pools." Cost: \$189,699.

**Big Coppitt Key:** Cypress Community Development Corporation will build a factory constructed wood frame with insulated panels that are field assembled from kits. The 2-bedroom, 1-bath, 760-square-foot unit will be built on a vacant lot at 28 Emerald Drive next to the fire station. Cost: \$212,000.

**Key Largo:** Cornerstone Design Build, Inc. will build a wood frame structure prebuilt in a factory. The 1-bedroom, 1-bathroom, 360-square-foot home will be built on a vacant lot at 39 Jenny Lane. The unit is fully assembled when site delivered.

It is installed on the site foundation and connected to required utilities. The plans submitted say the siding is Florida approved Hardie board and the roof covering is asphaltic shingles. Cost: \$101,197.

For more information about the County's Tiny Home project, go to: [www.monroecounty-fl.gov/tinyhomes](http://www.monroecounty-fl.gov/tinyhomes).

# IRMA RECOVERY: Environment

Hurricane Irma's destruction did not spare the Florida Keys' cherished natural environment, with its sensitive habitats, coral reef, pristine waters and protected species such as the Key Deer. Our state and federal government, research institutions, non-profit partners and volunteers throughout the Florida Keys have provided millions of dollars to support the evaluation, restoration and rehabilitation of our environment. This work continues.

In a tourism driven economy, the environment is one of the strongest driving forces that brings visitors to the Keys for boating, fishing, snorkeling, diving and to simply enjoying our beaches, beauty and warm coastal breezes throughout the year.

One of the first things to be done to prevent further damage to the environment was to remove hurricane debris. With FEMA funding for land debris removal, the work began quickly and ended in February 2018. More than 2.5 million cubic yards of debris and about 20,000 large appliances were collected throughout the Keys and disposed of properly.

Unified Command and the County also quickly focused efforts on removing more than 1,500 destroyed boats from Keys waters. Efforts also have taken place by the County, partners and residents in the community to clean up nearshore waters and canals of debris, remove lobster and crab traps that broke loose, restore mangroves and replace destroyed channel markers.

One of the biggest environmental challenges for the County has been obtaining funding for marine debris removal in the Keys' 500 plus canals. The federal and state government do not have a reimbursement policy in place for removing hurricane debris from canals.

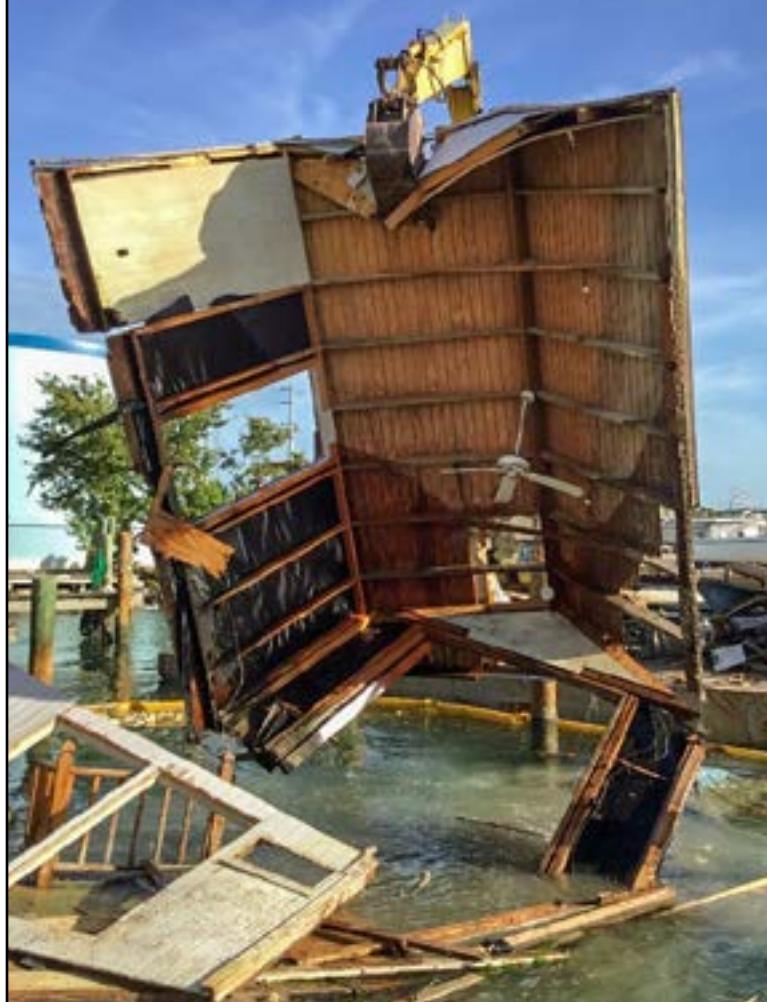
Monroe County led a months-long effort to obtain funding from the Emergency Watershed Protection Program of the U.S. Department of Agriculture's Natural Resources Conservation Service. This type of funding was used following Hurricane Georges in 1998 to help the marine cleanup, but it is not commonly used for this purpose in the Keys.



It took a lot of advocating and work by the County Administrator, County sustainability and legislative affairs staff, help from leaders and staff of Marathon and Islamorada, and major advocating by U.S. Senator Bill Nelson, U.S. Senator Marco Rubio, U.S. Rep. Carlos Curbelo and State Rep. Holly Raschein, to be awarded a \$49.2 million grant to clean up approved canals throughout the Keys.

In August 2018, the canal project began in the Keys with a workforce of about 60 people, using 15 barges, 5 sonar boats, 4 grapple trucks and other equipment. Scuba divers are also used to ensure the canals are thoroughly cleared of debris. The multiple crews have been working simultaneously throughout the Keys to complete the project within the grant-mandated time frame of 220 days.

By early February 2019, the project was on schedule and under budget with more than 75 percent of the 172 NRCS-approved canals completed with less than 40 percent of the available funds used. The approved canals were in unincorporated Monroe County, Marathon and Islamorada. ≈



# IRMA RECOVERY: Infrastructure

Hurricane Irma demonstrated that Monroe County's investment in mitigating and building hardened infrastructure and facilities was largely successful. Despite the 130 mph winds, the County did not have substantial structural damage to roads, bridges, water or wastewater systems. While these systems experienced intermittent challenges in the immediate aftermath of the storm, they were able to be efficiently restored.

However, the need to continue to build redundancy and resilience within the communications systems, power utility infrastructure and within public safety facilities became evident post Irma. The immediate response capability was hampered within the public and private sectors by a lack of redundant communications. Similarly, the Emergency Operations Center and the Sheriff's Office facilities displayed weaknesses in supporting continued operations.

Long-term recovery efforts are focusing on enhancing, hardening and replacing these vital, life-saving infrastructure components and public facilities. One way is through Monroe County's Local Mitigation Strategy (LMS) that was in place before Irma struck. The plan anticipates damage and disruption that could result from a hurricane or other disaster, and then determines how best to eliminate or reduce this damage.

In May 2018, the Local Mitigation Strategy Working Group, a coalition of representatives who work together, approved the 2018 Master Initiatives List. This list prioritizes projects to apply for funding through the Hurricane Irma Hazard Mitigation Grant Program administered by the Florida Division of Emergency Management (FDEM).



Based on current HMGP funding allocation for the entire county of \$45 million, the group prioritized 11 projects that were submitted by the BOCC, Key West, Marathon, Islamorada, the Florida Keys Electric Co-op, Keys Energy and the Florida Keys Aqueduct Authority. In February 2019, FDEM was still reviewing the submissions.

The top priority is funding to help build a new Emergency Operations Center. For Irma, the EOC operated out of the BOCC chambers at the Marathon Government Center (see photo above) that proved to be inadequate. For a complete list and updates, go to [www.monroecounty-fl.gov/lms](http://www.monroecounty-fl.gov/lms).

If more HMGP funding becomes available, the group has 34 more prioritized projects, costing a total of more than \$500 million, ready to submit. And while not directly impacted by Hurricane Michael in 2018, Monroe County has submitted applications to the FDEM for consideration in that HMGP allocation.

Monroe County also has submitted applications to FEMA's Pre-Disaster and Flood Mitigation Assistance programs, again for public infrastructure and residential mitigation projects.

# IRMA RECOVERY: Business & Tourism

Since Hurricane Irma, many businesses have had challenges recovering back to full capacity. Businesses within the hospitality industry, retail shops, restaurants, charter boat captains and commercial fishermen are working to overcome challenges that include lack of qualified personnel, destroyed equipment and damaged or destroyed buildings.

The Florida Keys Commercial Fishermen's Association estimates the lobster fishing industry lost \$42.6 million as a result of Irma. The reconstruction effort itself has suffered severely

due to a lack of qualified construction personnel, electricians, plumbers, roofers and others.

As we develop post disaster recovery initiatives to create economic opportunities, we must collaborate to determine local business recovery needs and strengthen applications for disaster recovery funds.

Monroe County has been working to help businesses recover, including hosting a workshop in April 2019. And there are federal and state programs in the works, including a \$44.6

million allocation by NOAA to Florida for the declared fishery disaster. The state Department of Economic Opportunity is working on a Recovery Workforce Training Program and a Business Recovery Grant Program.

The Monroe County Tourist Development Council led the way as soon as it was safe after Irma to promote the return of tourists. The Keys economic engine is tourism. The TDC also has provided funds for the repairs and rebuilding of tourist attractions that were damaged by the storm. For more, see page 97.



# AIRPORTS:

## Key West & Marathon

**M**onroe County owns and operates two airports: Key West International and Florida Keys Marathon International.

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



In Key West in 2018, more than 870,000 passengers flew in and out of the airport on flights from American, Delta, Silver and United. Those carriers offer non-stop commercial service to 11 large hub airports. Key West also handled 31,000 general aircraft operations.

### KEY WEST AIRPORT 2018 ACCOMPLISHMENTS

- The airport was found to be in full compliance with all Federal Aviation Administration and Transportation Security Administration requirements during the Annual Safety & Security Inspections.
- The Key West Airport Fire Department responded to about 284 calls: 21 aircraft incidents, 87 emergency medical and trauma calls, 6 electrical fires, 3 fuel spills, 18 public assists or assist other agency and 149 wildlife related issues.
- The Airport Master plan is approximately 95 percent complete, this document will help guide the airport in general planning and the implementation of its 5, 10 and 20-year Airport planning goals, thus providing direction for the Airport's future growth.
- Completed the \$9 million airport commercial apron reconstruction project. Old asphalt pavement was removed and 13 inches by 16,000 cubic yards of concrete was installed for air carrier aircraft parking. The new apron has better drainage and can better handle the weight of larger existing aircraft.
- Completed the \$10 million airport runway reconstruction project. It provided a mill and overlay of the airport's single runway. The project also took advantage of existing paved overrun area on the west end to allow aircraft departing on Runway 9 to enjoy an additional 277 feet of available runway for takeoffs.
- Completed Phase 2 & 3 of the airfield drainage system, which will provide increased storm water handling capacity for airfield and general aviation areas.
- Completed the emergency alert system project which provides recorded, real-time emergency response announcements to key Airport personnel.
- The airfield fence upgrade project is 95% complete. It provides a new 10-foot high chain link security fence.
- Applied for and received more than \$10 million in FAA and FDOT funding for Fiscal Year 2018.



### Director: Richard Strickland

305-809-5210

Strickland-Richard@monroecounty-fl.gov

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

**Budget:** \$16.8 Million

**Airport Employees:** 20 (Both Airports)

**Airport Fire Rescue staff:** 13

**Sheriff's Office Airport staff:** 30

### KEY WEST AIRPORT 2019 GOALS

- Start Phase III construction for the Customs and Border Protection Facility. This overall project will provide CBP with a state of the art facility that will allow CBP the ability to process more passengers per hour, enhancing our ability to promote and accommodate more international traffic.
- Begin Phase 2 of the Noise Insulation Program to minimize noise intrusion into approved residences

around the Airport (Key West by the Sea Building C construction and Bid docs for Building A, Floors 1-3)

- Fully complete the Airport Master Plan study.
- Complete the Faraldo Circle Realignment and curb-side improvements project.
- Continue working with local business leaders and airlines to secure additional air service in order to enhance competition, lower airfares and service to new markets.



The Florida Keys Marathon International Airport celebrated its 75th anniversary in 2018. Today, the airport continues to serve the general aviation community for the Middle Keys by providing a safe and convenient airport facility.

Although the entire airport sustained significant damage from Hurricane Irma in 2017, Marathon Airport has quickly completed repairs to allow for safe operations and is in the process of conducting numerous recovery projects that will improve the facility's infrastructure.

Despite these challenges, the Airport passed its annual FAA certification inspection without any discrepancies. Also, the airport continues to serve as an international port of entry for flights entering the United States, with 700 total international arrivals since the facility opened in April 2016.

### MARATHON AIRPORT 2018 ACCOMPLISHMENTS

- Made significant progress on an Environmental Assessment, which addresses the proposed shifting of Runway 7-25 40 feet north of its present location.
- Made significant progress on the Airport's Master Plan Update, which began in the Spring of 2017.



Once complete, the Master Plan Update will outline the airport's responsible development over the next 20 years.

- Began numerous Hurricane Irma recovery projects that will restore the airport to its pre-hurricane con-

dition and greatly modernize the Airport's navigational equipment.

### MARATHON AIRPORT 2019 GOALS

- Complete Hurricane Irma recovery projects, including the repair and replacement of all airport navigational aids and sign systems, which are essential for safe airport operations.
- Complete design and bid of the Main Terminal and Hangar rehabilitation projects.
- Successfully complete the Airport's Environmental Assessment.
- Successfully complete the Airport's Master Plan update.
- Issue a Request for Proposals (RFP) to construct a new corporate hangar at Marathon Airport.
- Continue to strengthen the airport's relationship with airfield tenants, business partners and the local community. ≈

# BUILDING

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

We review plans and provide permitting services for compliance with the Florida Building Code, the Monroe County Code and all other life safety codes. We also provide inspection services in accordance with the Building Code, coordinated administration and enforcement of the County's floodplain regulations and a contractor licensing and testing program.

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

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

Hurricane Irma permits, along with non-hurricane related permitting, resulted in record-breaking numbers of plan reviews and inspections provided to assure the Community rebuilt according to code.

## DID YOU KNOW?

You can find out if a contractor is licensed in Monroe County, by going to: [www.monroecounty-fl.gov/contractors](http://www.monroecounty-fl.gov/contractors).



## Building Official: Rick Griffin

305-289-2521

[Griffin-Rick@monroecounty-fl.gov](mailto:Griffin-Rick@monroecounty-fl.gov)

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

**Budget:** \$6 million

**Employees:** 49

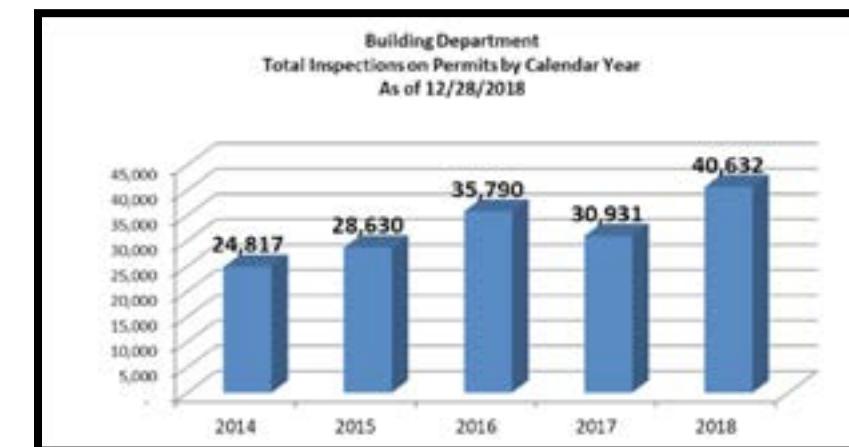
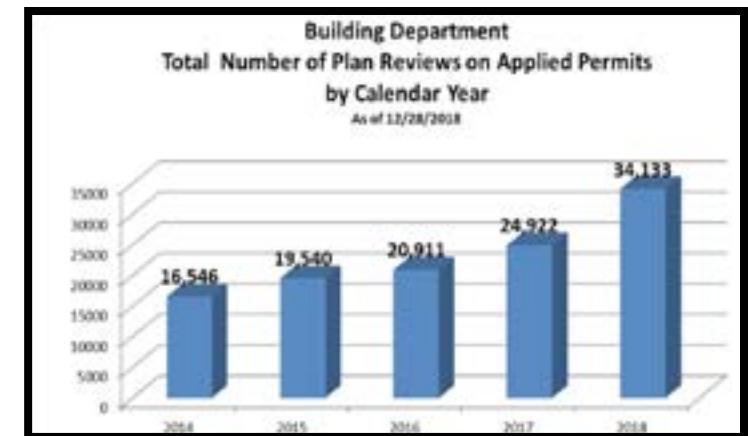
## 2018 ACCOMPLISHMENTS

- Developed and implemented procedures and tools for measurement of permit timeframes from date of application through readiness for issuance to identify lags and reduce permitting timeframes.
- Developed and implemented procedures for expedited permits designed for hurricane-damaged properties and buildings.
- Established complete plan review and inspections services in the Stock Island office.
- Implemented credit card payment services.

## 2019 GOALS

- Implement software to provide 30-day notification to permit applicants that their permits are nearing expiration to allow them time to address inspections needed.
- Participate in the technical review of FEMA's coastal study, including review of preliminary floodplain maps with a comparison of impacts to property owners with new floodplain boundaries, new LiMWA boundaries; conduct community outreach meetings to inform the public of these proposed floodplain map changes and the impacts they may have on regulatory and insurance.
- Identify best path with Information Technology Department, for new permit software that will include electronic plan review.
- Initiate Resilient Housing Reconstruction Program, upon approval of FEMA funded HGMP, PDM, and/or FMA grants for flood hazard mitigation projects, including but not limited to elevating homes and/or buying out properties in flood prone areas.

**2018: Record number of 34,133 plan reviews -- partly due to the high number of hurricane-related permits.**

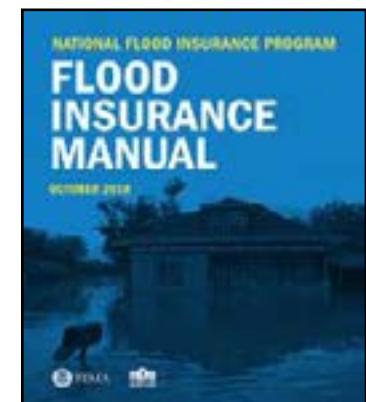


**Due to the widespread damage from Hurricane Irma, County staff were required to inspect all 42,706 structures in unincorporated Monroe County for the level of damage to each structure.**

## COMMUNITY RATING SYSTEM (CRS) FOR FLOOD INSURANCE

In 2019, Monroe County continues to work on achieving a Class 4 Community Rating System (CRS), which would result in a 30% discount to most of the approximately 15,000 National Flood Insurance Program policy holders in unincorporated Monroe County. To do so, we will complete programs already underway, including Repetitive Loss Area Analysis (RLAA,) SLR Analysis/Stormwater Master Plan and a Drainage Maintenance SOP.

The following table demonstrates historic discounts for unincorporated Monroe County with projected discount if a Class 4 is achieved. It is on a scale of 1 to 8, with 1 being the best. They Keys' municipalities also participated in the CRS program. For more about the CRS program, go to [www.monroecounty-fl.gov/crs](http://www.monroecounty-fl.gov/crs).



Class and Discount/Year	Average Savings per Household	Total Savings	Cumulative Savings
<b>CRS Class 6 10/1/2016</b>	\$233	\$3,629,670	\$3,629,670
<b>CRS Class 5 10/1/2017</b>	\$350	\$5,135,345	\$8,765,015
<b>CRS Class 5 10/1/2018</b>	\$350	\$5,135,345	\$13,900,360
<b>GRAND TOTAL</b>			\$13,900,360
<b>GOAL</b>			
<b>CRS Class 5 10/1/2019</b>	\$350	\$5,135,345	\$19,035,705
<b>CRS Class 4 Effective Date 5/1/2020</b>	\$419	\$6,156,964	\$25,192,669
<b>GRAND TOTAL</b>			\$25,192,669

# PERMITTING

Permitting post-Hurricane Irma proved challenging. The BOCC provided the citizens with a 180-day temporary suspension of building permit application fees associated with 22 types of emergency permits, which continued through March 24, 2018. We saw a record 8,799 permits issued in 2018. From Hurricane Irma on September 10, 2017 throughout 2018 the County issued a total of 3,040 roofing permits.

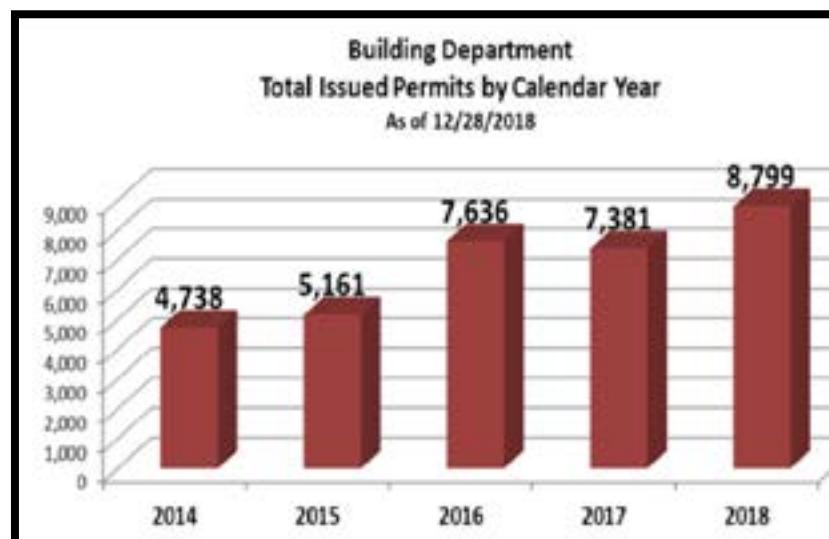
Permits are required in unincorporated Monroe County for the following:

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

There are certain residential exceptions for several of these categories. Please contact the County Building Department with specific questions.

## Did you know?

The number of permits issued have been increasing steadily, and reached to record levels in 2016, 2017, and 2018. The number of permits issued in 2018 is 85% greater than the number issued in 2014.



## PERMIT OFFICES

### Key Largo:

Murray Nelson Government & Cultural Center  
102050 Overseas Highway  
Key Largo, FL 33037  
305-453-8800

### Marathon:

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

### Ocean Reef:

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

### Stock Island:

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

# CODE COMPLIANCE



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

In 2018, the department opened 1,293 new cases; conducted 13,391 inspections; and presented 714 cases before the Special Magistrate -- including 335 Vacation Rental cases. The remaining cases include work without permits, unsafe structures, land clearing, trash and debris, abandon vehicles/watercraft, wastewater connections, collections/new liens and mitigation.

The collections of fines, costs and after-the-fact fees totaled \$2.1 million.

The Code Compliance department continues to focus on recovery efforts to clean up properties damaged by Hurricane Irma. The department has five general code inspectors working hard to address these properties and all other complaints, including abandoned vehicles and high grass and weeds. Complaints are prioritized and are addressed as soon as possible.

In addition, a specialty inspector is assigned to each of the following violation types for that purpose only: Vacation Rental, Wastewater Connections, Land clearing and Unsafe Structures.



### Director: Cynthia J. McPherson

305-289-2508  
McPherson-Cynthia@monroecounty-fl.gov  
[www.monroecounty-fl.gov/codecompliance](http://www.monroecounty-fl.gov/codecompliance)  
**Budget:** 1.7 million  
**Employees:** 19



Post Hurricane Irma, the Code Compliance department has continued to receive weekly complaints about properties that are not cleaned up and/or have damaged structure(s). Code Compliance, in conjunction with the Building Department, began to address structures with unsafe conditions using the unsafe abatement process. Complaints are being addressed first.

As of early 2019, 92 properties have been identified. Sixty-six have been referred to the Building Department, which conducts an inspection. Property owners are notified by the Building Official of unsafe conditions and instructed to contact the Building Department to discuss corrective measures. Twenty-six have been resolved.

Hurricane Irma recovery efforts will continue for months to come for the Code Compliance department, with safety as the first priority.

## Did You Know?

You can make code compliance complaints in a variety of methods:

**Online on the county website:**  
[www.monroecounty-fl.gov/codecomplaintform](http://www.monroecounty-fl.gov/codecomplaintform)

**In-person/by phone:**

Murray Nelson Government Center  
305-483-5506

Marathon Government Center  
305-289-2810

Stock Island, 5503 College Road, Suite 204  
305-292-4455

## 2018 ACCOMPLISHMENTS

- Code Compliance and the Building Department focused on the Unsafe Structure Abatement Process following Hurricane Irma. Structures with unsafe conditions that were open to the elements and public were demolished to assure the safety of residents.
- Enforced mandatory central sewer wastewater connections as required by the State of Florida Area of Critical State Concern (ACSC) work plan
- Increased resources for Vacation Rental enforcement, which has resulted in increased efforts to bring a greater number of illegal vacation rental properties into compliance at a quicker pace. This helps improve the quality of life in neighborhoods.

## 2019 GOALS

- Increase efforts of enforcement of mandatory sewer connections.
- Continue to abate unsafe structures in the community.
- Prosecute illegal land clearing cases through the Special Magistrate process.
- Continue Vacation Rental enforcement.
- Pursue increased resources pending BOCC approval for difficult code cases impacting quality of life.

# EMERGENCY SERVICES

Monroe County's Emergency Services works around the clock with well-trained firefighter emergency technicians (EMT's), firefighter paramedics and registered nurses to protect people and property. Emergency Services' well-prepared disaster planning enables effective response to all emergencies on our unique island chain.

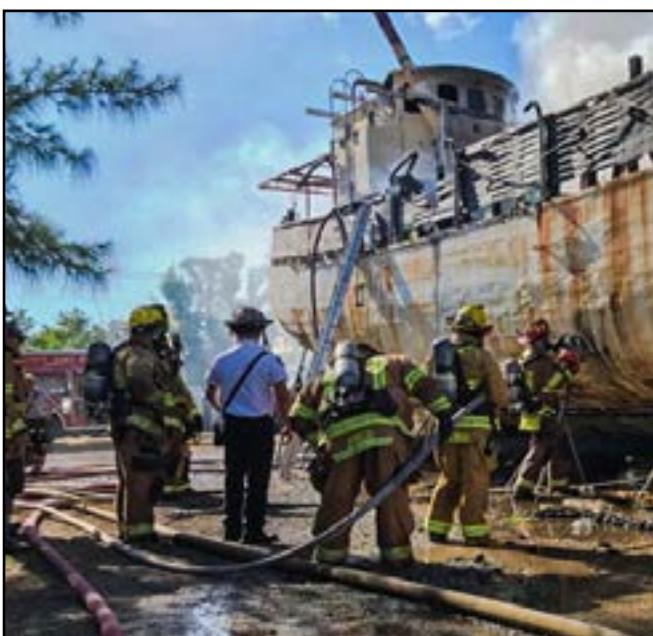
We respond to fires, major traffic accidents, medical emergencies and other requests for aid. Staff responds during storms and other events that threaten the health and safety of our residents and visitors, and that may damage property and affect the local economy.

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

critically ill and injured patients from local hospitals and emergency scenes to trauma and specialty care facilities in Miami.

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

The Emergency Management department keeps disaster response plans up-to-date, whether it's to deal with Mother Nature's wrath as with Hurricane Irma in 2017, a major brush fire such as the one that occurred last year on Big Pine Key, an act of terrorism, infectious diseases such as Zika, infestations of New World Screwworm or a man-made catastrophe.



## Division Director: Fire Chief James Callahan

305-289-6088; Callahan-James@monroecounty-fl.gov  
[www.monroecounty-fl.gov/firerescue](http://www.monroecounty-fl.gov/firerescue)

**Budget:** \$24.2 million  
**Employees:** 147

# FIRE RESCUE

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

In 2018, our firefighters responded to 4,783 calls. These included: structure fires, wild-land fires, brush fires, trash fires, vehicle fires, marine/boat fires, gas leaks, water-related rescues, vehicle extrication calls, hazardous material spills, aircraft incidents and medical emergency calls.



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

In 2018, MCFR responded by ground ambulances and Trauma Star to 3,544 calls. Of the 974 patients being air lifted to out-of-county hospitals, about 28 percent of these incidents were scene responses related to traffic accidents and other trauma-related incidents. The remaining transports were hospital-to-hospital transfers for medical emergencies, including heart attacks, strokes, seizures, difficulty breathing and abdominal disorders.

## 2018 ACCOMPLISHMENTS

- Continued post-recovery fire rescue operations after Category 4 Hurricane Irma.
- Purchased and placed into service a new fire engine and a new rescue ambulance
- Fully implemented Computer Aided Dispatch to integrate data feed from our fire records management program to our electronic patient care reporting system.

- Entered into an agreement with FAST Solutions (Fastenal Automated Supply Technology) to provide station lockers to maximize inventory management in Fire Stations throughout Monroe County. Time is saved by delivering supplies directly to stations and money is saved with computer aided inventory control.

- Firefighter/EMT David Reeves was named as the first "Employee of the Year" from Monroe County Fire Rescue. After Hurricane Irma struck the Keys, Reeves led teams of off-duty firefighters to assist anyone in need, despite having significant damage to his own home on Cudjoe Key.

- In March 2018, MCFR entered into an agreement with Life Extension Clinics, providing required annual physicals to all fire/rescue personnel. This saved the County \$30,000 per year and with more comprehensive services and medical evaluations.

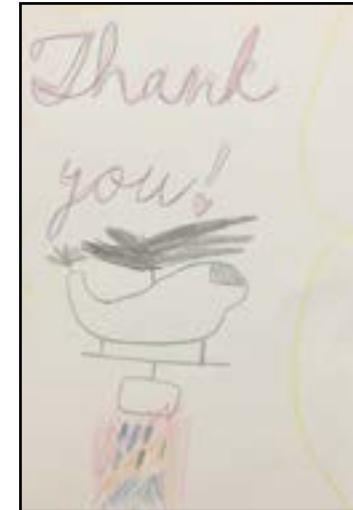
- In May 2018, Monroe County purchased two parcels of land in Layton/Long Key to use for

a future replacement of Fire Station 18. With limited land availability in the area, this is a key investment for the emergency delivery service in the future.

- Awarded construction contract and broke ground on the new Cudjoe Fire Station.
- Provided emergency resources and personnel to assist the Panhandle after it was struck by Category 4 Hurricane Michael. MCFR firefighters collected approximately \$10,000 and two truckloads of donations from the local Keys community – and delivered and distributed the donations to those in need.
- Assisted charitable organizations throughout the Keys with blood pressure checks, feeding the homeless and distributing Christmas trees.

## 2019 GOALS

- Begin planning for anticipated replacement of the aging Sugarloaf fire station with a new County station.
- Monitor the construction of the new Cudjoe fire station, which is slated for completion in late 2019.
- Purchase and place into service one new sky-boom aerial firefighting apparatus.
- Place into service a third Sikorsky S76C+ air ambulance helicopter to provide back-up service for the Trauma Star program during periods of maintenance for the existing two helicopters. ☀



## Big Pine Key Brush Fire

On April 22, 2018, Monroe County Fire Rescue got a 911 call about a brush fire on Big Pine Key. Although crews arrived within minutes, the fire already was spreading quickly with strong winds, dry conditions and a large supply of "fuel" due to dead, dry vegetation from Hurricane Irma.

A Unified Command of Monroe County Emergency Services, Florida Forest Service and the US Fish and Wildlife Service was established to manage fire suppression operations. Soon, six more agencies were involved in the firefighting response on Sunday: Key West Police Department, Islamorada Fire Rescue, Marathon Fire Rescue, Naval Air Station Boca Chica, Miami-Dade Fire Rescue and The Nature Conservancy.

Personnel from the Monroe County Sheriff's Office and the Florida Fish and Wildlife Conservation Commission also helped in the initial attack effort.

More than 70 first-responders participated on Day One of the brush fire.

During the next few days, crews from the U.S. Forest Service, Key Largo Fire District, the National Park Service and the Georgia Forestry Commission also responded. Crews fought to contain the fire by land and by air, with a helicopter dumping many loads of bay water.

The quick and unified response limited the property destruction to 1 home and a detached garage. About 30 homes were saved in the burn area. Nobody was injured, and no loss of wildlife was reported. Firefighters even saved a Key deer and a turtle.

Thanks to a lot of hard work, and a nice drenching from a rain storm, the Big Pine Key Brush Fire was completely contained and put out by April 29. ☀

# FIRE PREVENTION & FIRE TRAINING ACADEMY

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

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

Monroe County also owns and operates the Joe London Fire Training Academy, located on Crawl Key in the Middle Keys. It is one of only 43 certified firefighting training centers in Florida.

The academy has a modern classroom facility built in 2017 for educating and training our firefighters, as well as a training tower and burn building for practical learning. Basic and advanced level training is taught up to and including certifying individuals to be state certified firefighters.

The academy also offers medical and fire training for our firefighter EMT's and paramedics year-round. For more information, go to: [www.monroecounty-fl.gov/fireacademy](http://www.monroecounty-fl.gov/fireacademy).

## 2018 ACCOMPLISHMENTS

- All public schools, adult and child day care facilities, and Mariner's Hospital received annual fire inspections.
- Improved water supplies for firefighting with installation of 16 new fire hydrants.
- Continued to expand community outreach by providing fire prevention and safety programs to children.
- Our fire officer training and development program helped prepare firefighters for promotion to lieutenant, and lieutenants for promotion to captain, in addition to training future candidates for promotion.



- Continued multi-agency training between County career and volunteer firefighters and other area departments to improve mutual aid responses. Also cross-trained with Customs & Border Patrol, UH-60 Blackhawk Helicopter.
- MCFR conducted its four-year ISO evaluation in August 2018. This process is a comprehensive review of the department's fire protection capabilities. MCFR is awaiting results of the evaluation from ISO.
- Conducted Community Emergency Response Team (CERT) and CPR classes for the community.

## 2019 GOALS

- Continue professional development and training for all County fire departments and potential employees here in the County. Also conduct EMT classes.
- Construct new vehicle fire prop and maintenance to other props for continuing education for ongoing firefighter training.
- Conduct professional development training for step-up officers to ensure competency in our future leadership
- Enhance partnerships within the business community by offering crowd management training and continue to educate with reference to the Florida Fire Prevention Code updates and revisions. ☺

## HOT SHOTS

The Fire Academy hosted its first "Hot Shots" fire standards class that was targeted for Monroe County residents.

The program was a great success, with the graduation of 29 firefighter II students.

The BOCC waived the training fees for local residents, providing professional opportunities in the fire service and assisting MCFR in our reduction of employee turnover.



# TRAUMA STAR AIR AMBULANCE



**T**rauma Star is the only air ambulance service in Monroe County. It is jointly operated by Monroe County Fire Rescue and the Monroe County Sheriff's Office.

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

The Trauma Star program has two twin-engine Sikorsky helicopters. One helicopter operates out of the Monroe County Sheriff's Aviation Hangar in Marathon and the other out of Lower Keys Medical Center in Key West.

Both helicopters are staffed by highly trained critical-care nurses, firefighters/paramedics and pilots. Each helicopter can transport up to two critically injured or ill patients on every mission.

A third helicopter has been ordered and will be utilized as a reserve unit in 2019. This helicopter will ensure continuous service to Monroe County during times of scheduled or unscheduled maintenance of either of the existing two front-line helicopters.

The Trauma Star program is a premier air rescue service that provides

Monroe County residents a transport fee waiver for all costs not covered by insurance. There are no out-of-pocket costs for County residents who use this life-saving service.

In the past, private air ambulances in the Keys have charged County residents tens of thousands of dollars in out-of-pocket costs for transport to mainland hospitals.

## 2018: A Record Year with 974 Patients Flown on Trauma Star

Since the program began in 2001, Trauma Star has transported more than 4,500 patients to critical care not available in the Keys. The need for the service by residents and visitors has increased.

In 2017, the BOCC approved the purchase of a second Sikorsky S76C+ helicopter and a second Trauma Star base was opened at the Lower Keys Medical Center.

2018 was another record year. Trauma Star flew 974 patients to mainland facilities: 196 for trauma, 38 for stroke, 28 for heart attacks and 3 first response flights to the Dry Tortugas. The remaining 709 transports were hospital-to-hospital.

tal transfers of critically ill patients that required specialty care not available at Keys hospitals.

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

Trauma Star was the first air ambulance service to provide immediate access to the highest level of care to patients experiencing a myocardial infarction (heart attack) and has since flown more than 153 heart attack patients directly from the emergency scene.

Trauma Star was the first air ambulance service in the United States to transport patients exhibiting signs of a neurological deficit (stroke) to a comprehensive stroke center for immediate interventions and has since flown more than 218 stroke patients directly from the field.

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



# EMERGENCY MANAGEMENT

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

Emergency Management is the lead for facilitation and coordination of all municipalities, private partners, state agencies and federal agencies during emergencies.

To make the County less vulnerable, we have created and implemented comprehensive plans that build, sustain and improve the county's capability to mitigate against, prepare for, respond to and recover from disasters.

Emergency Management started 2018 deeply involved in the recovery efforts of Hurricane Irma, a Category 4 hurricane that devastated portions of the Florida Keys just 4 months earlier.

Coordinating the efforts of dozens of agencies at the federal, state and local levels, as well as dozens more non-governmental agencies and non-profits, Emergency Management focused throughout 2018 on disaster survivors' recovery and their unmet needs.

In 2018, Emergency Management also evaluated its performance during Hurricane Irma and put to use lessons

learned to improve plans, procedures and processes for future emergencies. Part of this process included County leadership and Emergency Management holding several public meetings to seek input and feedback from citizens and business owners.

## 2018 ACCOMPLISHMENTS

- Developed a plan to expedite reentry for citizens and critical business partners post disaster. The complexity of this reentry challenge was magnified by three critical areas that had to be addressed before allowing reentry. First, the safety of those reentering. Second, the ability to be self-sufficient, not drawing on the limited resources of the disaster area. Third, the ability to coordinate reentry in such a manner as to not interfere with ongoing emergency operations. These issues were overcome through the implementation of two programs: The Business Reentry Program and utilization of Community Emergency Response Team training (CERT).

- Created The Business Reentry Program to allow critical businesses to return prior to the County reopening, thus allowing these organizations to expedite their recovery. These businesses completed an online application that demonstrated the need for their return, the ability to provide for the safety and support of their workers, and the ability to coordinate efforts



### Director: Martin Senterfitt

305-289-6065

Senterfitt-Martin@monroecounty-fl.gov

Budget: \$987,366 (\$414,875 in grant funding)

Employees: 7

*Right: Emergency Management Hurricane Preparedness Exercise in 2018*

*Left: Monroe County Emergency Management receives the Outstanding Achievement award for its response to Hurricane Irma at the 2018 National Hurricane Conference.*



**Monroe County Emergency Hotline: 1-800-955-5504**  
**Emergency Management Website: [www.monroecountyem.com](http://www.monroecountyem.com)**  
**Sign Up for Alert!Monroe on Website Homepage**

with others in the disaster area. In 2018, more than 200 businesses had qualified for early reentry placards.

- Focused on humanitarian issues that arise during a crisis and with the help of FEMA. A Long Term Recovery Group (LTRG) was established within Monroe County to focus on our citizen's ongoing recovery efforts. Made up of a multitude of non-profit organizations, the LTRG, in direct coordination with Emergency Management, works toward meeting the needs of the residents post disaster.
- Citizens wishing expedited reentry to support the disaster response and recovery were trained in CERT curriculum, a 32-hour program that teaches how to safely operate in a disaster area, self-sufficiency and coordination of effort. CERT-trained citizens are then issued a reentry placard. Though this program was not implemented until the second half of 2018, more than 400 residents completed training.
- Ordering, procurement, receiving, distribution and resource tracking were closely examined and new procedures were developed to improve these critical capabilities. Additional County staff have been identified and trained to augment these processes as they evolve.

used to further hone the capabilities of Monroe County's Emergency Management team.

## 2019 GOALS

- Emergency Management will continue its focus on Preparedness, Response, Recovery and Mitigation of disasters. Recognizing the potential impact of future disasters in the Florida Keys, the Emergency Management team strives to be a Premier Emergency Management program.
- Continue recovery efforts for Hurricane Irma.
- Successfully complete the FEMA -evaluated Turkey Point Nuclear Power Plant Radiological Response Exercise.

# HURRICANE PREPAREDNESS

Anyone who was in the Florida Keys during Category 4 Hurricane Irma knows firsthand just how powerful and destructive tropical cyclones can be.

Hurricanes in the Keys can bring high winds, heavy rainfall, storm surges and tornadoes.

Over the past century, Monroe County has been struck by several powerful tropical cyclones, including the Category 5 Labor Day Hurricane in 1935 that destroyed Henry Flagler's railroad.

Monroe County, a series of low-lying islands connected by 42 bridges, is especially vulnerable to hurricanes because of its geography. Evacuating is challenging with only one evacuation route.

The Atlantic hurricane season runs June 1 to November 30. Everyone who lives in the Florida Keys should have a Hurricane Plan.



## PREPARE NOW! Don't wait to see a storm in the cone.

- Sign up for Alert!Monroe at [www.monroecountyem.com](http://www.monroecountyem.com)
- Determine your evacuation destination: to a relative, friend, motel, hotel or public shelter (as a last resort). And prepare a quick and safe route to get to your destination.
- If you need shelter assistance due to special medical needs, register [www.monroecounty-fl.gov/special-needsregistry](http://www.monroecounty-fl.gov/special-needsregistry).
- All Monroe County shelters are pet friendly, but please register your pet in advance at [www.monroecounty-fl.gov/petsregistry](http://www.monroecounty-fl.gov/petsregistry).
- Review your insurance policies and coverage. And make sure you have flood insurance.
- Take photos and/or video footage of your property. Store this information with your important papers. Make copies of the documents and photographs and leave them with someone you trust.
- Visually inspect your home and property. Make any repairs necessary, trim branches, remove coconuts and don't forget to have material to secure your boat if you don't plan to relocate it.
- Check shutters, or purchase plywood, rope, extra nails and tarps for protecting windows and doors.
- Prepare an Emergency Supply Kit or Evacuation Bag. To see what should be in it, go to [www.monroecounty-fl.gov/emergencykit](http://www.monroecounty-fl.gov/emergencykit)
- Get your Re-Entry Stickers. Go to [www.monroecounty-fl.gov/reentrystickers](http://www.monroecounty-fl.gov/reentrystickers) for more information.



## When A Storm Is Approaching The Keys

If a storm is approaching the Florida Keys, the best way to get information is to sign up for Monroe County Emergency Management's Alert!Monroe.

It enables you to receive emergency alerts and information via text messages, phone calls or emails.

Official information also will be posted on these other Monroe County Emergency Management outlets:

- Facebook: [www.fb.com/monroecountyflbcc](http://www.fb.com/monroecountyflbcc)
- Twitter: @monroecounty
- Monroe County Television: Comcast channel 76 and AT&T U-verse channel 99
- Monroe Emergency Hotline: 800-955-5504.



- This also is the time to take action on your preparedness plan, including the following:
  - Gather needed supplies for at least three days, including medicine and pet food.
  - Gas up your vehicles and make sure they are in good working order.
  - Put up your storm shutters and take other protective property measures including securing lawn furniture and boats.
  - Charge your cell phone and make sure you have batteries for your portable radio.
- Follow official instructions and monitor official sites.

## Evacuations and Re-Entry

### When an evacuation is ordered, already have a destination planned.

#### SHELTERS

Monroe County only offers in-County shelters during storms that are less than a Category 3. For stronger storms, there are shelters on the mainland for County residents. All shelters should be a last resort. No services are provided. For shelter information, go to [www.monroecounty-fl.gov/shelters](http://www.monroecounty-fl.gov/shelters).

#### RE-ENTRY STICKERS

Plan to stay at your evacuation destination until it is safe to come

back. Monitor official sites for re-entry information. Don't forget to affix your Re-Entry sticker to your vehicle's windshield.

at [monroecountyem.com/placard-program](http://monroecountyem.com/placard-program).

#### CERT PROGRAM

Citizens who go through Monroe County's Community Emergency Response Training (CERT) and become part of the volunteer Monroe Emergency Reserve Corps also can obtain early re-entry placards. To learn more, go to [www.monroecounty-fl.gov/volunteermonroe](http://www.monroecounty-fl.gov/volunteermonroe).

#### RECOVERY

Once a storm has passed and it is safe to return, continue to follow official instructions to help everyone recover as quickly as possible.

# EMPLOYEE SERVICES

The Employee Services Department provides guidance and information to the County's more than 570 employees and the public. The department works to maintain a ready workforce that is talented, fairly-compensated, healthy, diverse and safety-minded, while keeping pace with the evolving needs and goals of Monroe County.

The Employee Services Department has three offices: Human Resources, Employee Benefits, and Workers' Compensation and Safety.

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

Workers' Compensation supports more than 1,800 employees and volunteers, while Employee Benefits provides insurance coverage to more than 2,400 employees, retirees, and dependent spouses and children.

## 2018 ACCOMPLISHMENTS

- Contracted with Evergreen Solutions to conduct the periodic Employee Classification and Compensation Study, which was last done in 2014. Eight of 12 phases have been completed. This study will provide information to ensure we have a market-competitive employee compensation plan.
- Automated the annual employee performance reviews to save time and resources so performance raises and/or cost of living raises are generated by computer.



### Director: Bryan Cook

305-292-4558

Cook-Bryan@monroecounty-fl.gov

Budget: \$28.3 million

Employees: 11



## 2019 GOALS

- Continue to leverage software and technology solutions to improve department processes, with emphasis on streamlining the recruiting system, job application process and hiring process.
- Complete the Classification and Compensation Study with Evergreen Solutions. Recommendations from the study will be included in the FY 2020 budget planning process.
- Identify and select dental and vision insurance plans that include a strong network and favorable cost, with preferred plan features. Develop a 3- to 5-year strategic plan for the Benefits department, including wellness program enhancements designed to reduce health care costs through illness prevention. ~
- Produce video recordings of new employee orientation modules to more quickly acclimate new hires to County employment.
- Improve workplace safety by



partnering with the Public Works/Facilities department to implement key building security improvements identified in the 2018 Phantom Services study.

Continue enhancing the online benefits enrollment platform to improve its efficiency and ease of use for employees.

Identify and select dental and vision insur-

ance plans that include a strong network and favorable cost, with preferred plan features. Develop a 3- to 5-year strategic plan for the Benefits department, including wellness program enhancements designed to reduce health care costs through illness prevention. ~

## DID YOU KNOW?

Monroe County hires about 100 employees each year in a variety of positions and departments.

For job openings and employment applications, go to [www.monroecounty-fl.gov/jobs](http://www.monroecounty-fl.gov/jobs), or apply in person at computer kiosks located in the Historic Gato Building in Key West, Marathon Government Center and the Key Largo library.

## 2018 Employee of the Year Donald Lowrie - Fleet

Four times a year, Monroe County's Senior Management Team selects an Employee of the Quarter from a pool of employees nominated by their peers or supervisors.

These employees are chosen for going above and beyond their own work responsibilities, while showing continual demonstration of the values of Monroe County.

### 2018 Employees of the Quarter:

**Quarter 1:** Senior Coordinator Brian Bradley - County Attorney's Office

**Quarter 2:** Mechanic Generator Technician Donald Lowrie - Fleet Maintenance

**Quarter 3:** Firefighter Flight Medic Sean Ojeda -- Monroe County Fire Rescue

**Quarter 4:** Sign Technician Cody Moeller - Engineering Services and Roads

Monroe County's 2018 Employee of the Year is selected from the group of four. This year the service award goes to Donald Lowrie. Read more about all the service award recipients on the next page.



Donald Lowrie receives recognition from Monroe County Commissioner David Rice during a meeting.

# EMPLOYEES OF THE QUARTERS

## FIRST QUARTER RECIPIENT

**BRIAN BRADLEY**

Senior Coordinator

County Attorney's Office



Brian Bradley went above and beyond his County Attorney's Office job duties to help the County in its hurricane marine debris removal program. On his own time over a period of two months, including on weekends and holidays, Bradley was on a mission to find, research and document the five boats with the deepest draft that were docked anywhere in Monroe County.

This was important because FEMA originally would only reimburse the County for marine debris removal to a depth of four feet below the surface. FEMA's main concern is for the removal of debris that is a navigational hazard.

Bradley's efforts provided documentation to FEMA to enable the County to request the marine debris removal contractor go to a depth of 14.7 feet below the canal surface waters to remove storm debris, instead of only four feet.

## SECOND QUARTER RECIPIENT

**DONALD LOWRIE**

Mechanic Generator Technician  
Fleet Management

In May 2018, Donald Lowrie heard screams coming from a young girl being attacked by two large dogs and came to her aid, suffering severe injuries to himself in the effort.

When Lowrie heard the screams coming from his neighbor's home, he ran up the stairs to help. The dogs turned their attention to Lowrie, allowing the girl to escape to safety. Lowrie fell down the stairs while being attacked by the dogs. He suffered multiple injuries that have required ongoing surgeries.

"The child received multiple bites," Assistant County Administrator Kevin Wilson wrote in his recommendation of Lowrie. "Mr. Lowrie did not hesitate to put himself in danger, possibly saving the life of a small child."

Lowrie's heroic and day-to-day, exceptional performance as a Mechanic Generator Technician earned him the service award for the second quarter and 2018 Employee of the Year.

## THIRD QUARTER RECIPIENT

**SEAN OJEDA**

FF Paramedic and Flight Medic  
Monroe County Fire Rescue



Firefighter Paramedic and Flight Medic Sean Ojeda received the third quarter award for his knowledge during an April Trauma Star flight. What seemed like a stable patient for a flight to the Kendall Regional Medical Center quickly took a turn for the worst.

With 26 minutes left of airtime, Ojeda and Bello made a critical decision to intubate the patient to protect the airway and increase

oxygen saturation. At the same time, Trauma Star pilot Ralph Rios called Homestead Hospital for an emergency landing.

"Sean was able to intubate the patient with limited visualization and space under a minute," said co-worker Obed Bello, who nominated Ojeda. "His skill set, sense of urgency, and his composure were key to the outcome we had."

Homestead Hospital staff commended Sean for his ability to intubate in those conditions and applauded the entire flight crew.

## FOURTH QUARTER RECIPIENT

**CODY MOELLER**

Sign Technician  
Roads Maintenance



Since Hurricane Irma, Cody Moeller was reassigned to assist in the repair and replacement of traffic signage on County roads in the Lower Keys and on U.S. 1 in Marathon. Moeller did not have expertise in this work, but he went above and beyond to quickly learn the new trade that was desperately needed by the County.

On County-maintained roads, 1,726 signs were damaged by Hurricane Irma and 831 emergency temporary sign repairs were made.

Moeller completed prerequisites for "Signs and Markings I" and has attended the International Municipal Signal Association course, successfully passing the certification exam.

# ENGINEERING SERVICES AND ROADS MAINTENANCE

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

We maintain 26 County bridges and approximately 312 miles of County roads and rights-of-way. We also maintain County sidewalks and bike paths within unincorporated Monroe County.

Engineering Services manages the contract for the Pigeon Key Ferry Service that will continue to provide daily transportation to Pigeon Key until access via the Old Seven Mile Bridge is restored.

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

Staff provides support to the Planning Department through the Development Review Committee



process by reviewing proposed development for impacts to County roads. We also review and provide comments on road abandonment requests.

The department oversees the Card Sound Toll Authority, which is responsible for operating the toll on Card Sound Road near the Miami-Dade/Monroe County line and maintaining Card Sound Road and County Road 905. The toll began

operating again in October 2018 after completion of the conversion to an All-Electronic Tolling (AET) system.

## ENGINEERING SERVICES 2018 ACCOMPLISHMENTS

- Completed construction of two Roadway and Drainage Improvement projects, both with sea level rise adaptation included: **Key Largo I** (Bay Haven, Dove Creek)



**Director: Judy Clarke, P.E.**

305-295-4329

Clarke-Judith@monroecounty-fl.gov

**Budget:** \$21,856,409

**Employees:** 35 (5 Engineering Services, 29 Road Maintenance, 1 Card Sound Toll Authority)

Estates and Seaside subdivision) and **Stock Island I**. The Stock Island project included building new sidewalks from U.S. 1 to 5th Avenue and along 5th Avenue to create pedestrian connection from residential neighborhoods to parks and facilities.

- Roadway and Drainage Improvement Program continued with completion of the engineering design and permitting phase and construction start of the **Key Largo II project** (Bay Harbor, Sunset Point, Sunrise Point, Lime Grove Estates subdivisions) and engineering design phase for the **Stock Island II project** (Maloney and McDonald Avenues).

- **1st and Bertha Streets Roadway and Drainage Improvement project:** began the engineering design and permitting . Project will include improvements to Key West infrastructure through an interlocal agreement with the city. All roadway improvement projects include adaptation for sea level rise as appropriate.

- **Twin Lakes/Sands Subdivision Sea Level Rise Pilot Project:** began engineering design and permitting phase to prepare construction documents to elevate roadways and convert gravity drainage to an engineered collection, treatment and disposal system.

- **Upper and Lower Keys roads hurricane repair projects:** completed engineering design phase in accordance with FEMA guidelines. Repairs begin in 2019.

- **Duck Key Bridges Cultural Resources Assessment:** completed in Fall 2018 and executed task order for the engineering design and permitting for the replacement of the Bimini Drive bridge.

- **Sugarloaf Boulevard Bridge:** design continued and is being evaluated for additional adaption for sea level rise.

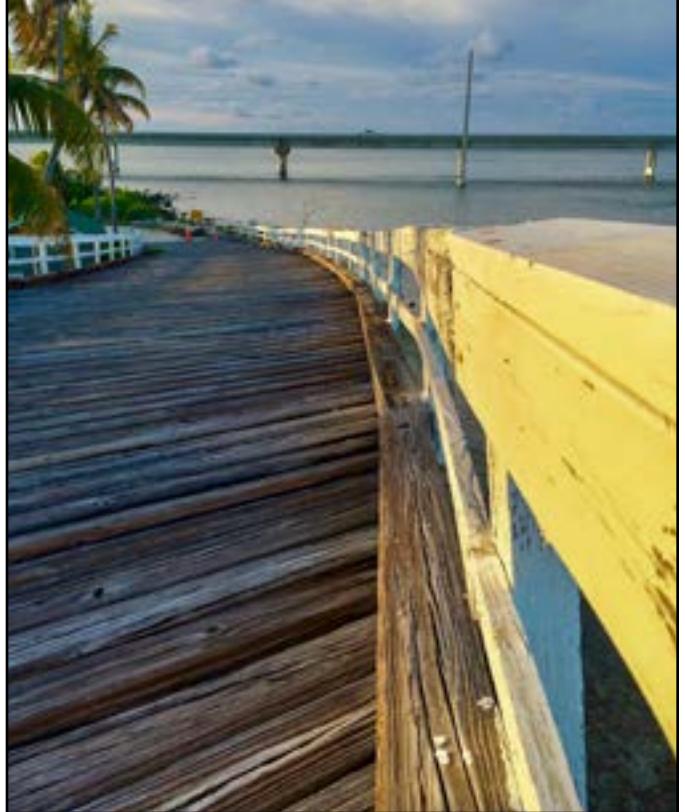
- **Pigeon Key Ramp Restoration project:** completed the engineering design and permitting and awarded contract for construction, which begins in early 2019.

- **Card Sound Toll to an All-Electronic Tolling system (AET):** completed the conversion.

- **Koehn subdivision roads, on Big Pine Key.** Leveraged local funds by obtaining \$1.4 million of Small County Outreach Program grant funds from FDOT for engineering design and construction of roadway and drainage improvements. Design funds are programmed in FDOT work plan fiscal year 2020.

## ENGINEERING SERVICES 2019 GOALS

Complete construction of the **Key Largo II** and **Stock Island II** Roadway and Drainage Improvement projects



*Pigeon Key ramp will be restored in 2019.*

and begin construction of the 1st and Bertha Streets project in Key West.

- Begin engineering design and permitting of the **Key Largo III** Roadway and Drainage Improvement Project (Burton Drive and roads in Harris Ocean Park Estates and Ocean Park Village subdivisions) with goal of starting construction in early to mid 2020.

- Make substantial progress on the engineering design and permitting of the **Twin Lakes/Sands Subdivision Sea Level Rise Pilot Project** and identify funds to proceed with construction in 2020.

- Complete engineering design of **Sugarloaf Boulevard Bridge Replacement** and begin construction.

- Complete sufficient engineering design of **Bimini Drive (Duck Key) bridge replacement** to present typical section, traffic rated railing design and construction sequencing to residents for public comment; begin engineering design and permitting of **Harbor Drive (Duck Key) Bridge replacement**, the second arch bridge replacement project, after resident input is received.

- Assist Sustainability Department with **Roads Vulnerability Analysis** to develop a countywide implementation plan for sea level rise adaptation for roads.

- Implement a GIS-based Asset Management and work order system for roadway assets.

- Begin study and develop a pavement maintenance and management program to extend the life of asphalt pavement on County roads.

# Roads Maintenance

The County's Roads Maintenance Department takes care of 312 miles of roads and rights-of-way -- for starters, as this list below shows.

During the Big Pine Key Brush Fire, crews fabricated and installed temporary signs on private roads and unpaved easements to direct firefighters unfamiliar with the backroads.

The department also participated in a variety of trainings, regarding safety, inmates, active shooter, sign technicians, maintenance of traffic and signals.

## 2018 ACHIEVEMENTS

- Buzz bar operations: 457 miles
- Mowing open: 1,257 miles
- Sweeping operation: 1,238 miles
- New signs installed: 882
- New posts installed: 298
- Locates of utilities: 129
- Material pick up: #57rock/ #4 rock/ crushed limestone. 887 tons
- Trash Picked Up: 2,661 bags weighing about 45,237 pounds
- Shoulder Work: 21,450 feet with 147 tons of material used.
- Trench Drain Work: 308 feet with 117 tons of material used.
- Cold Patch used to fill Pot Holes: 36,050 pounds
- Stop Bars re-painted: 120
- Coconut removal (pre-hurricane): 51,200 pounds
- Vacuum out storm drains: Key Largo, Duck Key, Flagler Ave (Key West), Key Haven, Marathon Government Center
- Shared Use Path Maintained (trim, weed eat, repairs on path): 63,320 feet
- At Harry Harris Park, spread clay on 2 ballfields, remove scoreboard, spread 7 tons of rock, remove 165.88 tons of seaweed from boat ramp area.
- Assisted with repairs to Big Pine Key Community Park, clean up at Harry Harris Park in Key Largo
- Spread Sand at Rowells
- Assisted Facilities with clean up at Big Pine Senior Center, Gato Building in Key West
- Repaired parking lot at Key West Library
- Hauled sand to Higgs Beach Park and Baypoint Park
- Hurricane debris cleaned up on County/Land Authority lots on Big Pine Key
- Repaired Medical Examiners road

- Removed debris/washout from Long Beach Road, Big Pine haul to disposal.
- Clear/maintain clear zone by NAS Boca Chica.
- Buzz Marathon Airport woodline: 6,000 ft
- Mow/trim around all bridges on Card Sound Road
- Repaired Roth Building parking lot, re-striped MCSO parking area.
- Assist Facilities with Sewer Installation at Detention Center.
- Maintained ALL County-owned lots
- Installed 4 solar speed limit signs on Duck Key and "WELCOME TO TAVERNIER" sign.
- Filled and graded lot by Key Largo Park
- Restored Ramrod debris site using 1,197 yards of fill; restored Blimp Road debris site using 1,451 tons of material; and hauled fill for restoration work to Summerland debris site
- Hauled 9 loads of millings to Long Key Transfer Station.
- Established GPS locations for All signs replaced due to Hurricane damage.
- Assisted with transporting voting machines.
- Participated in the I Love Stock Island Community Clean up (equipment and personnel)
- Assist City of Key West during Fantasy Fest clean up, MCSO with 4th of July Parade and MS bike ride
- Installed French drains on 5th Street (Stock Island), Evergreen Terrace (Key Haven).

# Card Sound Toll Authority



- All Electronic Tolling system became operational on Oct. 26, 2018
- Planned and conducted several outreach sessions at Ocean Reef and Murray Nelson Government Center to promote SunPass sales and explain discount programs
- Coordinated county contractors (Transcore, Florida Turnpike Enterprise) and County finance department to develop and implement procedures and reports for smooth transition new tolling system.
- Implemented sign-up for County's annual pass program (73 sold as of early January).

# EXTENSION SERVICE



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

In the Keys, we provide timely and relevant solutions to improve your life. Extension is dedicated to bringing you current, science-based answers to all your questions -- for free.

We focus on horticulture, climate change, energy, small business and water quality right here in your community.



## Director: Alicia Betancourt

305-292-4501

Betancourt-Alicia@monroecounty-fl.gov

<http://monroe.ifas.ufl.edu>

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

**Budget:** \$237,031

**Employees:** 4 (3 UF and 1 Monroe County)

UF- IFAS Monroe County Extension conducts research and provides education to the Keys community. Are you interested in science? We have several citizen science programs that can help you become a researcher for your community.

Are you interested in Natural Resources, Gardening or Sustainability? We offer UF certification programs in the Keys. Our office is supported by Monroe County (37%), UF (56%) and the state Department of Agriculture (7%).

We provide great programs, including: Master Gardeners, Sustainable Floridians, Florida Keys Water Watch and the Florida Master Naturalist Program. Check out the Extension Facebook to join a program at: [www.facebook.com/MonroeCountyExtension](http://www.facebook.com/MonroeCountyExtension).

## 2018 ACCOMPLISHMENTS

- Monitored climate change indicators and trends and analyzed potential impacts providing support for the Climate Change Advisory Committee as staff coordinator
- Developed the "Environmental Purchase Policy and Program" for adoption by the County in 2019.
- Partnered in a large-scale sponge restoration project to restore more than 8,625 sponges in Florida Bay using an EPA grant of \$379,945. Two-thirds of nursery sponges survived Hurricane Irma.
- Helped develop Florida Keys National Marine Sanctuary program called Goal: Clean Seas Florida Keys. It is a submerged marine debris removal program of trained sports divers. Trained divers spent 410 hours underwater and removed 5,958 pounds of marine debris and 5,517 feet of trap line during 12 cleanup dives.



The Florida Keys Water Watch Program trained 304 citizens, students and teachers to collect water quality data at 34 sites from Key West to Key Largo and record more than 290 data points for Monroe County in 2018.

- Partnered with FWC to start Horseshoe crab watch, a citizen science data-collection for the first ever statewide horseshoe crab stock assessment.
- Master Gardener volunteers assisted the Environmental Horticulture agent by answering horticulturally related questions from Monroe County residents and providing additional educational outreach. In 2018, Master Gardeners contributed more than 1,500 volunteer hours with an estimated economic impact to the County of \$36,115.
- Support partnerships of organizations, agencies, businesses and volunteers who wish to work toward the resolution of local problems.
- Provide leadership in developing energy efficiency strategies for county operations.
- Teach the Monroe County Sus-

tainable Floridians Program.

- Expand Florida Keys Water Watch to include sponge gardening in residential canals as alternative nurseries for sponge restoration. It also will include an education to reduce nonpoint source pollution.

- Teach the Florida Master Naturalist Program for local eco-guides, teachers, state park employees and individuals.

- Teach the 2019 Master Gardener Master Gardener course,

in which an additional 24 volunteers will be trained on sustainable horticulture practices and become certified Master Gardener volunteers in the County. [www.monroecounty-fl.gov/777](http://www.monroecounty-fl.gov/777).

- Environmental-Horticulture Establish the Florida Yards and Neighborhoods advisor program that recognizes resident's efforts that follow Florida Friendly Landscaping principles to protect our water resources.

- Hold Green Industry-Best Management Practices trainings for County, municipal and green industry professionals which focuses on landscaping practices for the protection of water resources. Educate residents about fertilizer and pesticide usage and its effects on Keys nearshore waters.

## DID YOU KNOW?

The University of Florida IFAS helped 9,300 Monroe County residents through educational contact in 2018 and Extension volunteers worked 1,648 hours!

# FLEET MANAGEMENT

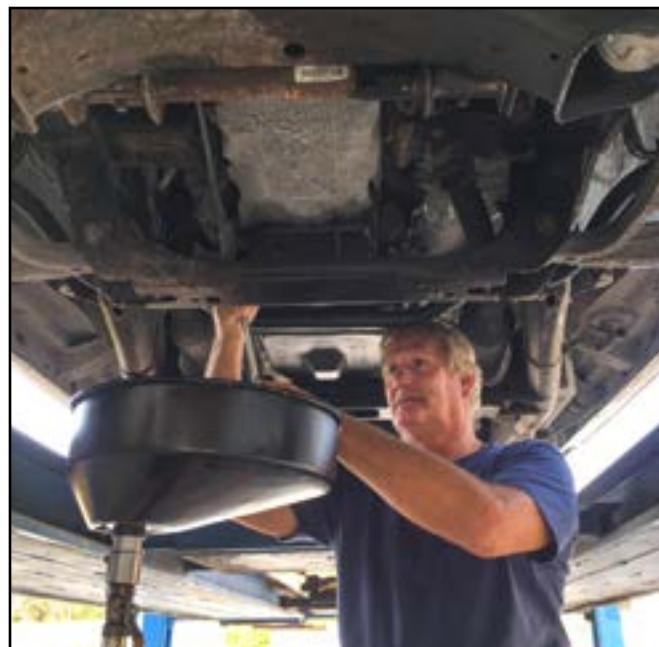
Fleet Management operates, manages and continues to improve three County garages located in Key West, Marathon and Plantation Key. They provide full-service maintenance, repair and fuel facilities.

It's a challenge in the heat, humidity and salt air of the Florida Keys to keep the approximately 800 units County-wide in good working condition. These units include about 300 from the Sheriff's Office.

The department provides fuel 24 hours a day, 7 days a week at three fully automated sites. They are utilized by Monroe County staff and the Monroe County School Board -- even during electrical power outages.

The department administers the County's vehicle/equipment replacement program for approximately 450 County units.

Fleet continuously is in hurricane planning and preparation mode. We provide in-house and contract emergency generator maintenance, inspection, repairs and re-fueling for our 70 emergency generators, which were relied upon during Hurricane Irma.



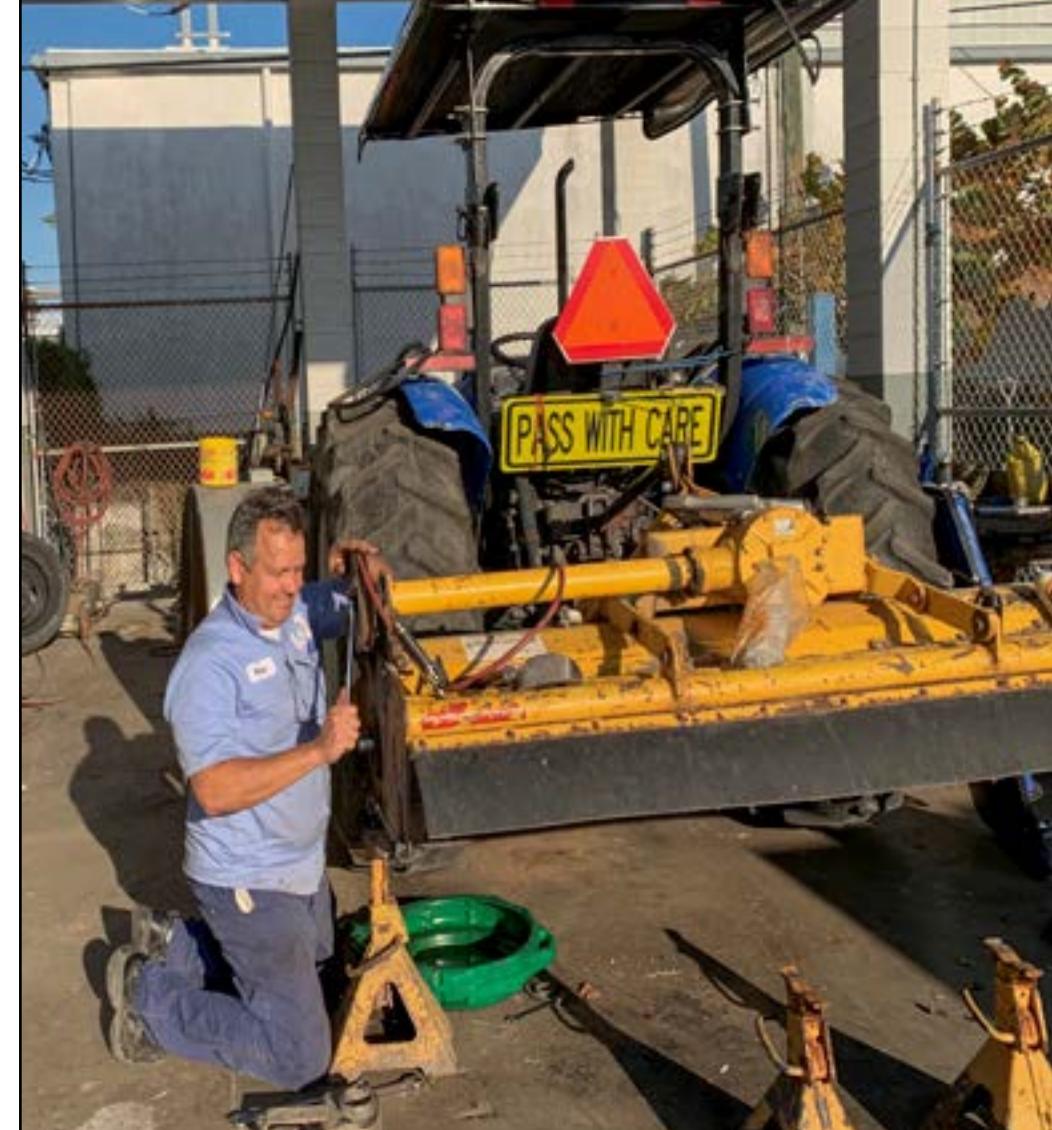
## Director: Roy Sanchez

305-292-3572  
[Sanchez-Roy@monroecounty-fl.gov](mailto:Sanchez-Roy@monroecounty-fl.gov)  
[www.monroecounty-fl.gov/fleet](http://www.monroecounty-fl.gov/fleet)  
Budget: \$3.1 million  
Employees: 17

## 2018 ACCOMPLISHMENTS

- Crews at three County garages completed combined 3,025 work orders while performing preventative maintenance, repairs and safety inspections.
- Garage personnel purchased, distributed and billed for 181,031 gallons of gasoline and diesel fuel.
- Purchased, ordered and/or replaced 54 County vehicles, including 20 that were determined a total loss after being flooded by Hurricane Irma.
- Added new 400 KW portable generator, providing County with emergency back-up power should we lose City power and emergency back-up power for extended periods at one of our larger facilities.
- Added three 100-gallon mobilized diesel fuel holding tanks for refueling small generators and other small post hurricane clean-up equipment in the field.

- Added two 900-gallon fuel trailers to go along with the existing 2,500-gallon tanker truck for refueling medium to large generators and other post hurricane clean up equipment in the field.
- Designed and provided new emergency power plan for the County's Bayshore Manor assisted living facility, assuring it has adequate back up emergency power as mandated by state law.
- Added a new 900-gallon fuel trailer for Bayshore Manor to meet emergency rule mandate.
- Revised Fleet Policy & Procedures Manual.
- Catch up with work load back log brought on by staff shortage and Hurricane Irma.
- Secure mobile GPS service provider and install in all County vehicles. The mobile equipment will enable better tracking of their usage.
- Jointly purchase and implement new Fuel Management and billing system; along with City of Key West, Monroe County School Board and Keys Energy Service.
- Complete replacement of all vehicles and equipment destroyed by hurricane flood water. ☺



## PHOTOS:

**Top Right - Billy Chapman, Mechanic, Marathon Garage**

**Bottom Right - Ron Redding, Lead Mechanic, Plantation Key Garage**

**Top Left - Norman Haney, Mechanic at Key West Garage**

# INFORMATION TECHNOLOGY

Monroe County Information Technology (IT) provides efficient, reliable and cost-effective technology, telephone and video services to County employees, the Constitutional Officers' agencies and other governmental offices, including the Public Defender, State Attorney Office, 16th Judicial, Medical Examiner, Land Authority, Tourist Development Council and Arts Council. In some instances, IT also provides these services to the public. We strive to be innovative and resourceful to support the IT needs of Monroe County.

Our services include end-user computing support from the Service Desk (desktops/laptops, monitors, phones, software, printers, etc.), technical support services for IT infrastructure (data center, networks, telecommunications, hardware, etc.), IT applications support (enterprise software, business systems and web/integration) and IT services (IT project management and IT procurement).

We also support TV broadcast and audio-visual needs through Monroe County Television (MCTV).

## 2018 ACCOMPLISHMENTS

- Replaced an aging Nortel phone system with a modern Mitel Voice Over Internet Protocol (VoIP) phone system servicing approximately 1,500 phones (BOCC and all Constitutional Officers' agencies) deployed from Ocean Reef to Key West.
- Significantly optimized our server environment - reducing overall server count from 78 to 66 and successfully converting 52 servers (including Community Plus) into our hyperconverged Nutanix infrastructure; implemented automated Microsoft patching; added anti-virus protection to all servers;
- Produced and released MCTV's first Virtual Reality content: African Cemetery Memorial at Higgs Beach. (Artwork above is from the original documentary).
- Replaced more than 50 obsolete computers with new machines running Windows 10 and Office 2016 to provide the most productive work equipment to County employees.
- Implemented, configured and rolled out Office 365 to all employees. Office 365 provides the highest level of availability for critical messaging, especially during disasters.
- Performed multiple significant updates to the network supporting Monroe County from a hardware, software and configuration perspective. Optimized network routes and enabled prioritization to enable the significant use of VoIP traffic used by the new phone system.



### Director: Alan MacEachern

305-453-8792

MacEachern-Alan@monroecounty-fl.gov

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

Budget: \$2.7 million

Employees: 16

and deployed an enterprise backup solution supporting the entire server environment. This improved stability and data integrity greatly enhanced security and continued lowering server maintenance costs.

- Upgraded the production and broadcast equipment at the Murray Nelson Government Building to enable the highest quality output and capability.



- Implemented a Web Application Firewall (WAF) to provide greater protection for our web-based applications such as E-GovPlus.

- Added redundant microwave internet connectivity at the Marathon Government Center and the Sheriff's College Road Key West location to ensure network stability, including during disasters.

- Rolled out PowerDMS, an enterprise knowledge sharing

tool that will support organizing Standard Operating Procedures (SOPs), Administrative Instructions or other County or Department level guidelines.

## 2019 GOALS

- Extend and optimize County's satellite capabilities to improve our ability to communicate in disaster/emergency situations across multiple locations.
- Increase the redundancy of

our Nutanix environment and review available Disaster Recovery options.

- Continue to roll out and utilize Office 365 and its enhanced functionality.
- Continue to replace obsolete PC equipment and enable County employees to benefit from modern equipment and software.
- Support other County departments as they review opportunities to automate business processes.

## Monroe County Television - MCTV

Information Technology operates Monroe County Television (MCTV), the in-house government television station that broadcasts on Comcast channel 76, AT&T U-verse channel 99 and streaming online via web and mobile applications.

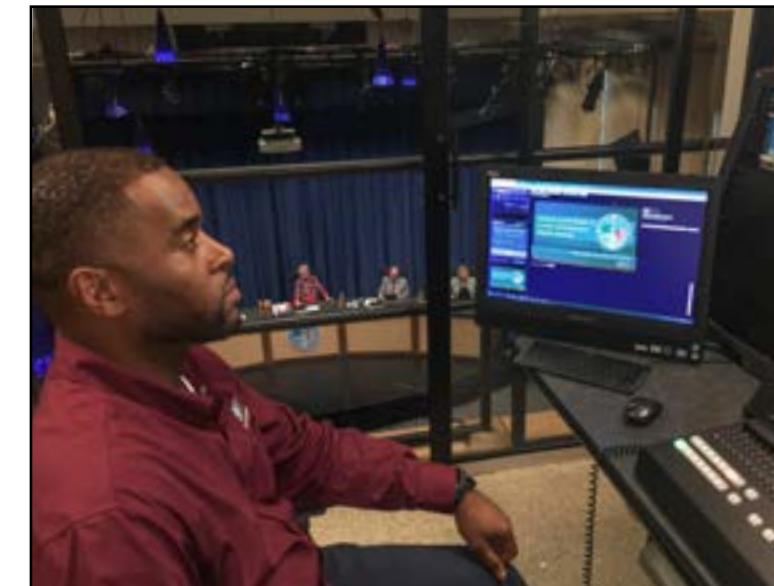
borrowed from the Monroe County Library system.

Duplication requests for BOCC and Planning Commission meetings can be submitted via the online

videotaped programs, MCTV airs a video bulletin board and National Oceanic and Atmospheric Administration (NOAA) weather audio.

## 2018 ACCOMPLISHMENTS

- MCTV in conjunction with the County Attorney's office implemented live closed captioning for Monroe County's Board of County Commissioners meetings online.



MCTV broadcasts live all meetings of the Monroe County Board of County Commissioners, including special meetings and the annual budget meetings. MCTV also broadcasts live all meetings of the Monroe County Planning Commission and the Marathon City Council.

## MEETING BROADCASTS

ALL televised County meetings will be rebroadcast one week following their original broadcast.

Recordings of BOCC and Planning Commission meetings can be

Duplication Request Form at [www.monroecounty-fl.com/mctv](http://www.monroecounty-fl.com/mctv).

MCTV also broadcasts information in the event of a hurricane or other local emergency.

When not broadcasting live or

Datacenter to support enhanced broadcasting capabilities for normal and emergency operations.

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

# LEGISLATIVE AFFAIRS

Monroe County and its citizens are affected by many decisions, regulations, laws and funding appropriations that are made at the state level in Tallahassee and by the federal government in Washington, D.C.

The Legislative Affairs Office works with professional lobbying teams to continuously monitor and research state and federal issues

and legislation that could impact the Florida Keys – and provide this information to the Board of County Commissioners.

With comprehensive understanding of these issues and the complex legislative and appropriations process, the County Commission provides direction to the Legislative Affairs Office to advocate for public policies that protect and benefit the interests of Monroe County and its citizens.

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

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



The Legislative Affairs Office proactively goes after funding and grants for programs that benefit the Keys. It closely monitors and often opposes the passage of bills that have negative impacts for Monroe County. These types of negative bills include creating new unfunded mandates; shifting costs from the state to local government; or pre-empting local control.

Each year, the Monroe County Commission discusses and decides upon its legislative priorities for the state and federal governments. From this discussion, the Legislative Affairs office develops annual state and federal legislative agendas that outline the County's legislative priorities and guide our work throughout each legislative session. These are available on the Monroe County website at [www.monroecounty-fl.gov/legislativeaffairs](http://www.monroecounty-fl.gov/legislativeaffairs).

islativaffairs. The office also develops advocacy tools for state and federal issues and legislation:

## STATE 2018 STATE LEGISLATIVE SESSION

In 2018, the Legislative Affairs Office achieved several of Monroe County's state legislative priorities. These included:

- \$5 million appropriation for water quality projects through the Florida Keys Stewardship Act



### Director: Lisa Tennyson

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Employees: 1

- \$5 million appropriation for land acquisition through Florida Forever that will retire development rights and conserve environmental-sensitive land.
- \$5.9 million appropriation for a new Emergency Operations Center. (During Hurricane Irma, the makeshift EOC operated out of the inadequate BOCC chambers at the Marathon Government Center)
- \$15 million appropriation for State Apartment Incentive Loan (SAIL) funding to aid in Monroe County's post-Hurricane Irma affordable/workforce housing recovery
- \$278,000 appropriation for pump-out services that help keep raw sewage from vessels from entering our nearshore waters and degrading our marine habitat and water quality.
- Passed legislation that facilitates DEP land acquisition in the Florida Keys and allow Land Authority money to be used for construction of affordable housing.

### In 2018, the Legislative Affairs Office also:

- Drafted and secured approval of numerous resolutions on state issues of importance to the Board of County Commissioners.
- Represented Monroe County in Tallahassee and Florida Association of Counties' conferences.
- Managed State lobbying team; held weekly conference calls with State lobbying team; and maintained weekly issue assignment tracking spreadsheet.
- Support a statutory change to the Green Utility Fee to lower the population eligibility criterion to enable Monroe to participate in this funding opportunity to help cover land management costs associated with land acquisition
- Support legislation that provides a "carve out" for Monroe County from preemptive vacation rental regulations to enable the County to amend/update its vacation rental regulations to preserve its supply of workforce housing; or support legislation that allows local governments with grandfathered ordi-



Affairs Office develops and receives approval from the Board of County Commissioners for a State Legislative Agenda. This agenda prioritizes what goals to try to achieve and what issues to work on throughout the year.

## 2019 STATE GOALS

- Secure \$20 million appropriation for water quality projects through the Florida Keys Stewardship Act
- Secure \$5 million appropriation within Florida Forever for land acquisition
- Secure \$750,000 appropriation for Vessel Pump Out Program
- Support efforts to codify a shared 50-50 percent apportionment of State-County responsibility on takings judgments, a consequence of the state-designated Area of Critical State Concern that mandates limited growth requirements and hurricane evacuation requirements
- Support a statutory change to the Green Utility Fee to lower the population eligibility criterion to enable Monroe to participate in this funding opportunity to help cover land management costs associated with land acquisition
- Support legislation that provides a "carve out" for Monroe County from preemptive vacation rental regulations to enable the County to amend/update its vacation rental regulations to preserve its supply of workforce housing; or support legislation that allows local governments with grandfathered ordi-

nances to amend and update their regulations without losing their grandfathered status

- Support a statutory change to limit the storage time of a vessel at anchor in one location on public waters of the State to not more than 60 days, to reduce the number and removal costs of derelict vessels
- Support legislation to limit Monroe's annual wind insurance rate increase maximum from 10% to a 5% increase, recognizing Monroe's unique affordability issues, strong building codes and overall importance to the State of Florida
- Support State efforts to fund the construction of Sugarloaf section of the Overseas Heritage Trail
- Support State funding and legislation to protect Florida's coral reef tract
- Secure State Apartment Incentive Loan (SAIL) appropriation for the Florida Keys
- Secure additional affordable housing tax credit projects for Florida Keys

## STATE REPRESENTATION

**State Representative Holly Rascchein, State House District 120;**  
District Office - 99198 Overseas Hwy, Suite 10, Key Largo 305-453-1202

**State Senator Anitere Flores, State Senate District 36**  
District Office - 11401 SW 40th Street, Suite 465, Miami, FL 33165; 305-222-4117

## IMPORTANT ISSUES

The Legislative Affairs Office continues to monitor and take advocacy actions as necessary on two major issues of importance to the water quality and drinking water of Monroe County:

### Remediation of Turkey Point's Leaching Cooling Canals

To protect Monroe County's primary source of drinking water, the Legislative Affairs Office has been monitoring the remediation plan of leaching cooling canal waters from the Florida Power and Light's (FPL) Turkey Point Nuclear Power Plant, located in south Miami-Dade County and close to the Ocean Reef community in Key Largo.

This leaching is contaminating the environmentally sensitive Biscayne Bay, and creating an underground hypersaline plume that is slowly traveling westward in the direction of the Biscayne Aquifer wellfield, Monroe County's primary source of drinking water.

Turkey Point is using a cooling system of 5,900 acres of unlined canals constructed in 1973. This cooling technology is the only system of its kind still allowed in the United States.

The State has required FPL to take remedial action to halt and retract the plume. Monroe County and its partner, the Florida Keys Aqueduct Authority (which provides drinking water to all of the Keys), are actively monitoring FPL's remediation plan.

FPL is seeking approval from the Nuclear Regulatory Commission (NRC) to extend its operating licenses for its Units 3 and 4, which are set to expire in 2033, to the year 2053. Extending the life of the units for another 20 years also means extending the life of the cooling canal system for that long. FPL has also applied to NRC for a new license for Units 7 and 8, but that application has been postponed.

The County Commission has expressed its concern about the advancement of the plume (Resolution 87-2016) and called for the decommissioning of the cooling canal system with a more modern and safer cooling



technology (Resolution 43-2017). It also submitted comments expressing its concerns with the extension of Units 3 and 4, and with the new licenses for Units 7 and 8. The County will continue to closely monitor and respond to ongoing issues.

### Everglades Restoration and Protecting Florida Bay

At the direction of the County Commission, the Legislative Affairs Office proactively advocates at the state and federal levels for Everglades Restoration and the protection of Florida Bay. These issues are critically important to the Florida Keys for environmental and economic reasons.

Restoration of the Everglades is one of the most complex environmental restoration efforts ever undertaken in the United States, with enormous impacts for the future of South Florida's and Florida Bay's water quality. The flows of freshwater from the Central Everglades southward to the Florida Bay are criti-

cal to mitigating the high salinity events in the Bay that destroy its ecologically sensitive marine environment.

The County Commission has passed a number of resolutions expressing its concerns for the salinity conditions in Florida Bay, for continued focus and implementation of projects in the southern end of the system to increase fresh water flows to Florida Bay, and for the construction of a new Everglades Agricultural Area (EAA) reservoir to help increase the volume of water that can flow southward.

The Commission actively supported key State legislation including the Everglades Legacy bill in 2016 and SB 10 in 2017, and regularly meets with our federal delegation in support of Congressional authorization and appropriations for ongoing Everglades Restoration. These advocacy efforts will continue.

### RESTORE ACT

Legislative Affairs manages the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act (RESTORE) for Monroe County. The Act was in response to the Deepwater Horizon oil spill of 2010.

Over the next 12 years, Monroe County will receive

\$7 million in local pot funding and \$12.5 million from the Gulf Consortium pot for canal restoration and water quality projects. Legislative Affairs provides support to the County's Gulf Consortium representative, George Neugent.

- Helped get Florida exempted from the Department of Interior's new offshore drilling plan for offshore drilling in the 2019-2024 Outer Continental Shelf Leasing Plan.
- Opposed bad reforms to NFIP.

## FEDERAL

The federal legislators meet throughout the year, with a legislative process that is longer and slower than at the State.

The Legislative Affairs Director develops an annual federal legislative agenda, issue briefs, advocacy materials, organizes fly-ins to DC with legislators and agency staff, maintains regular dialogue with our federal delegation and holds weekly conference calls with our federal lobbying team. The team daily tracks the County's legislative priorities, appropriations and issues, including infrastructure funding and affordable housing bonds.

Legislative Affairs also provides support to Monroe County Commissioner Heather Carruthers, who chairs the Federal Committee of the Florida Association of Counties.

- Supporting full funding of the Florida Keys Water Quality Improvements Program via the Army Corps of Engineers annual work plans.



## 2018 FEDERAL LEGISLATIVE ACCOMPLISHMENTS

- Secured \$49.2 million for canal cleanup through USDA's Natural Resource Conservation Service.
- Acquired \$16 million for the Army Corps of Engineers South Atlantic Coastal Study.
- Obtained \$3 million for the Florida Keys Storm Risk Management Study.
- Secured \$1 million in PILT funding.
- Secured \$4 million in FQWIP funding.
- Introduction of legislation to reauthorize the Coral Reef Conservation Act

For 2019, Legislative Affairs' efforts will continue to advance several other Monroe County federal priorities, including:

- Aggressive and proactive advocacy to continue fighting for consumer-friendly reforms to NFIP.
- Continuing to support the timely reauthorization of the National Flood Insurance Program (NFIP).
- Supporting full funding of the South Florida Geographic Program/Florida Keys Water National Marine Sanctuary Quality Protection Program in annual Interior and Environment Appropriations bills. ~

## FEDERAL REPRESENTATON

### SENATOR MARCO RUBIO

[www.rubio.senate.gov](http://www.rubio.senate.gov)  
305-596-4224; 202-224-3011  
Miami Office: 7400 SW 87th Ave., Suite 270, Miami, FL 33173

### SENATOR RICK SCOTT

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202-224-5274

### REP. DEBBIE MUCARSEL-POWELL, District 26

[www.mucarsel-powell-house.gov](http://mucarsel-powell-house.gov)  
305-292-4485; 202-229-2778  
Key West office: 1100 Simonton St., Suite 1-123

# LIBRARY SERVICES

The first public library opened in Key West in 1853. Today, it is the oldest library system in South Florida. Throughout the years, the Monroe County library system has grown to five branches in Key West, Big Pine Key, Marathon, Islamorada and Key Largo. Each meets the needs of the individual communities, as well as the many visitors to the Keys.

In 2018, the libraries had nearly 350,000 visitors, even while still coping with the after-effects of Hurricane Irma. They also logged nearly 4 million e-visits to web resources.

The five branches also offered 3,014 programs for patrons of all ages, drawing more than 26,000 participants for both onsite and outreach presentations. This was in addition to the 1,627 programs presented on the premises by community groups -- with more than 7,500 in attendance.

This impressive participation is partly because of expanded programs, both in numbers and in scope. The programs cover all ages, from toddlers to senior citizens, and meet a broad base of interests. They include: musical presentations, author talks, Lego clubs, art workshops and displays, Fantasy Theatre, computer classes and programs featuring Florida Keys flora and fauna.

Library Service's main mission is to meet the changing needs of the patrons for information, education and entertainment. To do so, the branches promote books, periodicals and audio and video materials for circulation, both in print format and through electronic access.



## Director: Norma Kula

305-853-7349

Kula-Norma@monroecounty-fl.gov

[www.keyslibraries.org](http://www.keyslibraries.org)

**Budget:** \$3.9 million

**Employees:** 43



Monroe County libraries offer free access to the internet to the public through library computers and through wireless access that enables patrons to use their own laptops and other mobile devices. After Hurricane Irma, the library system became a primary access point for community members, Red Cross volunteers and other volunteer organizations to access the internet for checking email, filing insurance claims and for filling out forms for FEMA and other disaster relief agencies.

Patrons have access to [www.keyslibraries.org](http://www.keyslibraries.org). The website has links to a variety of databases at no charge.

On the website, users can renew books, stream films, locate book clubs and find e-books to read. The library also uses an app, Libby by Overdrive, that can be downloaded to phones and tablets on the Apple App Store, Google Play and Microsoft. Users can borrow free e-books and audiobooks instantly and take them anywhere with them on their devices. The only thing a user needs is a library card.

In 2018, Library Service's wireless computer access by onsite and remote users increased again, as it has done consistently for several years. Many of these users are still seeking hurricane recovery informa-

tion and assistance from Hurricane Irma's devastating impact.

## 2018 ACHIEVEMENTS

- Along with the focus on print materials for the non-English speaking community, the library system began expansion of the e-materials collection to include comparable resources for this underserved part of the community.
- Developed an improvement plan for the children's areas. It has increased the appeal as well as comfort and safety of the furnishings and rooms used by younger patrons.
- Expanded its program offerings to target audiences as well as content, involving more branch collaboration and joint planning for an enriched series of presentations for all age groups.
- Continued work on detailed plan for use of space and furnishings at new Marathon Library, with the focus on creativity and attention to specific patron needs in response to discussion groups and public input.
- Responding to public requests and suggestions, the library began expanding our database resources to include a variety of media. We involved appropriate staff in comparison studies and test trials. This ensures the best and most viable selections for the audience, while remaining aware of fiscal responsibilities.
- Branches have expanded their social media presence and are working on a regular basis with the County's Public Information Officer to increase public awareness of the ongoing activities and services.
- The Monroe County Library was invited to join as a contributor to the Digital Public Library of America. This nationwide group of libraries share their unique digital collections to make them accessible to a worldwide audience. Library Services qualified for this highly prized honor with our Florida history collection.

## 2019 GOALS

- Create and implement a plan to evaluate all databases currently purchased by the library for patron use, value of information, overall cost, timeliness and unique characteristics -- and use this information for possible expansion or downsizing.
- More actively promote library services and programs, especially focusing on the unique offerings, such as the Florida History collections in all five branches, and the digitization project to increase

access to historic Florida Keys photographs and memorabilia.

- Complete detailed planning for the new Marathon Library, and plan for implementation of the transition.
- Increase collaboration between branches in areas of collection development, schedule of public programs, resource sharing, design of children's programs and public computer classes.
- Explore the potential of QR coding for reference uses and investigate experiments in other libraries, including costs and validity of the process.
- Increase services for senior citizens, including collections in varied formats and programs geared to the interests of that group in our community. ☀

## COUNTY LIBRARY BRANCHES

### KEY WEST

Acting Branch Manager: Robin Henderson  
700 Fleming Street, Key West  
305-292-3595  
Facebook: [www.fb.com/keywestlibrary](https://www.facebook.com/keywestlibrary)

### BIG PINE KEY

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



### MARATHON

Branch Manager:  
Cristy Danford  
3251 Overseas Highway, Marathon  
305-743-5156  
Facebook: [www.fb.com/marathonlibrary](https://www.facebook.com/marathonlibrary)

### ISLAMORADA

Branch Manager: Walt Johnson  
81830 Overseas Highway, Islamorada  
305-664-4645  
Facebook: [www.fb.com/islamoradalibrary](https://www.facebook.com/islamoradalibrary)

### KEY LARGO

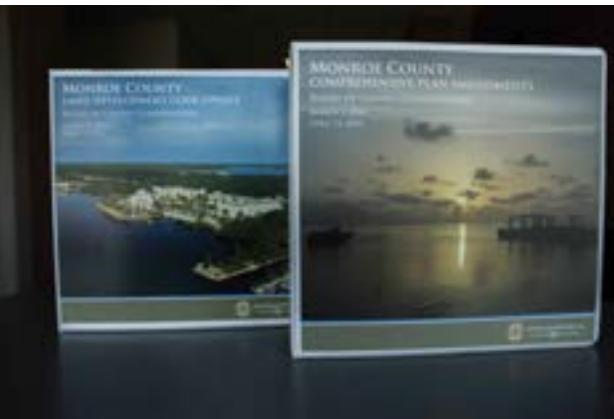
Branch Manager: Paulette Sullivan  
101485 Overseas Highway, Tradewinds Shopping Center, Key Largo  
305-451-2396  
Facebook: [www.fb.com/keylargolibrary](https://www.facebook.com/keylargolibrary)

# PLANNING AND ENVIRONMENTAL RESOURCES

The continuing goal of the Planning and Environmental Resources Department is to foster sustainable, quality development in the county, while conserving and promoting stewardship of the county's fragile environment and the unique character of the diverse island communities.

The department's functions are handled by the following offices:

**PLANNING OFFICE:** It administers the adopted Monroe County Year 2030 Comprehensive Plan and Land Development Code. In 2016, after a 6-year effort, the County Commission approved the updated 2030 version of this plan and the implementing code.



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

The Planning Office processes amendments to the Comprehensive Plan and Land Development Codes based on changing conditions and applicant requests. Additionally, it reviews all development

proposals for compliance with these plans, including community character, growth management provisions and environmental compliance for Planning Commission or County Commission review. These commissions either approve or deny proposed developments.

Transportation Planning manages the completion of biennial U.S.1 Arterial Travel Time & Delay studies to ensure the County is maintaining traffic related levels of service. It is currently working on acquiring funding to complete a Transportation Strategy Master Plan that will analyze the potential for multi-modal solutions to address traffic related issues. It also reviews traffic studies submitted with land use applications and coordinates with State agencies

on roadway and trail projects.

The Affordable Housing Administrator manages the County's affordable housing programs, including Affordable Housing ROGO Allocation applications, development incentives for deed restricted housing, and ongoing qualification of owners and tenants.

Upcoming initiatives include revisions to the County's Land Development Code based on a nexus study completed in 2017. It supports the expansion of the inclusionary housing program to require the provision of affordable housing with the development of new transient and commercial development in the County. Given the impacts of Hurricane Irma in 2017

and 2018, this position also makes possible a diverse set of grant opportunities to repair, replace and harden residential structures in the County.

## ENVIRONMENTAL RESOURCES OFFICE

**OFFICE:** Its services include the review of applications for compliance with environmental regulations, such as: habitat identification, landscaping, storm water, land clearing and FEMA-required review of potential endangered species impacts under the Permit Referral Process. Environmental Resources staff works to protect the sensitive environment and endangered species of the county, in coordination with state and federal environmental agencies.

## ENVIRONMENTAL RESTORATION OFFICE

The Land Steward manages the County's habitat restoration and improvement projects to enhance and preserve County-managed lands and partners with state and federal agencies on management issues. The Land Steward's focus includes invasive exotic species removal, habitat restoration, debris removal and wildfire hazard reduction.

## GEOGRAPHICAL INFORMATION SYSTEMS (GIS) OFFICE

It focuses on the protection of the marine environment; providing for and maintaining a system of channel markers and regulatory zones, and developing regulations guided towards the preservation and enhancement of public water access. To further the objectives of marine resource protection, the

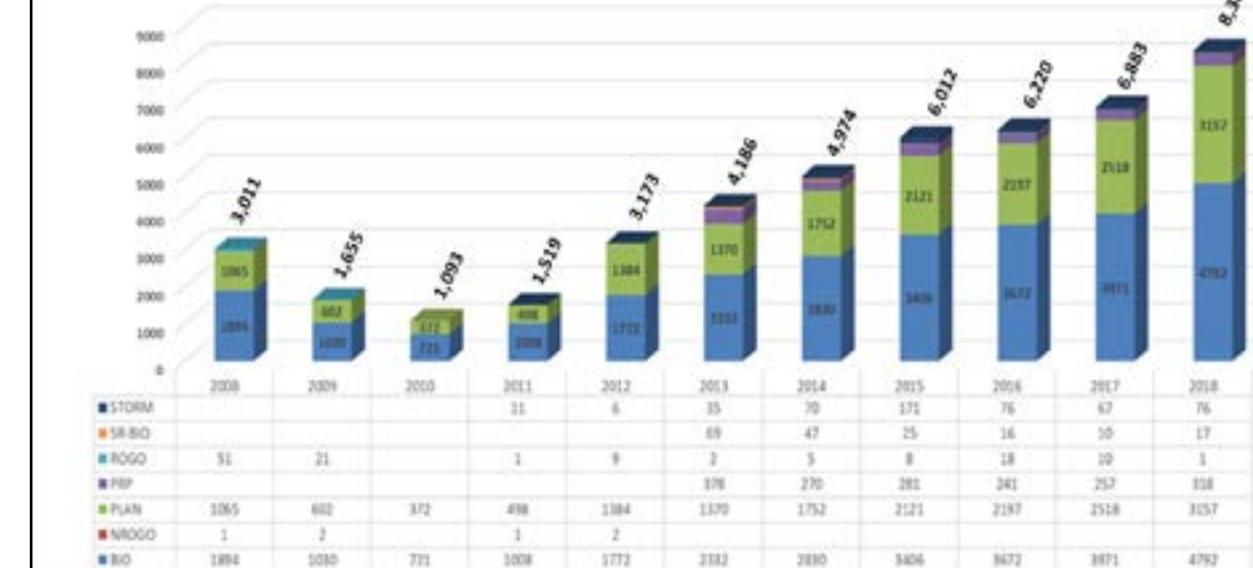


Office provides boaters with free pumpouts through the Keys-Wide Mobile Vessel Pumpout Service. It also removes and disposes of derelict and abandoned vessels, which create environmental impacts and navigational hazards, in coordination with the Florida Fish and Wildlife Conservation Commission (FWC). The Office works closely with the U.S. Coast Guard and FWC to manage the waterways and provide for recreational boating access and safety.

## 2018 ACCOMPLISHMENTS

- Planning and Environmental Resources reviewed a record number of building permits (See chart below) following Hurricane Irma's impacts at the end of 2017. We reviewed for compliance with many

Planning and Environmental Resources Building Permit Plan Review Activity



complex regulations related to nonconforming uses, mobile home replacements, and environmental protection.

- Planning and Environmental Resources staff reviewed a record number of special development applications in 2018, also due to the impacts of Hurricane Irma.

• Planning and Environmental Resources staff coordinated and processed the necessary approvals (Development Agreement, ROGO Reservation, Condition- al Use Permit, Building Permits) for a 208-unit afford- able housing development on Big Coppitt Key.

• Environmental Resources, in coordination with Code Compli- ance, investigated 103 complaints of unpermitted clearing in the aftermath of Irma.

• The County continues to pro- vide free pumpouts through the County's Mobile Vessel Pumpout Service, for boats anchored in Florida Keys waters. About 1.7 mil- lion gallons of sewage have been collected by the program since its inception in 2013.

• The County adopted a Keys- Wide Proof of Pumpout ordinance to maximize compliance with the federally established No Discharge Zone, and ensure that vessel waste does not enter the water column.

• The County adopted an ordi- nance prohibiting the anchoring and mooring of floating structures on the water, due to the high cost of removal of derelict or aban- doned floating structures which are not water dependent and do not serve that boating public.

• The Marine Resources Office removed 29 derelict vessels. An additional 800 Hurricane Irma associated derelict vessels were removed by State and Federal Agencies.



Feasibility Study to address an- choring impacts at the unmanaged anchorage in Boca Chica Basin.

- The County, with their consul- tants, completed a nexus study and obtained BOCC direction to support the expansion of the inclu- sionary housing program to require the provision of affordable housing with the development of new trans- ient and commercial development in the County.
- The County has coordinated closely with the State and FEMA since Irma to evaluate and iden- tify sites for temporary housing and to develop a housing strategy. Further, the County has developed grant applications for replacement

housing and worked closely with the County Land Authority to pur- chase sites for affordable housing redevelopment for the workforce.

- In cooperation with Project Management, the Planning Office developed four code-compliant tiny home prototype projects to demonstrate potential replace- ment home products for housing units destroyed by Hurricane Irma.
- Transportation Planning worked with the County's consultant to finalize the 2017 U.S.1 Arterial Travel Time and Delay Study.
- The County has worked to eval- uate potential impacts of accepting the offer to participate in the State of Florida's new "Workforce Hous- ing Initiative" which would grant 300 additional affordable work- force housing ROGO allocations to the unincorporated County.

- Environmental Restoration performed envi- ronmental cleanup work on County conservation lands post-Irma with other County depart- ments.

- The County continues to make progress on its Local Gov- ernment Work Program under the

State of Florida's Area of Critical State Concern (ACSC) program. The County completed 100 percent of the tasks assigned in the work pro- gram for the 2017-2018 evaluation period. The overall work program includes 52 tasks to complete. The County has completed 47 of these tasks. The remaining five are in- complete but in progress, including adoption of the Tier Maps into the Comprehensive Plan (the County has requested elimination of this requirement), and four waste- water tasks (Key Largo Regional: 99% connected; Duck Key: 96% connected; Big Coppitt: 92% con- nected; and Cudjoe Regional: 63% connected).

## 2019 GOALS

- Continue investigating and moving forward with the Land Authority and DEP on increasing funding for acquisition and partnering on land acquisitions.
- Process amendments to the Comprehensive Plan to facilitate the development of workforce housing.
- Develop a Land Development Code amendment that will include a requirement for nonresidential development to provide affordable housing to offset the impacts their development has on the community and to provide workforce housing for their future employees (inclusionary housing).
- Amend the Land Development Code's sign reg- ulations to be consistent with recent court rulings regarding content-based regulation.
- Process Comprehensive Plan and Land Develop- ment Code amendments to address issues regard-

ing nonconforming uses and structures that have become evident following the impacts of Hurricane Irma.

- Complete the 2019 U.S.1 Arterial Travel Time & Delay study.
- Secure funding for a Transportation Strategy Master Plan to analyze the potential for both short- term and long-term multi-modal solutions to address traffic related issues.
- Secure supplemental funds for derelict vessel re- moves, channel marker maintenance and the mobile pumpout service.
- Assist in securing funds for hurricane housing recovery efforts.
- Facilitate discussion of potential options for policy changes and/or other actions to mitigate the im- pending close of the current ROGO allocation period in 2023.

## Rate of Growth Ordinance (ROGO)

The Land Authority also has approximately \$4 million budgeted for a total of \$10 Million.

Over the past two years, the Florida Department of Environmental Protection (DEP) has spent more than \$2 million to acquire parcels of vacant land and retire development right using funding from the 2016 Florida Keys Stewardship Act.



These state land acquisitions – combined with the County's nearly \$6 million spent on land acqui- sition for conservation, density reduction and affordable housing – has helped reduce the County's potential liability for vacant buildable parcels that exceed the number of ROGOs available.

As of early 2019, there are approx- imately 1,059 ROGOs (630 market rate and 429 affordable) left to be awarded in unin- corporated Monroe County. There are significantly more than 1,059 vacant lots remaining.

The County currently awards 126 market rate ROGO allocations each year (through 2023), and affordable housing ROGO allocations on a first-come first- served basis.

As 2023 approaches, the County continues to de- velop strategies to address the number of vacant parcels that potentially exceed the total number of ROGO permits that the State will allow the County to award. ☀

# PROJECT MANAGEMENT

The Monroe County Project Management Office contracts and builds all new public facilities for Monroe County, manages assigned special projects and serves as the Tourist Development Council's grant compliance inspection service.

The office also manages all capital improvement projects for existing buildings, parks, beaches and boat ramps. We currently manage more than 100 capital projects with a total multi-year capital construction budget of \$100 million.

The majority of this work is funded by the One-Cent Infrastructure Sales Tax. Grant awards ac-



*Commissioner Danny Kolrage cut the ribbon at the ceremony to celebrated the opening of Bernstein Park on Stock Island after a \$7.9 million renovation. It included a new community center and elevation of the playing fields to help prevent flooding.*



## MAJOR CAPITAL INITIATIVES

- Plantation Key Court House & Detention Center: \$34 million (see artist's rendition below).
- Monroe County's Marathon Branch Library and Adult Education Center: \$6 million
- Cudjoe Key Fire Station: \$4 million
- Monroe County Emergency Operations Center: \$22 million
- Key West Senior Center: \$4 million
- Lower Keys Scenic Viewing Area & Nature Center: \$2 million
- Higgs Beach Park Access Road Realignment: \$5 million

- Monroe County Transfer Stations – New Scale Buildings at 3 locations: \$1 million
- Public Defender Key West Offices: \$4 million
- 1892 Sheriff Residence & Jail Museum: \$1.5 million
- Pigeon Key Honeymoon Cottage & Commissary Restorations: \$1.5 million
- East Martello Museum Drainage Project: \$1 million
- East Martello Museum Roof: \$1 million
- West Martello Museum Brick & Mortar: \$1 million
- Jackson Square Chiller Building: \$2 million
- Jackson Square Communications Tower Relocation: \$1 million

### Director: Cary Knight

304-292-4527

Knight-Cary@monroecounty-fl.gov  
www.monroecounty-fl.gov/projectmanagement

**Budget:** Project Management - \$100 million.  
**Employees:** 9

The Project Management Office also is overseeing \$21 million in work to repair damage caused by Hurricane Irma at 48 structures, 17 parks, 7 boat ramps and 3 tower sites

The office also managed more than \$2 million in emergency and protective measures as a result of damage to buildings in the months following Irma.

## 2018 ACCOMPLISHMENTS

### The office completed the following projects:

- Air quality testing and emergency protective services on 24 County-owned buildings damaged by Irma, ensuring a safe environment for staff and the public.
- Permanent repairs to 22 of the 24 building with water or mold damage.
- Assessment of all damaged County buildings, grouped into 30 projects, and began repairs according to FEMA's Public Assistance Process.
- Major renovation project at Bernstein Park on Stock Island.
- Construction of the Big Pine and Reynolds Street Pier vistas.
- Construction of the Monroe County Sheriff's Office (MCSO) evidence storage room on Stock Island.
- Plantation Key Fuel Island move to the Magnolia Facility

### The office accomplished the following:

- Began East Martello site drainage and parking project.
- Applied for and received Florida Boating Improvement Grant for Geiger Key Boat Ramp Dock and

# FACILITIES MAINTENANCE



Improvements Project.

- Applied for and received Energy Grant for the Key West and Key Largo Library Lighting Project.
- Applied for and received TDC Grants for 1892 Sheriff Museum, Higgs Beach Restroom, West Martello Brick and Mortar, West Martello HVAC, Pigeon Key Honeymoon Cottage and Commissary Restoration, East Martello Drainage Phase II, Lover Keys Scenic Viewing Area and Nature Center on Big Pine Key, and Rowell's Waterfront Park bathrooms.
- Applied for and received Department of Historic Resource's Special Category Grant for 1892 Sheriff Museum.
- Created new staff position to monitor Quality Control and Safety.
- Finalized Florida Department of Transportation (FDOT) grant requirements, consultant engineering inspection services and general contractor services for the Lower Keys Scenic Viewing Area and Nature Center on Big Pine Key.
- Finished the re-design of Marathon Library and published requests for proposals (RFPs) for construction.
- Published request for qualifications (RFQ) for design services for the new Emergency Operations Center and drafted Construction Manager at Risk (CMAR) RFQ.
- Began construction of the Cudjoe Key Fire Station.
- Began the process for the demolition and replacement of the Key West Senior Meal Site.
- Began construction of the Plantation Key Court-house sewer abandonment and cutover project.
- Hired CMAR to build the Plantation Key Court-house.
- Relocated Social Services in Plantation Key and

began relocation of the meal site.

## 2019 GOALS

- Continue to work through the Florida Department of Environmental Protection (DEP) and National Park Service review of proposed Higgs Beach park access road relocation.
- Finish Higgs Beach sand replenishment review and permitting by DEP and the Army Corps of Engineers.
- Begin construction of Monroe County's Marathon Branch Library and Adult Education Center.
- Break ground on the Plantation Key Courthouse.
- Hire Designer and CMAR for the new Emergency Operations Center.
- Begin construction of the Lower Keys Scenic Viewing Area and Nature Center on Big Pine Key.
- Finish design of the new mechanical building for Jackson Square and prepare for construction.
- Complete design for the relocation of the tower at Jackson Square and prepare for construction.
- Demolish and begin design of the new Key West Meal site at the Harvey Government Center.
- Begin construction of the bathroom facility for Rowell's Waterfront Park in Key Largo.
- Construct Monroe County's four pilot tiny home projects.
- Begin design of the Higgs Beach Restrooms project.
- Finish repairs to the Big Coppitt Boat Ramp and additional repairs to Harry Harris Park boat ramp in Tavernier.
- Finish construction of new scale house offices at the County's three transfer stations.

**F**acilities Maintenance is responsible for the day-to-day maintenance and operations of more than 100 County-owned parks or buildings. When a facility needs significant repair or improvement, the department collaborates with the Project Management department.

The department maintains more than 1 million square feet of County space and leased properties throughout the Keys. These include public facilities and offices, correctional facilities, historic properties, museums, parks, beaches and boat ramps. The department also is responsible for testing air quality, certifying and maintaining alarm systems and maintenance of elevators.

The department has offices in Key West, Big Pine Key, Marathon and Key Largo. In 2018 the department continued to spend a large amount of time on Hurricane Irma recovery efforts. Many nights and weekends were spent trying to keep up with the workload.

## IRMA-RELATED WORK

- Seaweed and debris cleanup, repaired boat ramp, fencing, replaced playground equipment,

repaired water, wastewater and electric systems throughout the park, rebuilt concession stand, replaced concrete walkways, replaced infield clay on both ballfields, rebuilt dugouts at Harry Harris Park.

- Replaced sand at several

signs, outdoor lighting at multiple buildings

- Repaired elevator at Big Pine Park

## REGULAR OPERATIONS

- Opened Bernstein Park: maintaining ballfield, installed security cameras, promoted community room for usage, entered into an agreement with City of Key West to ensure all youth leagues are accommodated on the new ballfields
  - Replaced worn carpet in several buildings
  - Replaced water fountains at Higgs Beach Dog Park and Tennis Court
- Renovated office spaces for Clerk of Courts and Tax Collector



children's playgrounds and damaged shade sails, picnic tables, benches and bike racks at several parks

- Resurfaced basketball and tennis courts that were damaged, with more in progress
- Rebuilt dumpster enclosure fences and repaired or replaced fencing countywide
- Replaced damaged bay doors at multiple fire stations and damaged ceiling tiles, carpet and drywall in multiple buildings
- Inspected and repaired minor roof leaks
- Replaced Replaced multiple gutters and downspouts, damaged AC units, damaged park

## 2019 GOALS

- Upgrade walkway at Wilhelmina Park and other locations with Flexipave
- Convert multiple buildings to LED lighting
- Add shade structures to Friendship and other parks
- Exterior painting at Key West library
- Relocate the Tax Collector to new Marathon office
- Upgrade HVAC system at the Gato Building



### Facilities Director: William DeSantis

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DeSantis-William@monroecounty-fl.gov

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

Budget: \$10.1 million

Employees: 82

# County Historic Properties & Museums

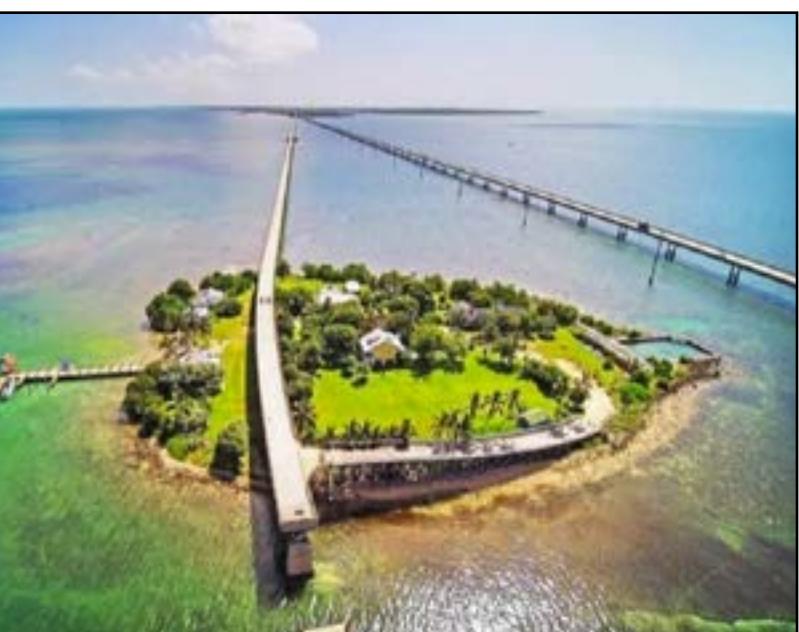
Monroe County owns and maintains multiple historic properties, four of which have been developed into museums. Some of the historic properties maintained by the County include the 1890 Courthouse in Key West, the 1916 Gato Cigar Factory in Key West, the 1914 Truman School now serving the public as the Harvey Government Center in Key West, the 1892 Key West Sheriff Residence and Jail, and the 1936 Tavernier School.

Museum locations are Pigeon Key, a small island two miles offshore of Marathon, the Key West Lighthouse and Keeper's Quarters, and the East and West Martello Civil War Forts.

## PIGEON KEY

While Henry Flagler was building the Oversea Railway to Key West in the early 1900s, more than 400 workers lived in the railroad village on Pigeon Key, located in the path of the Old Seven Mile Bridge. Pigeon Key had a post office, commissary and one-room school while the bridge was being built from 1908 to 1912.

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



## PIGEON KEY FERRY

The ferry makes daily departures at 10 a.m., noon and 2 p.m.

Leaves from Pigeon Key Visitor's Center, 2010 Overseas Highway in Marathon.

The ferry cost includes historical tour and island access.

\$12 per person. Monroe County residents \$9. Children under 5 are free.

The last ferry leaves this island at 4 p.m.

For more information, call 305-743-5999 or visit [www.pigeonkey.net](http://www.pigeonkey.net).

stewardship and began restoration efforts to turn it into a museum.

In 2017, Hurricane Irma caused substantial damage to the 1912 Commissary and the 1940 Honeymoon Cottage knocking both structures off their foundations. In 2018, the Pigeon Key Foundation asked the County to manage the repair and restoration of these two buildings. Shoring, repair, and construction will begin in 2019 and will most likely take two years to complete.

## EAST AND WEST MARTELLO CIVIL WAR FORTS

In 1822, the U.S. Navy surveyed sites for a fort to command the harbor in Key West. In 1836, U.S. Army Co. Joseph Gilmore Totten and French military engineer drew up plans for a set of nine forts to command Key West harbor. The high cost led to revising the plan to just Fort Zachary Taylor and two advanced batteries, East and West Martello Towers.

The two towers eventually built in the mid-1860s on what is now South Roosevelt Boulevard were never armed or involved in battle. They were used during the Spanish American War in 1898 for quartering troops and from 1914-44 they were used for radio stations and an anti-aircraft battery on the beach.

In 1947, the Army-owned towers became the property of Monroe County. The West Tower had become

an eyesore to the shoreline and there was pressure in 1949 to demolish it and put in a new beach area. County Commissioner Joe Allen convinced the County Commission to stop the demolition.

The Key West Garden Club entered into a land-lease agreement with the County. The West Tower was declared a National Historic Site by the State of Florida in 1976 and is listed in the National Register of Historic Places. Admission to the West Tower is donation based for the Key West Garden Club. For more information, visit [www.keywestgardenclub.com](http://www.keywestgardenclub.com).

The Key West Art & Historical Society restored the East Tower and opened Fort East Martello Museum in 1950 as the first museum in the Keys.

In 1972, it was added to the U.S. National Register of Historic Places. The museum now houses the imaginative metal sculptures of Stanley Papio and Robert the Doll, a supposedly haunted doll belonging to the late artist Robert Eugene Otto.

**Admission for the Fort East Martello Museum is \$12 for adults, \$5 for children (6 and up), children under 6 are free, 5 for students with ID and \$9 for Monroe County residents and seniors 62 and older. For more information, visit [www.kwahs.org](http://www.kwahs.org).**



Both forts had minimal damage from Hurricane Irma. In 2018, both East and West Martello started historic brick restoration work that is expected to be complete in 2019. East Martello also is receiving drainage upgrades, road and parking repairs, and new roofing, which is ongoing throughout 2019. Funding is from the Monroe County Tourist Development Council.

## KEY WEST LIGHTHOUSE AND KEEPER'S QUARTERS MUSEUM

After the first Key West Lighthouse was destroyed in an 1846 hurricane, a new lighthouse that stood 50 feet tall was constructed. In 1894, the growth of trees and taller buildings in Key West led to it being raised so the light was about 100 feet above sea level.

The Coast Guard decommissioned the Key West Lighthouse in 1969 and it was turned over to Monroe County. The County leases it to the Key West Art & Historical Society as a museum. One item on dis-

play is the first order Fresnel lens from Sombrero Key Lighthouse. In 2016, a \$1 million renovation repaired the slate roof, added disability access to the Keeper's Quarters, and new paint for the entire site.

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

**Admission for the Lighthouse (938 Whitehead Street) is \$12 for adults, \$5 for children (6 and up), children under 6 are free, 5 for students with ID and \$9 for Monroe County residents and seniors 62 and older. For more information, visit [www.kwahs.org](http://www.kwahs.org).**

## 1892 "OLD JAIL" IN KEY WEST

The 1892 jail was designed to mimic the Monroe County Court-house, built just two years earlier. Both the jail and courthouse were considered impressive civic accomplishments, and symbols of Monroe County's position as the most populous city in Florida at that time.

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

In 1952, the front of the old jail was demolished and replaced with a new jail and office for the Monroe County Sheriff. Thirteen years later, it was replaced with a courthouse annex. Today, only the most rear portion of the 1892 building remains, including the entire 1910 addition and the 1910 cell block.

In 2017, Monroe County commissioned a full historical structure report, which was the basis for a \$500,000 Historic Preservation Grant in 2018 that is still awaiting funding from the Department of Historical Properties. Monroe County also received a Tourist Development Council grant allowing the project to be fully funded to open as a museum in 2019. The County will publish a request for quotes for a management and operations partnership. ~

# County Parks & Beaches



Unincorporated Monroe County maintains 20 parks and beaches, covering more than 100 acres that showcase the beauty and culture of the island chain.

Hurricane Irma wreaked havoc on most of them, but in 2018 work was done to repair, rebuild and reopen them. Most of the parks and beaches are now open, although work continues in 2019 to completely finish the hurricane-related work. Some parks have rentable community rooms and other amenities. Go to [www.monroecounty-fl.gov/parks](http://www.monroecounty-fl.gov/parks) for more information.

## BIG COPPITT KEY

### Big Coppitt Volunteer Fire Department Park

280 Avenue F

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

### Wilhelmina Harvey Park

373 Avenue F

The family-friendly park has a playground and swing set area, a picnic area with an open grassy area and small walking trail. The park is pet friendly.

## BIG PINE

### Blue Heron Park

Lytton's Way, left, from U.S. 1 and Wilder Road  
Due to Hurricane Irma, the park only has three pickleball courts available as of early 2019. The rest of the park is closed while rebuilding takes place in 2019.

## Watson Field Park and Big Pine Key Dog Park

30150 South Street

It features a baseball field, sandy volleyball courts, two tennis courts and a dog park with a grassy playing field. The County installed new fencing in early 2019 due to Hurricane Irma damage.

### Palm Villa Park

End of Palm Avenue and Wilder

This small pocket park has a picnic table and playground.

### Big Pine Key Community Park

31009 Atlantis Road, at the end of Sands Road.  
This 10-acre waterfront park has a playground, skate park, tennis, bocce, shuffleboard, pickleball and a fitness trail. The roller hockey rink, basketball court, handball courts and baseball field are being repaired throughout 2019 due to Hurricane Irma damage. There is also a community center, which can be used for meetings and parties.

## GEIGER KEY

### Boca Chica Beach

354 Boca Chica Road

This relatively secluded beach is a great spot to see a multitude of sea life.

## KEY LARGO

### Friendship Park

69 Hibiscus Drive

This 3-acre park has a playground, baseball diamond, basketball courts and shaded structures.

### Key Largo Community Park & Pool

500 St. Croix Place

This 14-acre park features the Jacobs Aquatic Center,

playing fields, a fitness course, tennis courts, volleyball nets, basketball courts, handball and skateboarding amenities. Admission fees apply for the pool. The County runs the park in partnership with the YMCA.

### Murray E. Nelson Government Center Park

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

### Rowell's Waterfront Park

MM 104.5 on U.S. 1,  
Bayside

This 8-acre park along the Bay opened as a passive park in 2016. The County was working on a scenic overlook and other plans to renovate the land into a more active park when Hurricane Irma struck. In 2019, a bathroom will be added and the entrance and parking area will be redone. Plans are in the works for a walking path and fitness trail.

court and picnic tables. The County is working on a project to renovate the park, which includes relocating Atlantic Boulevard to make a larger beach area.

### Key West Pines Park

3501 South Roosevelt Blvd  
This picnic area under Australian Pines is a good place to watch planes take off from Key West International Airport or the beautiful sunrises over the water. Pets are allowed. The park is home to an annual food truck festival.

## LITTLE DUCK KEY

### Veterans Memorial Park

West end of the 7 Mile Bridge, MM



40 on U.S. 1

Hurricane Irma decimated this small park along the ocean. Repair work continues in 2019.

### Sunset Point Park

20 Sunset Drive

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

## KEY WEST

### Higgs Beach

1040 Atlantic Blvd

The park along the ocean offers swimming, snorkeling, beach volleyball, tennis and pickle ball. It includes a dog park and Astro City, a large sandy playground with barbecue pits, a volleyball

## SADDLEBUNCH KEYS

### Bay Point Park

6 West Circle Drive, MM 15 on U.S. 1

The park features benches, picnic tables and barbecue pits. There is a sand volleyball court, a basketball court, a tennis court and a bocce court. It also has a sandy playground with swing sets and a jungle gym, a large grassy field and a soccer net.

## STOCK ISLAND

### Bernstein Park

6751 Fifth St.

Bernstein Park reopened in August 2018. The \$7.9 million renovation project included a new 5,500 square-foot community center, playground, basketball court, walking path, elevated athletic fields and field lighting.

## TAVERNIER

### Old Settlers Park

MM 92.5 on U.S. 1,  
Oceanside

This historic location has been transformed into a small park with a pavilion, picnic table, walking trail and playground. Benches scatter the park to provide visitors with a place to enjoy the scenic ocean views. Pets are allowed.

### Harry Harris Park

End of East Beach Road

The 21-acre park features two boat ramps (resurfaced in early 2019), pavilions, barbecue grills, picnic tables, a playground, a basketball court and a protected beach and swimming area. The two ball fields destroyed by Irma were rebuilt with new clay and new dugouts and bleachers and reopened in early 2019.



## County Boat Ramps

**U**nincorporated Monroe County has eight boat ramps that are available for public use. The County ramps are free for Monroe County residents.

Check [www.monroecounty-fl.gov/boatramps](http://www.monroecounty-fl.gov/boatramps) for more information.

### BIG COPPITT KEY

Gulf View Boat Ramp, Barcelona Avenue  
Mile Marker 9.3 -- 24°36'06" N 81°40'00" W

The ramp, commonly called the Barcelona Boat Ramp, is at the north end of Barcelona Drive. It has a one lane concrete ramp currently in fair condition. The ramp is intended for small boats accessing to the Waltz Key Basin. There are up to 5 parking spaces in an adjacent gravel parking area. In 2019, the County will construct a concrete dock and fill in the holes at the end of the ramp with material to prevent future excavation from prop wash.

### BIG PINE KEY:

Koehn Avenue, MM 30.8 Bayside  
Eden Pines, MM 30.8 Bayside

### CUDJOE KEY:

Blimp Road, MM 21.2 Bayside

### GEIGER KEY:

Geiger Key Boat Launch, next door to Geiger Key Marina

### KEY LARGO:

Sunset Point Park, 24 Sunset Road  
Mile Marker 95.2 -- 25°02'59" N 80°29'21" W

Provides access to the bayside (gulf side) and has 1 paved/concrete ramp surface. The ramp is intended for small boats only and will accommodate light to moderate use. The parking area is pea rock with six truck/trailer spaces, trash cans and a picnic table.

### LITTLE TORCH KEY:

State Road 4A, MM 28.5 Bayside

### TAVERNIER:

Harry Harris Park, 50 Beach Rd  
Mile Marker 92.5 -- 25°01'28" N 80°29'39" W

A concrete double ramp separated by a finger pier. It provides access to the Atlantic Ocean. The ramp is intended for small and large boats and is heavily used. Parking is limited to 20 trailers. The park has pavilions, barbecue grills, picnic tables, a playground and a protected beach and swimming area. (\$10 for non-residents).

# PUBLIC INFORMATION

**T**he Public Information Office's primary responsibility is to provide accurate and timely information to the public and media about the actions, policies and public meetings of the Monroe County Board of County Commissioners and the County's 21 departments.

The Public Information Office also is the primary information source for Monroe County Emergency Management and Monroe County Fire Rescue.

### RESPONSIBILITIES INCLUDE:

- Writing and distributing news releases
- Maintaining the County's official social media communications
- Creating content and maintaining the official websites of Monroe County, Monroe County Fire Rescue and Monroe County Emergency Management
- Responding to questions from County residents and the media
- Arranging press conferences, ceremonies and public meetings.
- Working with state and federal government entities to ensure County residents receive information about state and federal programs and opportunities.
- Creating the State of the County annual report and annual video

**For information about how to make a public records request or where to find official Monroe County information, go to page 7 of this report.**



- Wrote and distributed nearly 200 press releases, 150 website posts and 300 social media posts.
- Provided public information support to Franklin County in the first few days after Hurricane Michael.

### 2019 GOALS

- Create explanatory, how-to videos for County functions, especially in the Code Compliance, Building and Planning and Environmental Resources departments.
- Create an official Hurricane Guide for Monroe County Emergency Management. ↗



### Public Information Officer:

#### Kristen Livengood

305-680-8226

[Livengood-Kristen@monroecounty-fl.gov](mailto:Livengood-Kristen@monroecounty-fl.gov)

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

Employees: 1

# SOCIAL SERVICES

Monroe County Social Services assists a growing and diverse population with a number of long-standing local, state and federal programs.

We are committed to offering basic and life-sustaining services to each citizen in need in Monroe County. Priority is available for families and households with very young children, disabled individuals and/or elderly citizens.

In 2018, we had more than 3,000 office visits and more than 8,000 incoming calls from citizens seeking assistance from our wide variety of programs and services.

## Low Income Home Energy Assistance Program (LIHEAP)

This program provides financial relief from high-energy costs in order to prevent service disconnection for families and individuals in crisis. Efforts are made to serve the elderly, those with special needs and families with very young children. During federal fis-

cal year 2018, with more months to go in the program, Social Services has served 470 households countywide with more than \$127,700 in grant funding.

## WEATHERIZATION ASSISTANCE PROGRAM (WAP)

This federal program assists Monroe County's income eligi-

ble families improve the energy efficiency of their homes with critical repairs, renovations and installation of cost-saving energy measures.

During 2018, we administered \$45,000 in funding countywide to help 6 eligible homeowners with Weatherization repairs and renovations. This program allows homeowners to reduce their monthly energy bills by a minimum of 20 to 30 percent.



### Senior Director: Sheryl Graham

205-292-4510

Graham-Sheryl@monroecounty-fl.gov

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

**Budget:** \$5.3 million (includes \$1.4 million in grants)

**Employees:** 46



*Social Services Special Project Coordinator Anna Haskins led a group of County staff and volunteers that gathered, made, assembled and distributed holiday meals, gift bags and plenty of smiles and hugs to needy people in the Keys community.*

## ALZHEIMER'S DISEASE INITIATIVE (ADI), COMMUNITY CARE FOR DISABLED ADULTS (CCDA), AND OLDER AMERICANS ACT (OAA)

Monroe County Social Services provided nearly 28,100 hours of service to the elderly and disabled adult citizens of Monroe County during 2018 via three of our long-standing, grant-funded program: the Alzheimer's Disease Initiative, the Community Care for Disabled Adults Program and the Older Americans Act.

Some of the services provided under these programs include homemaking, personal care, in-home respite, facility-based respite, heavy chores, home improvement and individual and group caregiver training.

If our homebound seniors and severely disabled adults between the ages of 18 - 59 did not receive these services from us, they would be prematurely institutionalized in nursing homes or assisted living facilities and no longer be living in our communities.

With our help, they are able to continue to live in their homes, near their family and friends, and age in place.

## STATE HOUSING INITIATIVE PARTNERSHIP (SHIP)

In January 2018, the Monroe County Board of County Commissioners approved a resolution releasing the Monroe County Housing Authority from its duties and responsibilities for the administration of the Monroe County State Housing Initiative Partnership (SHIP) Program and in turn, designating the Senior Director of Social Services of Monroe County as the SHIP Program Administrator.

While the SHIP Program had been handled by the Monroe County Housing Authority since 1993, Monroe County Social Services was well prepared to

begin administering the program.

During 2018, Social Services administered \$313,000 in funding countywide to assist 21 homeowners with SHIP Disaster Mitigation, SHIP Sewer Lateral Connections and SHIP Rehabilitation.

These SHIP projects resulted in the homeowner's properties becoming compliant with state mandates, including improvements necessary to meet

US Department of Housing and Urban Development's Housing Quality Standards, safety requirements, as well as ensuring a higher level of energy efficiency. Further, SHIP repairs completed were done in order to avoid an immediate health and safety hazard to occupants.



## INDIGENT AND PAUPER CREMATIONS

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

We exhaust all avenues to locate family members or loved ones. If no one is available to take financial responsibility, Social Services handles the final arrangements and interts the cremated remains in a County-owned vault at the Key West Cemetery in perpetuity.

Each year we co-host a memorial service with the Florida Keys Outreach Coalition at the cemetery for those who passed away during the year to ensure they are laid to rest with dignity, honor and respect.

## NUTRITION SERVICES

Through Social Services' home delivered meal and congregate meal programs, our Nutrition Services

allow clients to receive hot, healthy, nutritionally sound meals on a daily basis.

For clients who are unable to leave their home or are bedridden, our meal delivery service also provides them with a daily check on their well-being.

Our four nutrition sites in Key West, Big Pine Key, Marathon and Plantation Key provide a variety of activities to promote health and wellness, socialization and personal enjoyment.

In 2018, we delivered more than 2,300 hot home meals and 22,000 frozen meals.

As a result of Hurricane Irma in 2017, our Big Pine Key Meal Site was damaged and temporarily closed for repairs through April of 2018. However, meals still were provided to all of our clients on Big Pine Key via our Nutrition and Transportation staff.

During 2018, we also moved our Key West Meal Site from the Har-

vey Government complex to the Senior Citizen Plaza on Kennedy Drive.

## MONROE COUNTY TRANSPORTATION

Monroe County Transportation (MCT) provides door-to-door para transit service for any transportation-disadvantaged resident of Monroe County.

In 2018, we provided more than 23,000 one-way trips, which ensure that our most vulnerable citizens are able to go to physician's offices, grocery stores, pharmacies and other necessary places throughout the community while maintaining a high degree of independence.

## 2019 GOALS

During 2019, a goal for Social Services Bayshore Manor is to add at least two more annual social activities or field trips to

the residents' schedules during the year.

The residents love the outings we arrange and provide for them. These events give our residents something to look forward to, and talk about. Additionally, our residents continue to bring good will and joy into the community.

The outings usually are donated by vendors or hosts. Recent outings have been to Key West Women's Club, Tennessee Williams Theatre, Fury Glass Bottom Boat Trip, MARC House Pumpkin Patch, Mel Fisher Maritime Museum, Key West Aquarium, Monroe County Sheriff's Office Animal Farm, the Dolphin Research Center and many others.

In 2019, a Nutrition Program's goal is to increase the number of fresh congregate meals our elderly citizens receive by a minimum of 20% during the year. With our Key West Meal Site partnering with the Star of the Sea Food Pantry, we are confident this goal will be achieved. ☺



## A HAPPY REUNION

This missing person case of a 90-year-old from Naples had a happy ending in November 2018, due to the actions of the employees of Monroe County Social Services and the Monroe County Sheriff's Office.

Ethel Dittrich left her Naples home to play bingo. When she returned her husband of 68 years, William Dittrich, was not there.

Late that evening, Mr. Dittrich -- a World War II and Korean War veteran -- was found with his car damaged at the Big Coppitt Key Circle K and no knowledge of what happened.



The Sheriff's officers contacted Social Services, which provided Mr. Dittrich with a place to stay at Bayshore Manors. Staff had a warm bed waiting and found him fresh clothes to wear while his own were laundered.

When Mr. Dittrich woke the next morning, he had breakfast with the residents of Bayshore Manor as Social Services staff worked throughout the day to guide his wife and neighbors to Bayshore Manor to pick him up.

The reunion was emotional, with hugs, kisses and a trip to IHOP with County staff.

**B**ayshore Manor is Monroe County's beloved 16-bed Assisted Living Facility. At Bayshore Manor, we provide residents and adult day care guests with loving, compassionate care, while striving to enhance their quality of life, preserve their dignity, and meet their health, social, and emotional needs.

Residents are provided three home-cooked meals each day in our dining area, as well as snacks throughout the day to all residents and guests. Residents can participate in weekly and often daily field trips, outings and events throughout the community and County.



Some places and attractions our residents love to visit: Dolphin Research Center on Grassy Key, the Key West Tropical Forest and Botanical Gardens, Key West Women's Club, MARC House Pumpkin Patch, Mel Fisher Maritime Museum, Tennessee Williams Theatre, Fury Glass Bottom Boat Trip, Old Town Trolley Tours hosted by Historic Tours of America, the Sheriff's Animal Farm and the Key West Aquarium.

At Bayshore Manor, we also care for adult day care guests. Throughout 2018, these guests spent more than 1,800 hours at the facility, receiving care, meals, activities, field trips and socialization between 8 a.m. and 5 p.m.

Bayshore Manor is fully staffed 24-hours per day by medically trained professionals who are experts in the field of geriatric care and comfort. At Bayshore Manor, every possible need is met for both our residents and adult day care guests.

## 2019 GOALS

During 2019, one of our Social Services Bayshore Manor's goals is to add at least two more annual social activities or field trips to the residents' schedules during the year. The residents love the outings we arrange and provide for them.

These events give our residents something to look forward to, and talk about. Additionally, our residents continue to bring good will and joy into the community. The outings usually are donated by vendors or hosts. ☺

# SOLID WASTE & RECYCLING

The Solid Waste Management Department provides trash, recycling, yard waste collection, household hazardous and electronic waste collection and processing to the residents of Monroe County.

The Solid Waste Management Department also is responsible for keeping the County road rights-of-way cleared of debris and pollution.

We have three transfer stations in Key Largo, Long Key and Cudjoe Key. At the transfer stations, garbage, construction debris and yard waste are collected and hauled out of the island chain for appropriate disposal.



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

The Solid Waste Management Department spent most of 2018 continuing the cleanup process left from Hurricane Irma. To assist with the hardship left by Hurricane Irma, the Board of County Commissioners approved waiving the "tipping fees" for all residents bringing in hurricane debris to the transfer stations through March 24, 2018.

During this time, the residents brought in approxi-

mately 10,500 tons of debris as a result of the hurricane. This amounted to nearly \$1.3 million in waived tipping fees for County residents trying to rebuild their lives.

The hurricane brought out the best in people and organizations to clean up rights-of way, fence lines, nearshore waters and habitat.

Solid Waste and pollution control employees assisted private citizen groups, The Conch Republic Marine Army, Florida Keys Marine Sanctuary and many others in removing debris.

The recycling initiative of household hazardous waste

and electronic waste continue to be a key focus. Monthly collection points throughout the county allow residents to dispose of chemicals and electronic waste in an environmentally safe manner.

In 2018, the residents of Monroe County brought in 70,940 pounds of household hazardous waste and electronic waste combined.

## 2018 ACHIEVEMENTS

- In October 2018, the Cudjoe Landfill officially



### Director: Cheryl Sullivan

305-292-4536

Sullivan-Cheryl@monroecounty-fl.gov  
www.monroecounty-fl.gov/solidwaste

**Budget:** \$22.3 million  
**Employees:** 17

closed and no longer is an active site, as acknowledged by the State of Florida. Cudjoe was the last of three sites that the County successfully closed over the years, with approval from the Department of Environmental Protection.

- Demolition of the old scale houses and installation of new scale houses and offices at all three transfer stations. They are

scheduled for occupancy in February 2019.

- Waste Management of South Florida, which manages the tipping floor operations, made improvements at the transfer stations. They replaced the tipping floor building at Cudjoe, replaced the roof and side panels of tipping floors at Long Key and Key Largo, and added recycling tent covers to all transfer station sites.

## 2019 GOALS

- Develop a countywide recycling outreach program to educate and share the importance that recycling has on our community and the environment.
- Identify areas of repeated illegal dumping and work with local authorities to create a program to correct behavior.

## County Transfer Stations & Recycling Centers

Residents can drop off items directly at the three County transfer stations.

**Hours:** 8 a.m. to 3:30 p.m. Monday through Saturday. This includes electronic waste.

**Cudjoe Key:** Blimp Road, turn at Mile Marker 21.5 on Overseas Highway, 305-745-2513

**Long Key:** Mile Marker 68 on Overseas Highway, 305-664-2263 or 305-664-2269

**Key Largo:** 11100 County Road 905  
305-367-4236

## County Household Hazardous Waste Collection

Household hazardous waste is collected at each transfer station during the following schedule. For more information, call 305-745-4307.

**Cudjoe Key:** First and third Wednesdays of each month, 10:00 a.m. to 2 p.m.

**Long Key:** First and third Fridays of each month, 10:00 a.m. to 2 p.m.

**Key Largo:** Appointment only. Call 305-745-4307

**Key Largo (Corner of Atlantic and Homestead avenues behind Walgreens):** Second and fourth Wednesdays of each month, 10 a.m. to 2 p.m.



## Who picks up my trash, yard waste and recycling?

The map shows the geographical area and the contracted hauler.

For Ocean Reef, call 305-367-2611

# STRATEGIC PLANNING

After spending the first half of 2018 helping Emergency Management gather “Lessons Learned from Irma” for future planning, the Office of Strategic Planning returned to building the 2020 Monroe County BOCC Strategic Plan.

The Strategic Plan guides the scope and direction of County services based on priorities established by the BOCC and based on the goals of the community.

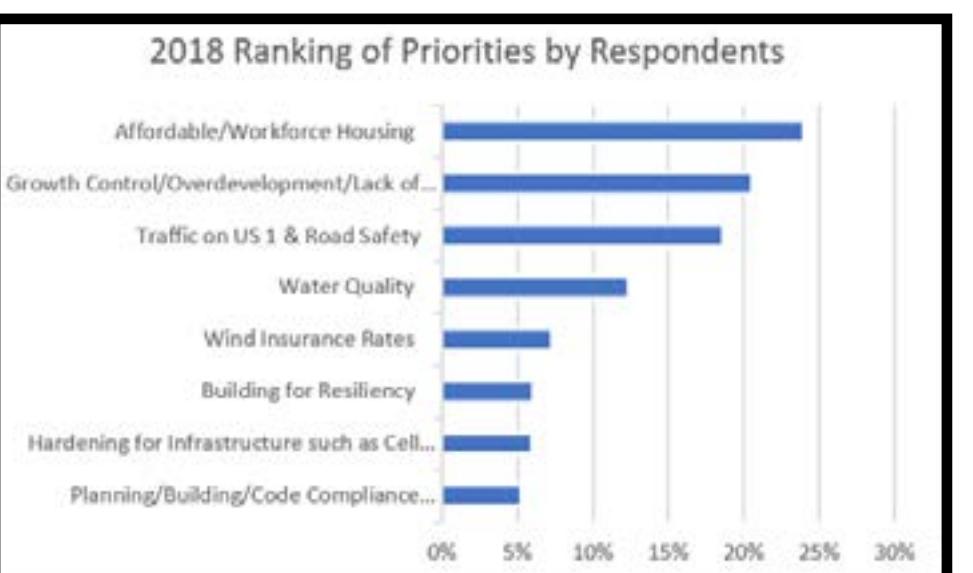
Essential to a community need-based Strategic Plan is an understanding of the Community’s current priorities. Community feedback was gathered during the summer and fall of 2018. This process built upon the great work done by the Office of Budget & Finance in early 2017 for the FY 2018 Budget -- and before Hurricane Irma struck the Keys.

At that time, the team utilized an extensive survey that garnered both residential and business responses along with a series of community input sessions facilitated by County Administrator Roman Gastesi. While the original intention was to build the 2019-2024 plan using this data, Hurricane Irma delayed the process. When planning began again nearly 10 months later, it was apparent that new data was needed. Thus, began

the 2018 Community Input process.

Strategic Planning utilized a variety of methods designed to garner as much participation from diverse sectors of the community as possible. This included interactive presentations with community and business organizations, individual interviews with stakeholders, social media polls and an online survey. Twenty-three interactive presentations with nearly 850 attendees,

826 responses to the online survey, meetings with 96 people over 41 individual or group stakeholder meetings, and six Facebook polls with more than 1,500 votes cast.



The greatest strength of the process is found in the number of participants and the opportunity provided to allow freeform feedback, rather than simply multiple choice from a preselected list.

This qualitative data provides the deepest insight into our community's concerns and priorities.

## Senior Director: Kimberly Matthews

305-292-4540

Matthews-Kimberly@monroecounty-fl.gov

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

**Employees:** 1



## KEY FINDINGS

The 2017 surveys and 2018 process found the same priorities have held within our community over 28 months and the aftermath of a Category 4 hurricane:

- Affordable/Workforce Housing
- Growth Control/Overdevelopment/Lack of Open Space
- Traffic/Road Safety/Pedestrian Safety
- Water Quality
- Wind Insurance Rates
- New, Post-Irma priorities also emerged:
  - Building for Resiliency
  - Hardening of Infrastructure including Cellular and Utilities
  - Monroe County Planning/Building/Code processes

Overall Ranking of these Priorities during the 2018 Community Input Process:

When taken geographically, we can clearly see that the importance of the top three issues (Affordable/Workforce Housing, Growth Control/Overdevelopment/Lack of Open Space, and Traffic & Road Safety) is dramatically impacted by where you live within the County.

While the Middle and Lower Keys rank Housing at the top of their list, the Upper Keys is most concerned about Growth Control and Overdevelopment.

An especially difficult conundrum presented in the data is the dichotomy we find in the Community's #1 and #2 Priorities (Affordable/Workforce Housing and Growth Control/Over Development/Lack of Open Space).

When taken in total, the data results show that 24% rank Affordable/Workforce House as their #1 priority with Growth Control/Over Development/Lack of Open Space as #2. The obvious con-

flict: succeeding at #1 without further exacerbating #2.

Finding the balance between these issues and all the interconnected issues will become a theme in the 2020 Strategic Plan.

If an organization is reasonably in tune with its community, the process is more about confirmation and participation than revelation. That said, a data point catching many by surprise involves “Traffic on US 1”.

- What priorities would you add to the list we have provided?
- What do you feel Monroe County could do better?
- What do you feel Monroe County does well?

The complete “2020 Strategic Plan Community Input Report” can be found on the Strategic Planning webpage: [www.monroecounty-fl.gov/strategicplanning](http://www.monroecounty-fl.gov/strategicplanning).



## NEXT STEPS

The Community feedback will be utilized by the County's Senior Management Team and the BOCC as we complete the final 2020 Strategic Plan. The creation included a BOCC Special Meeting on the plan in February 2019.

The Plan will guide the County's annual budget and department tactical plans. The Plan also is a living document that, while designed for a 3-5 year span, will be reviewed each year in advance of the annual budget process.

This process was in its final stages in early 2019 and will be completed by April 2019. When it is completed, it can be viewed on the Strategic Planning page of the County website. ☀

# SUSTAINABILITY

## Resiliency, Sea Level Rise & Climate Change



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

Habitat for wildlife that once was high and dry continues to be encroached with

seawater. Rising seas already have begun to affect some roads and other County infrastructure, as well as some homes and businesses – and will continue to do so into the future.

Over the past eight years, Monroe County has taken a leading role in the regional effort to combat climate change and adapt to rising seas.

### Director: Rhonda Haag

305-453-8774; [Haag-Rhonda@monroecounty-fl.gov](mailto:Haag-Rhonda@monroecounty-fl.gov)  
[www.GreenKeys.info](http://www.GreenKeys.info)  
[www.monroecounty-fl.gov/sustainability](http://www.monroecounty-fl.gov/sustainability)  
**Budget:** \$1.75 Million  
**Employee:** 1

The Sustainability office has continued the important coordination and activities with the four-county Southeast Florida Climate Compact, that includes Monroe, Miami-Dade, Broward and Palm Beach counties.

The 10th Annual Climate Leadership Summit was held in October in Miami Beach, with nearly 700 people attending. For Monroe County, planning for climate change and sea level rise now is integrated into all of our decision-making for a cohesive response.

Monroe County will be hosting the 11th Annual Climate Change Leadership Summit in fall 2019 in Key West.

We are in the midst of implementing resilience projects included in our GreenKeys Sustainability Action Plan, which is available to review at the website: [www.GreenKeys.info](http://www.GreenKeys.info).

The larger projects include:

### MOBILE LIDAR DATA ELEVATION PROJECT:

We are improving the elevation data of the County's roads and facilities. Before the County can more accurately project the effects of sea level rise on the County's roads, the County must first have accurate data on the exact elevation of all 312 miles of County roads.

Mobile LiDAR is an innovative mapping solution that incorporates the most advanced LiDAR sensors, cameras and position/navigation to collect survey-quality point data quickly and accurately.

This data will be combined with the sea level rise projections for the next 25 years to create a county-wide roads elevation plan.

The mobile LiDAR project will be complete in early 2019. The data will be provided to the firm that will be preparing the County's roads elevation plan.

### COUNTY-WIDE ROADS ANALYSIS:

This project identifies which of the 312 miles of County-maintained roads are subject to inundation risk, including nuisance flooding, over the next 25 years. The County issued the solicitation at the end of 2018 and will be selecting a firm in January 2019.

The elevation data from the mobile LiDAR work will be used in the engineering analysis phase of this project. The end product will be a roads adaptation plan for the next 25 years.

### PROPERTY ASSESSED CLEAN ENERGY PROGRAM (PACE):

In 2018, the County adopted a PACE Program that provides alternative options for funding of projects that increase energy effectiveness. Homeowners can receive funds, based on specific parameters, and pay back the funds through their property taxes.



Currently residents have a choice of 4 PACE vendors to choose from in the County. Information on the County's PACE program can be viewed at [www.monroecounty-fl.gov/pace](http://www.monroecounty-fl.gov/pace).

The Sustainability office also continued climate modeling research to better characterize damage assessments from sea level rise. The University of Stetson is completing a 3-year effort on HAZUS modeling in the Keys. The university personnel will present the data and information to County staff to help the County better prepare for future flooding conditions.

(HAZUS is a geographic information system-based natural hazard analysis toll developed by FEMA.)

In 2018, we budgeted for and began the design of two road elevation demonstration communities, one in the Upper Keys and one in the Lower Keys. Construction will be completed in 2019. ~

# WASTEWATER



## CANAL RESTORATION

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

The County constructed 8 demonstration projects, costing \$7 Million, that used various methods for canal restoration. The purpose was to verify the applicability, feasibility, effectiveness and costs of the different methods. State and federal grants have contributed more than \$1.5 million to this program.

In 2018, a 3-year demonstration canal monitoring program was completed, with funding through a \$300,000 U.S. Environmental Protection Agency (EPA) grant to Florida International University. The final report detailed the effectiveness of the demonstration projects towards water quality improvements and other improvements such as sea-grass habitat.

Results varied, and the FIU report recommended more time for monitoring to better evaluate the projects. Generally, the backfilling and culvert projects provided the best

monitoring results. The County received a \$100,456 grant from EPA in September 2018. It will be used to finalize the County's Canal Management Master Plan and provide a guidance document to help the County select future projects for canal restoration.

In 2018, the County completed its final canal restoration demonstration projects. The projects included:

- Backfilling for Canal #75 in Key Largo at Rock Harbor, for \$1.2 million.
- A Canal Skimming program that cleared all Key Largo canals of floating debris and vegetation.

### HURRICANE IRMA CANAL DEBRIS CLEARING

In September 2017, Hurricane Irma impacting nearly all of the 502 canals throughout the Keys. The County's three air curtains that had been recently installed on Big Pine Key were destroyed.

The Sustainability Office applied for grant funds to clear the impacted canals through the United States Department of Agriculture Natural Resources Conservation Services (NRCS) program.

A \$49.2 million grant was received from NRCS in August 2018 to clear canals in unincorporated Monroe County, Islamorada and Marathon.

The County contracted the work, which began Aug. 13, 2018. The County has until March 19, 2019 to complete the work.

As of early 2019, NRCS has approved 172 canals for clearing of marine debris related to Hurricane Irma.

This program, which was on schedule and well under budget in early 2019, will go far in returning the canals to pre-Irma condition by reducing the probability of flooding from the debris-filled canals, improving navigation and water quality.

After the Irma-related debris clearing is completed, the County will continue with its canal restoration program. Such projects are anticipated to be paid for with RESTORE (Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies ) Act funds.

These funds are part of the compensation package for the Deep-water Horizon oil spill of 2010 that impacted many counties along the Gulf Coast. ≈

In 1999, with nearshore water quality deteriorating around the Keys, the State of Florida mandated that the entire island chain install advanced wastewater treatment systems to eliminate the use of tens of thousands of septic tanks, illegal cesspits and ineffective small treatment units.

It has been a daunting task for a small county spread over a series of 42 islands.

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

The final piece of the County's wastewater master plan – as well as its largest and most complex – was the \$203 million Cudjoe Regional Wastewater System. The system's treatment plant began operations in October 2015.

In 2017, the collection and transmission system was completed and available for connection for all but a few neighborhoods. In 2018, construction on No Name Key, Middle and Big Torch keys was completed. The only remaining work to close out the Cudjoe Regional Wastewater system is

installation of approximately 150 individual parcel lift stations.

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

last sewer system in the Keys.

The County worked with state and federal legislators to acquire grants and other funds for systems throughout the Keys. The County's portion of the project is fully funded.



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

It has been a long and expensive process, but the efforts to convert most of the County to central sewers was a necessity for the Keys marine ecosystem that is dependent on clear water with low nutrient levels.

The Cudjoe Regional system serves from Mile Marker 17 on Sugarloaf Key to Mile Marker 33 on Big Pine Key in unincorporated Monroe County. As of December 2018, more than 72 percent of the 7,500 homes and business have been hooked up. This is the

Without the new wastewater systems, the water quality of the canals and near-shore waters would have continued to degrade and threaten tourism, the economy, the fragile environment and the Keys way of life. ≈

# VETERANS AFFAIRS

Monroe County Department of Veterans Affairs provides entitlement assistance in accordance with Florida Statute 292.11 and the Code of Federal Regulations Title 38 (CFR 38) for approximately 8,000 full-time veterans, 2,500 seasonal veterans, military personnel and their families in the Florida Keys.

The department maintains an office in Key West and Key Largo. All department staff are trained per the rules and regulations of the CFR 38, the Florida Statute and Florida Department of Veterans Affairs (FDVA).

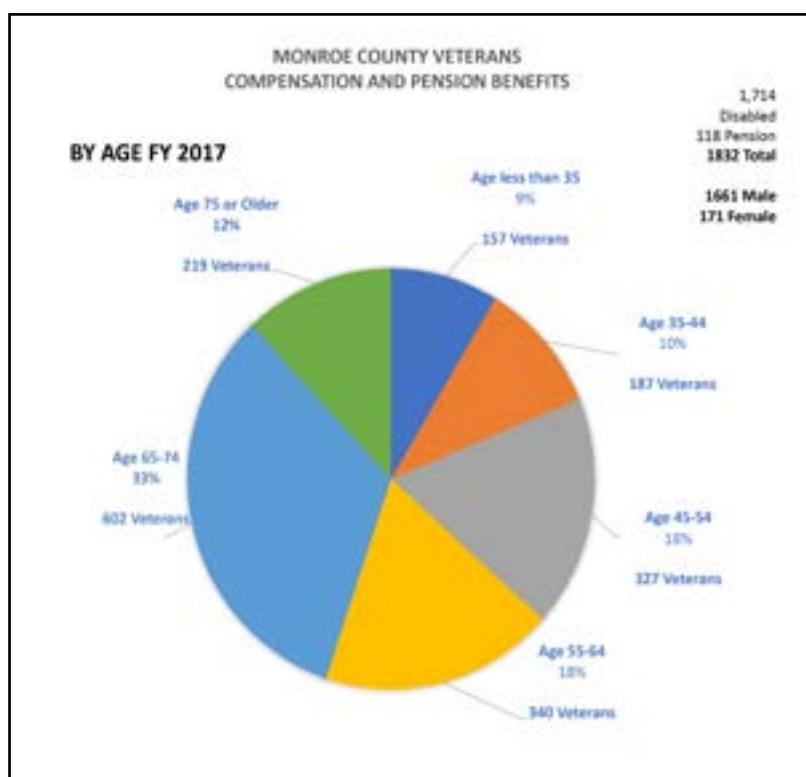
Benefit services include:

Monetary Compensation for service-related disabilities, non-service connected pensions, burial benefits, widow's benefits, educational benefits, VA home loans and VA insurance claims.

Non-monetary benefits include obtaining replacement military medals and VA Healthcare. We also assist veterans in obtaining State of Florida benefits, including disabled veterans license tags, property tax exemptions and educational benefits through the FDVA.

## 2018 ACCOMPLISHMENTS

- Assisted veterans



**Director: Cathy Crane**  
305.295.5150  
Crane-Cathy@monroecounty-fl.gov  
[www.monroecounty-fl.gov/veteransaffairs](http://www.monroecounty-fl.gov/veteransaffairs)  
**Budget: \$765,245**  
**Employees: 9**



## VETERANS BY LOCATION IN THE KEYS



in receiving \$3.37 million in retroactive payments, an increase by more than \$1 million for the year.

- Maintained \$57.7 million in veteran entitlements expenditures from the Department of Veterans Affairs (DVA) of which \$28.1 million are in monetary benefits for veterans of Monroe County.
- Aided clients with 8,346 office visits, 6,297 phone calls and 63 field visits.
- Added 597 new clients and made 276 referrals to other federal, state or local agencies for assistance.

- Received 2,758 calls for the Veterans Transportation Program. We transported 1,039 veterans to the Miami VA Health System, which has approximately 5,780 Monroe County Veterans enrolled in VA Healthcare.
  - Administered monthly and quarterly briefings for Naval Air Station Key West and Joint



Interagency Task Force-South for veterans, retirees and active duty personnel leaving the military.

- Provided Benefits Delivery at Discharge (BDD) services for all military branches in Monroe County and SOC-South personnel in coordination with the Miami VA Health System, with 51 new BDD claims awards by the Department of Veterans Affairs.
- Delivered numerous briefings to organizations, including the Military Affairs Committee, VFW, American Legion, Moose Lodge and the Rotary Clubs on veteran's benefits and the overall veteran population to include the homeless veterans.
- Hosted two "town hall" meetings throughout the Keys with the Director of the Miami VAHS and its staff to obtain and provide updated information.

- Participated as a vendor in the County Health & Wellness Fair and with the Small Business Administration Veterans Services Seminar representing veterans benefits.
- Initiated technology modernization measures in coordination with the DVA.

## 2019 GOALS

- Increase community outreach and services.
- Create a pop-up satellite location in the Middle Keys.
- Conduct and identify new training opportunities.
- Complete the current technology modernization project.
- Continue to monitor county veteran demographics for proper allocation of department resources to ensure continued exceptional veterans services. ☀

## DID YOU KNOW?

Eligible resident veterans with a VA certified service-connected disability of 10 percent or greater are entitled to a deduction or exemption on the assessment of their home for tax exemption purposes. For Tax Year 2018, 696 Monroe County veteran-owned parcels were awarded a deduction or exemption due to having a service-connected disability.

## KEYS VETERANS AFFAIRS OFFICES

**Key Largo**  
Murray Nelson Government Center  
102050 Overseas Hwy,  
Suite 208  
305-453-8777

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

**Veterans Transportation Program**  
305-295-5157

# COUNTY ATTORNEY

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

The County's team of 10 lawyers has more than 175 years of experience practicing law and the expertise to handle most matters in-house. This is less costly and more effective than using outside counsel. The use of in-house counsel avoids the conflicts of interest that used to arise when the County referred matters to local law firms. Seven of our lawyers are board certified by the Florida Bar as experts in City, County and Local Government law. Only 263 of the more than 106,000 members of the Florida Bar (less than ¼ of a percent) have earned this distinction.

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

With the broad scope of services County government provides, staff lawyers handle topics

ranging literally from A (airport law) to Z (zoning). Whether it's the federal regulations associated with operating two international airports or ensuring that our community's character and precious environmental natural resources are adequately protected through enforcement of our Land Development Code and zon-

mission directed an increased emphasis on prosecuting Vacation Rental Ordinance violations and collecting outstanding code enforcement fines and costs. These efforts resulted in collections of more than \$1.955 million in collections in FY18, a 21% increase over the amount collected in FY17. Collected fines and costs are deposited in the County's general fund, lessening the need for property taxes.



ing rules, the County Attorney's office works with County staff in carrying out their missions.

The County's Risk Management office is located within the County Attorney's Office. Risk Management team members ensure the County and its contractors are properly insured. They review claims made against the County and determine the appropriate response.

During 2018, staff lawyers represented the County in state and federal court as well as administrative hearings in hundreds of cases. In 2015, the County Com-



## County Attorney: Bob Shillinger

305-292-3470; Shillinger-Bob@monroecounty-fl.gov

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

**Budget:** \$6.3 million (\$4 million Risk, \$2.3 million

County Attorney)

**Employees:** 17

# GUARDIAN AD LITEM

Through our volunteers, staff, attorneys and Public-Private Community partners, we worked to reach permanent homes for 70 children through family reunifications, adoptions, permanent guardianships and age-out transitions.



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

The guardian ad Litem Program is a complex system of volunteers, attorneys and staff with the simplest of missions: The best interest of the child.

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

The Guardian ad Litem Program advocates exclusively for the best interests of the children. Guardian Ad Litem's guiding mission: "I am for the Child."

In Monroe County, we have been able to accept all dependency cases, which has allowed us to represent 100 percent of the children involved in these proceedings.

In Monroe County, we had more than 233 children involved in our dependency system. They were served by 100 outstanding volunteers, who selflessly gave their time and talents to help these vulnerable kids. This volunteer work includes investigation, report writing and testimony about a child's current situation and what has happened to the child.

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

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

## I am for the child. Are you?

You can make a difference in our community by becoming a volunteer for the Guardian ad Litem program. Being a volunteer is a rewarding opportunity because of the difference you make in a child's life.

If you are interested in volunteering please contact us at 305-292-3485. ☺



## Circuit Director: Alexa Leto

305-292-3485; Leto-Alexsa@monroecounty-fl.gov

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

**Budget:** \$210,000

**Employees:** 11 (2 county, 9 state)

# LAND AUTHORITY

## LAND ACQUISITION

The Monroe County Board of County Commissioners created the Land Authority in 1986 to purchase property in the Florida Keys for conservation, recreation, the protection of property rights and affordable housing.

The Land Authority assists in the implementation of our comprehensive plan and serves as an intermediary between landowners and government agencies that regulate land use.

The mission statement:  
Stay focused. Buy Land.

In Fiscal Year 2018, the Land Authority closed 24 real estate transactions and acquired 39 parcels. They totaled 6.7 acres of land at a cost to the Land Authority of \$2.3 million. Most of these properties were conservation lands



consisting of tropical hardwood hammock, pine-lands and wetlands that provide many environmental benefits, including habitat for endangered species and migrating birds, and lands that help protect water quality.

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

The Land Authority's funding for land acquisition comes from a

half-cent of the tourist impact tax charged on lodging in the Keys and a surcharge on admissions and overnight camping at state parks in unincorporated Monroe County.

## MONROE COUNTY LAND ACQUISITION PROJECTS THROUGH FY 2018

PROJECT TYPE	TRANSACTIONS	PARCELS	ACRES	UNITS	EXPENDITURES
Conservation	1,553	4,120	3,715	0	\$45,213,132
Non-conservation Density Reduction	13	15	3	0	\$0
Affordable Housing	57	135	1.06	1,153	\$44,951,422
Recreation	29	154	125	0	\$6,770,323
Sold Waste	1	4	74	0	\$2,212,500
<b>TOTAL</b>	<b>1,653</b>	<b>4,428</b>	<b>4,024</b>	<b>1,153</b>	<b>\$99,147,377</b>

### NOTES:

1. The table above reflects projects where MCLA has acquired or assisted in the acquisition of real property interests. For partnership acquisitions, the expenditures shown are MCLA's share of the acquisition costs.
2. The conservation acquisitions shown include 125 Florida Forever parcels purchased in FY 2018 by the State of Florida. The purchase prices of these parcels totaled \$930,200, of which MCLA paid \$150,000.
3. The non-conservation density reduction acquisitions shown include 9 parcels purchased in FY 2018 by the BOCC at a total cost of \$819,909 using Infrastructure Sales Tax revenue (the County's 304 Fund). MCLA served as the BOCC's agent in these transactions pursuant to an interlocal agreement.

## LAND STEWARDSHIP

The Land Authority oversees approximately 1,800 acres of conservation lands owned by the Land Authority, the County or the State of Florida. The acres include some individual lots within or adjacent to neighborhoods. In most cases, newly purchased conservation land needs restoration.

The Land Authority's Land Steward hires contrac-

tors to remove invasive exotic vegetation and, when necessary, to plant native vegetation. Conservation lands protect important wildlife areas, reduce housing density, and preserve the character of neighborhoods.

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



## PARTNERSHIP ACQUISITIONS

In Fiscal Year 2018 the Land Authority partnered with the Village of Islamorada to acquire a 1.1 acre affordable housing site on Windley Key. The property will be developed with 8 units of rental housing and 8 units of homeownership. The total purchase price for this acquisition was \$1.5 million, of which the Land Authority paid \$1.125 million and Islamorada paid \$375,000.

The County Commission has entered into a partnership with the state Department of Environmental Protection to work jointly toward the purchase of Florida Forever conservation lands in the Keys. The Land Authority serves as the County's agent for this program.

In Fiscal Year 2018, the State of Florida closed 11

transactions and acquired 125 parcels totaling 25.4 acres at a purchase price of \$930,200. The Land Authority contributed \$150,000 toward this total purchase price. These transactions retired 40.9 development rights.

Additionally, the County has begun using a portion of its local government infrastructure sales tax revenue to purchase non-conservation properties for density reduction and the retirement of building rights. This initiative is intended to help keep the County's hurricane evacuation clearance time below 24 hours.

The Land Authority is assisting with this program by serving as the County's agent. In Fiscal Year 2018, the County closed 8 transactions and acquired 9 parcels totaling 1.7 acres at a cost of \$819,909. These transactions retired 8 development rights.



### Executive Director: Charles Pattison, FAICP

305-295-5180

Pattison-Charles@monroecounty-fl.gov

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

Employees: 4

Budget FY 2019: \$15.4 million



# ANIMAL CONTROL

The three animal shelters in Monroe County are much more than a place for stray and abandoned animals. The shelters have become community resources for pet owners and pet lovers. By Florida statute, each county is responsible for its own animal control.

Monroe County's shelters are managed by two independent contractors. The Florida Keys Society for the Prevention of Cruelty to Animals (Florida Keys SPCA) operates the Key West and Marathon branches, covering MM 0 to 70. The Humane Animal Care Coalition in Key Largo covers MM 70 through MM 112.

Animal Control is responsible for enforcing State and County animal control regulations, protecting the public from the dangers and nuisances of uncontrolled, dangerous or feral animals, and protecting animals from cruelty, abuse and abandonment. They are also responsible for spay and neutering and adoption of animals in their care.

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

In 2018, the Key West shelter handled 1,385 animals, the Marathon shelter 474 animals and the



Upper Keys shelter 452 through adoptions, clinic visits, lost and found, cruelty investigations and animal control.

In 2018, the Upper Keys shelter hit a milestone with its 10,000th spay or neutered animal since 2000 -- and all for free of charge for County residents through private funders.

Each Friday, the Monroe County BOCC Facebook page features animals available for adoption at the three shelters.

The Key West Florida Keys SPCA has been operating since 1999 on Stock Island. A new \$8.4 million, 23,000 square-foot animal control facility will be opening in early 2019.

The category 5 building will replace the crumbling and cramped existing facility and will provide more kennels for animals, a veterinarian clinic, and more protection from the elements.

The FKSPCA will be expanding programs to serve our community pet owners such as behavior counseling and training, spring and summer camps for our community children, bereavement counseling, and expanded free and low cost clinic services. ☺

## KEY WEST

**The Florida Keys SPCA**  
5230 College Rd.  
Key West, FL 33040  
305-294-4857  
After-Hours: 305-304-5964  
[www.Fkspca.org](http://www.Fkspca.org)

## MARATHON

**The Florida Keys SPCA**  
10550 Aviation Blvd.  
Marathon, FL 33050  
305-743-4800  
After-Hours: 305-394-7806  
[www.fkspca.org](http://www.fkspca.org)

## KEY LARGO

**Humane Animal Care Coalition**  
105951 Overseas Highway  
MM 106 Oceanside  
Key Largo, FL 33037  
305-451-0088  
[www.humaneanimalcoalition.com](http://www.humaneanimalcoalition.com)



# MEDICAL EXAMINER

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

The Medical Examiners Act was enacted by the 1970 Legislature to establish minimum and uniform standards of excellence in statewide medical examiner's system of death investigation. Florida's 67 counties are served by 25 Medical Examiner Districts. District 16 is comprised of Monroe County.

The Governor appoints a medical examiner to each district for three-year terms. The Medical Examiners Commission (MEC), made up of gubernatorial appointees, provides oversight. All MEC information can be viewed at: [www.fdle.state.fl.us/MEC/MEC-Home.aspx](http://www.fdle.state.fl.us/MEC/MEC-Home.aspx).

By statute, the Medical Examiner determines cause and manner of death of a human being under the following circumstances: criminal violence, accidents, suicides, the sudden unexplained death of an otherwise healthy person, unattended by a practicing physician or other recognized practitioner, in a prison or penal institution, in police custody, suspicious or unusual circumstances, criminal abortion, poisoning, diseases that threaten public health, and employment-related diseases, injuries or toxic agent.

The medical examiner also determines cause and



manner of death when a dead body is brought into the state without proper medical certification; when the body is to be cremated, dissected or buried at sea; and when requested by the District Attorney.

The medical examiner's primary tool is the autopsy, which is a post mortem examination. During an autopsy, everything is documented in a "case file," with photographs taken at all stages of the process. When an investigation is complete, a death certificate listing the cause and manner of death is filed with the Department of Vital Records for the State of Florida.

In 2018, the Medical Examiner Office investigated 211 deaths. One challenge of the day-to-day operations is the identification of decedents. Through co-operation with multiple law enforcement agencies, we were able to identify all individuals in 2018.

Monroe County participates in NamUs, the National Missing and Unidentified Persons System. Monroe County has 49 Unidentified Cases, 22 Missing Persons Cases and 11 Unclaimed Persons Cases. An Unclaimed person has been identified, however, family has not been found to be notified by Local Law Enforcement.

Anyone can search the NamUs Database at: [www.namus.gov](http://www.namus.gov). They offer help to families in search of a missing family member. Call toll free: 855-626-7600.

To request a copy of an autopsy report: Fill out the request form available on the website and fax to 305-743-9013, email it to [meo@monroecounty-fl.gov](mailto:meo@monroecounty-fl.gov) or mail it to the Medical Examiner's Office, 56639 Overseas Highway, Marathon, FL 33050. ☺



## Medical Examiner: Dr. Michael R. Steckbauer

305-743-9011  
[MEO@monroecounty-fl.gov](mailto:MEO@monroecounty-fl.gov)  
[www.monroecounty-fl.gov/medicalexaminer](http://www.monroecounty-fl.gov/medicalexaminer)  
**Budget:** \$704,435  
**Employees:** 2

# FLORIDA KEYS COUNCIL OF THE ARTS

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

Our 2018 summer months focused on an orientation for new Board members and advisors, grant review panels for Artists in Schools, ArtReach and Special Projects.

The Council sponsored the 2018 Fantasy Fest poster contest with its newly established creative spirit. Other highlights included an artist site visit for public art at the beautifully renovated Bernstein Park on Stock Island, workshops for the SFCC \$15,000 Fellowship Award, and Cultural Umbrella Event funding.

As so many nonprofits did, the Arts Council also jumped into action following Hurricane Irma to support our local artists and arts organizations throughout the Keys.

Our November members' Gato exhibit was themed, The Creative Art of Lettering; Imagining Beyond the Word. Artists shared work based on poems and collage, all graphically expressive of life in the tropics.

For the sixth season, the Council coordinated "The Connections Project: A Mosaic of the Keys." This ambitious project connected Keys' artists



and was shown at various sites around the Keys. The Council entered into a new contract in 2018 with the City of Key West as the Public Art Administrators for the prestigious 1% for Art program.

Our focus will be commissioning permanent work for the renovated City Hall, Truman Waterfront Park and Douglass Gym.

In January, more than 2,000 middle school students were treated to an extraordinary collaborative concert at the Key West High School by the South Florida Symphony Orchestra and the Martha Graham Dance Company. Special in-classroom learning by teaching artists, Donna Wissinger and Joy

Myers was sponsored by the Arts Council and Monroe County School District.

Continuing other successful partnerships with arts organizations and the School District, the Waterfront Playhouse welcomed 150 KWHS students to an evening performance of the musical, 1776.

Throughout the year we continued our work curating and installing monumental artworks for the amazing Florida Keys Sculpture Trail. We were so honored to have the ribbon cutting at the Key West International Airport with our visionary arts patrons, Jacob Dekker and John Padget.

We finished the season with a stunning art exhibit in the Gato by a consortium of tropical botanic artists from Key Largo and South Florida. ☺



## Executive Director: Elizabeth Young

305-295-4369  
Director@keysarts.com  
[www.keysarts.com](http://www.keysarts.com)

# TOURIST DEVELOPMENT COUNCIL

The mission of the Monroe County Tourist Development Council is to set an overall direction for Florida Keys tourism marketing efforts.

The TDC accomplishes that in a manner that assures long-term, continuing growth in tourism revenues while also guaranteeing the sustainability and improvement of the Keys product. That includes man-made and natural resources, as well as improvements to the quality of life of local residents.

Fiscal Year 2018 was the first full year that former longtime TDC sales director Stacey Mitchell served as the council's director. The year's primary objective was to restore consumer and travel trade confidence in Florida Keys' tourism following major impacts caused by Hurricane Irma.

An emergency advertising program produced by Tinsley Advertising used \$1 million in emergency reserves. The special campaign's activation coincided with Oct. 1, 2017, the start of the fiscal year and the official day visitors could return to the island chain.

The TDC also allocated \$1 million from emergency reserves to assist those tourism-related facilities owned by nonprofits and government agencies that sustained damage from Irma. Twenty-three entities submitted 49 hurricane-related projects for 100 percent reimbursement.

Coming back from Irma was a major initiative for NewmanPR, TDC's longtime public relations agency. Among projects was an innovative social media video utilizing music from internationally renowned singer Gloria Estefan, who gave the TDC permission to use "Coming Out of the Dark." The video showed the storm, Keys residents working hard to recover and the reopening of the destination to visitors. The TDC provided Keys-based charitable organizations the video for their fundraising efforts.



*The Florida Keys Soldier Ride was one of many events covered by the TDC's public relations program. Photo by Andy Newman*

In addition, the PR firm worked diligently using special events and reopening of resorts to communicate the destination's viability for visitors through mainstream and social media channels.

The sales department enhanced its normal activities with a "We're Open for Business" visualization campaign. Sales managers were on the road meeting with consumers, travel agents and meeting planners. They also communicated to consumers and the travel trade at travel expositions.

At the 2018 Flagler Awards ceremony, the TDC garnered three top Florida tourism marketing awards, as well as other honors, conferred at the Governor's Conference on Tourism in Orlando.

The TDC is a volunteer, legislative extension of the BOCC, which appoints its nine members. Marathon resident Rita Irwin, completed her 10th year as TDC chairperson.

The TDC is funded by a 4 percent bed tax on lodging accommodations that visitors pay. Revenues not only fund marketing efforts, but also infrastructure improvements such as beach maintenance and bricks-and-mortar projects. In FY 2018, the TDC allocated some \$9.1 million for capital-related projects that lessened tax burdens on residents and contributed to their quality of life. The BOCC approves all TDC policies, funding and expenditures. ☺



## Director: Stacey Mitchell

305-296-1552  
[Stacey@fla-keys.com](mailto:Stacey@fla-keys.com)  
[www.monroecounty-fl.gov/TDC](http://www.monroecounty-fl.gov/TDC)  
**Visitors website:** [www.fl-a-keys.com](http://www.fl-a-keys.com)

# CITIZEN BOARDS AND COMMITTEES

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

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

## AFFORDABLE HOUSING ADVISORY COMMITTEE

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

**Contact:** Juanita Jones, 305-289-2562  
Jones-Juanita@monroecounty-fl.gov

## ART IN PUBLIC PLACES

The five person BOCC appointed committee reviews and recommends proposals for commissioned permanent public art. Projects are funded by the 1% for Art ordinance created in 2001. It strives to promote and support the vibrant arts community by enhancing public buildings throughout Monroe County. (One project is Stephanie Jaffe's artwork, photo above, that was installed at Bernstein Park). **Contact:** Elizabeth Young, 305-295-4369  
Director@keysart.com

## CLIMATE CHANGE ADVISORY COMMITTEE

Makes recommendations to the BOCC regarding appropriate mitigation and adaptation policies needed to address climate change issues.

**Contact:** Alicia Betancourt, 305-453-8774  
Betancourt-Alicia@monroecounty-fl.gov

## COMMUNITY DEVELOPMENT BLOCK GRANT CITIZENS ADVISORY TASK FORCE

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

**Contact:** Tina LoSacco, 305-292-4426  
Losacco-Tina@monroecounty-fl.gov



## CONSTRUCTION BOARD OF ADJUSTMENT AND APPEALS

Hears discrepancies of interpretations of the current County building codes.

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

## CONTRACTORS EXAMINING BOARD

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

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

## DEVELOPMENT REVIEW COMMITTEE

Reviews applications for development approval and reviews applications for amendments to the text of the Comprehensive Plan, Land Development Code and map amendments.

**Contact:** Debra Roberts; 305-289-2562  
Roberts-Debra@monroecounty-fl.gov

## DUCK KEY SECURITY DISTRICT ADVISORY BOARD

Provides security services for the residential areas of Duck Key.

**Contact:** Sylvia Hernandez, sylviahdz@gmail.com

## FLORIDA KEYS COUNCIL FOR PEOPLE WITH DISABILITIES

Implements special projects that advocate for residents and visitors with disabilities and their families.

**Contact:** Anna Haskins, 305-292-4591  
Haskins-Anna@monroecounty-fl.gov

## HISTORIC PRESERVATION COMMISSION

Designates and regulates historical properties within the unincorporated area of the County.

**Contact:** Diane E. Silvia, 305-292-6718  
hfkf@bellsouth.net

## HUMAN SERVICES ADVISORY BOARD

Reviews funding requests from non-profit human services agencies and makes recommendations to the BOCC.

**Contact:** Laura de Loach-Hartle, 305-292-4482  
DeloachHartle-Laura@monroecounty-fl.gov

## KEY WEST INTERNATIONAL AIRPORT AD HOC COMMITTEE ON NOISE

Acts as a conduit for information to and from their constituents on issues related to airport and aircraft noise.

**Contact:** Richard Strickland, 305-809-5200  
Strickland-Richard@monroecounty-fl.gov

## LAND AUTHORITY ADVISORY COMMITTEE

Makes recommendations to BOCC on matters related to Land Authority property acquisitions.

**Contact:** Dina Gambuzza, 305-295-5180  
Gambuzza-Dina@monroecounty-fl.gov

## LIBRARY ADVISORY BOARD

Provides the Board of County Commissioners with information and counsel concerning all matters relating to the libraries.

**Contact:** Valerie Moore, 305-809-5266  
Moore-Valerie@monroecounty-fl.gov

## OLDER AMERICANS ADVISORY BOARD

Makes recommendations to BOCC regarding services or programs that would benefit older American citizens of the County.

**Contact:** Pam Martin, 305-853-0907  
pmflkeys@aol.com

## PARKS AND RECREATION ADVISORY BOARD

Reviews existing facilities, programs, expenditures and revenues and make recommendations for improvements and additional facilities and programs.

**Contact:** Debra Martinez, 305-295-4385  
Martinez-Debra@monroecounty-fl.gov

## PLANNING COMMISSION

Serves as the local planning agency. Reviews proposed amendments to the text of the Comprehensive Plan, Land Development Code and map amendments and provides recommendations to the BOCC. The committee also reviews and either approves or disapproves applications for major conditional use permits, variances, and Rate of Growth Ordinance awards.

**Contact:** Debra Roberts, 305-289-2562  
Roberts-Debra@monroecounty-fl.gov



*The Tourist Development Council promotes events like this: Outstanding in the Field Culinary. Photo by Andy Newman*

## SHARED ASSET FORFEITURE FUND ADVISORY BOARD

Makes recommendations for grant funding to private, non-profit organizations using money from the Sheriff Office's forfeitures and seized assets.

**Contact:** Michelle Quad, 305-292-7090  
mquad@keyssonet

## SUBSTANCE ABUSE POLICY ADVISORY BOARD

Reviews and recommends applications for funding under the Florida Department of Law Enforcement's Byrne Justice Assistance Grant Program and the Clerk's Drug Abuse Trust Fund. This board also serves as the County's Planning Council for the Florida Department of Children and Families Office of Criminal Justice, Mental Health and Substance Abuse purposes.

**Contact:** Laura de Loach-Hartle, 305-292-4482  
DeloachHartle-Laura@monroecounty-fl.gov

## TOURIST DEVELOPMENT COUNCIL

Sets an overall direction for the Monroe County tourism marketing effort to assure long-term sustained growth in tourism revenues and sustainability of resources.

**Contact:** Katrina Cool, 305-296-1552  
officeasst@fla-keys.com

# KEYS MUNICIPALITIES

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

## Islamorada, Village of Islands

**Mayor:** Deb Gillis  
86800 Overseas Highway  
Islamorada, FL 33036  
305-664-6400  
[www.islamorada.fl.us](http://www.islamorada.fl.us)  
**City Manager:** Seth Lawless  
**Public Information Officer:** Mary Swaney



## City of Key Colony Beach

**Mayor:** John DeNeale  
P.O. Box 510141  
Key Colony Beach, FL 33051  
[www.keycolonybeach.net](http://www.keycolonybeach.net)  
305-289-1212  
**City Manager:** Chris Moonis



## City of Key West

**Mayor:** Teri Johnston  
1300 White St., Key West FL 30040  
305-809-3700  
[www.cityofkeywest-fl.gov](http://www.cityofkeywest-fl.gov)  
**City Manager:** Jim Scholl  
**Public Information Officer:** Alyson Crean



## City of Layton

**Mayor:** Bruce Halle  
68260 Overseas Highway  
P.O. Box 778  
Long Key, FL 33001  
[www.cityoflayton.com](http://www.cityoflayton.com)  
[cityhall@cityoflayton.com](mailto:cityhall@cityoflayton.com)  
305-664-4667  
**City Administrator:** Skip Haring



## City of Marathon

**Mayor:** John Bartus  
9805 Overseas Highway  
Marathon, FL 33050  
[www.cityofmarathon@ci.marathon.fl.us](mailto:www.cityofmarathon@ci.marathon.fl.us)  
305-743-0033  
**City Manager:** Chuck Lindsey



# CONSTITUTIONAL OFFICERS

Monroe County has five Constitutional Officers: Supervisor of Elections, Tax Collector, Property Appraiser, Sheriff and Clerk of Circuit Court & Comptroller.

## SUPERVISOR OF ELECTIONS

### R. Joyce Griffin

305-292-3416  
[www.keys-elections.org](http://www.keys-elections.org)  
530 Whitehead Street #101  
Key West, FL 33040  
Employees: 9



The Supervisor of Elections oversees all elections in Monroe County.

On the elections website, residents can register to vote, request Vote By Mail ballots, check voting status, check where to vote, request signature and address, and change party affiliation. Residents also can find out information on candidates running for office, or learn how to become a candidate for Monroe County elections.

Early voting begins the Monday 15 days before an election and ends on the Saturday, three days before an election. Early voting sites are open 8:30 a.m. to 5 p.m. The sites include the Supervisor of Elections offices, Big Pine Key Community Park and Islamorada Branch Library.

## Supervisor of Elections offices:

- 530 Whitehead Street #101, Key West
- 10015 Overseas Hwy, Marathon
- 102050 Overseas Hwy #137, Key Largo

On the website, election results are available starting in 1932, sample ballots can be viewed starting from 1987 and total voters who came out to vote in any of the elections starting in 1958, when Monroe County only had 11,544 registered voters.

As of December 2018, there were 54,003 active registered voters in Monroe County: 17,563 Democrat, 21,210 Republican and 15,230 Other

In the 2018 general election, 36,545 voters cast ballots at Monroe County's 33 precincts, Vote by Mail or during Early Voting.

## CLERK OF CIRCUIT COURT & COMPTROLLER

### Kevin Madok

305-292-3550  
[www.clerk-of-the-court.com](http://www.clerk-of-the-court.com)  
Employees: 88



The Clerk of Court is responsible for the issuances of Monroe County's marriage licenses, which can be done at the Key West Clerk's office, Marathon branch or Plantation Key branch. The Clerk also is responsible for keeping the official public records of past and current BOCC meetings, and County payroll accounts, and payables and receivables. The Clerk is in charge of circuit and County criminal, civil, juvenile, probate, and traffic departments, including traffic citation payments

On the website, users can search for official records, past BOCC minutes and how much fees are for services. Users also can pay traffic citations online and learn more about the circuit and county criminal, civil, juvenile, probate and traffic departments. The website provides information about Jury Duty. To find out more about reporting to jury duty, or for statutory exemptions, call 305-292-3500.

## Key West Traffic/Criminal

500 Whitehead Street, Key West, FL 33040  
305-295-3963

## Key West Civil/Recording/Records

530 Whitehead Street, Key West, FL 33040  
305-292-3440

## Marathon Office

3117 Overseas Highway, Marathon, FL 33050  
305-289-6027

## Plantation Key Office

88820 Overseas Highway, Islamorada, FL 33070  
305-852-7145

## Plantation Key Roth Office

50 High Point Road, Islamorada, FL 33070  
305-852-7145

# KEYS QUICK REFERENCES

## TAX COLLECTOR Danise D. Henriquez

305-295-5010  
[www.monroetaxcollector.com](http://www.monroetaxcollector.com)  
Employees: 57

The tax collector is an agent for state and local government agencies for the collection of revenue and public funding. The tax collector is responsible for the collection of ad valorem taxes, non-ad valorem taxes, motor vehicle and vessel registration, title applications, collection of sales tax, issuance of hunting and fishing licenses, driver license services, concealed weapons, local business tax, issuance of City of Key West parking permits and collection of tourist development taxes.

The tax collector works with information provided by the Property Appraiser's Office for the tax roll, which consists of real estate taxes, tangible taxes and assessments, like fire, solid waste and sewer. These taxes and assessments are collected Nov. 1 of each year and become delinquent April 1. There are discounts given for early payment.

Residents can apply in person at the Key West or Key Largo office for a concealed weapons license. Birth certificates can be applied for at the Key West Driver License office or Key Largo office.

**MAIN OFFICE**  
**Monroe County Tax Collectors Office**  
1200 Truman Ave., Suite 101, Key West, FL 33040  
305-295-5000

**Marathon Branch Office**  
3101 Overseas Highway, Marathon, FL 33050  
305-289-6034

**Plantation Key Branch Office**  
Governmental Center Annex Building  
88800 Overseas Highway, Islamorada, FL 33070  
305-852-7150

**Key Largo Branch Office**  
Tradewinds Shopping Center  
101487 Overseas Highway, Key Largo, FL 33037  
305-853-3562

**Key West Driver License Office**  
3439 Roosevelt Blvd, Key West, FL 33040  
305-293-6338

**Marathon Driver License Office**  
3384 Overseas Highway, Marathon, FL 33050  
305-289-2306



## PROPERTY APPRAISER Scott P. Russell

305-292-3420  
[www.mcpafl.org](http://www.mcpafl.org)  
Employees: 37

The Monroe County Property Appraiser is responsible for identifying, locating and fairly valuing all property within the county for tax purposes.

The market value of real property is based on the current real estate market. Finding the "market" value of your property means discovering the price most people would pay for your property.

Determining a fair and equitable value is the only role of this office. The property appraiser does not create the value. People make the value by buying and selling real estate in the market place. The property appraiser has the legal responsibility to study those transactions and appraise your property accordingly.

On the Property Appraiser's website, users can search properties, view maps/aerials within Monroe County, learn about the different types of property tax exemptions, and estimate property taxes.

**MAIN OFFICE**  
305-292-3420  
500 Whitehead Street (rear of building)  
Key West, FL 33040

**Middle Keys Satellite Office**  
305-289-2550  
Mile Marker 48, 2798 Overseas Hwy, Suite 310  
Marathon, FL 33050

**Upper Keys Satellite Office**  
305-852-7130  
Mile Marker 88.7, 88700 Overseas Hwy  
Islamorada, FL 33070



## SHERIFF Rick Ramsay

305-292-7000  
[rampsay@keyssso.net](mailto:ramsay@keyssso.net)  
[www.keyssso.net](http://www.keyssso.net)  
Employees: 600



The Monroe County Sheriff's Office is the primary law enforcement agency serving the residents and visitors of the Florida Keys from Key Largo to Key West.

**DIAL 911 FOR EMERGENCIES AND 305-292-7000 FOR THE NON-EMERGENCY SWITCHBOARD.**

Law enforcement duties include traditional road patrol as well the operation of county detention facilities and the service of civil papers for the entire county.

Sheriff's Office services includes myriad specially-trained units, including SWAT, Dive Team, Bomb Squad and Traffic Enforcement Units.

The Trauma Star air ambulance helicopters, which has generated millions in revenue for the taxpayers of Monroe County at no cost to the taxpayers, are operated and maintained by the Sheriff's Office.

On the Sheriff's website, users can find information about arrest data, active warrant information, victim resources and more.

**ADMINISTRATIVE HEADQUARTERS**  
305-292-7000  
5525 College Road, Key West, FL 33040

**Freeman Substation**  
20950 Overseas Highway, Cudjoe Key, FL 33042

**Marathon Substation**  
3103 Overseas Highway, Marathon, FL 33050

**Islamorada Substation**  
86800 Overseas Highway, Islamorada, FL 33036

**Roth Building**  
50 High Point Road, Islamorada, FL 33070

**Key Largo Substation**  
102050 Overseas Highway, Key Largo, FL 33037

## CHAMBERS OF COMMERCE

**Key Largo Chamber of Commerce**  
[www.Keylargochamber.org](http://www.Keylargochamber.org)  
106000 Overseas Hwy, Key Largo  
[info@keyslargochamber.org](mailto:info@keyslargochamber.org); 305-451-1414

**Key West Business Guild**  
[www.Gaykeywestfl.com](http://www.Gaykeywestfl.com)  
808 Duval St, Key West; 305-294-4603

**Key West Chamber of Commerce**  
[www.Keywestchamber.org](http://www.Keywestchamber.org)  
510 Greene St, Key West  
[info@keywestchamber.org](mailto:info@keywestchamber.org); 305-294-2587

**Greater Marathon Chamber of Commerce**  
[www.Floridakemysmarathon.com](http://www.Floridakemysmarathon.com)  
1222 Overseas Hwy, Marathon  
[info@floridakemysmarathon.com](mailto:info@floridakemysmarathon.com); 305-743-5417

**Islamorada Chamber of Commerce**  
[www.Islamoradachamber.com](http://www.Islamoradachamber.com)  
87100 Overseas Hwy, Islamorada  
[info@islamoradachamber.com](mailto:info@islamoradachamber.com); 305-664-4503;

**Lower Keys Chamber of Commerce**  
[www.Lowerkeyschamber.com](http://www.Lowerkeyschamber.com)  
31020 Overseas Hwy, Big Pine Key



## FLORIDA KEYS MOSQUITO CONTROL DISTRICT

**Director: Andrea Leal**  
305-292-7190  
[www.keysmosquito.org](http://www.keysmosquito.org)  
**Public Information Officer:**  
**Beth Ranson**, 305-292-7190 x 131  
[branson@keysmosquito.org](mailto:branson@keysmosquito.org)  
[info@lowerkeyschamber.com](mailto:info@lowerkeyschamber.com); 305-872-0752

## JUSTICE SYSTEM

### 16th JUDICIAL CIRCUIT COURT

**Chief Judge:** Mark Jones  
**Trial Court Administrator:** Holly Elomina  
305-292-3423; www.keyscourts.net

**Freeman Justice Center**  
302 Fleming Street  
Key West, FL 33040

**Marathon Courthouse**  
3117 Overseas Highway  
Marathon, FL 33050

**Plantation Key Government Center**  
88820 Overseas Highway  
Tavernier, FL 33070

**STATE ATTORNEY**  
**Dennis Ward**  
305-292-3400; www.keyssao.org  
**Public Information Office:** Larry Kahn  
305-289-2899; lkahn@keyssao.org

**PUBLIC DEFENDER**  
**Robert Lockwood**  
305-294-2501; www.pd16.org

**MONROE COUNTY SCHOOL DISTRICT**  
**Superintendent:** Mark Porter  
305-293-1400, Mark.Porter@keysschools.com

**Public Information Officer:** Lynsey Saunders

305-293-1400 ext. 53307  
Lynsey.Saunders@keysschools.com  
Total Enrollment: 8,719

### SCHOOL BOARD MEMBERS

**District 1:** Bobby Highsmith, Chair,  
305-923-9331,  
bobby.highsmith@keysschools.com

**District 2:** Andy Grittiths  
305-296-2639  
andy.griffiths@keysschools.com

**District 3:** Mindy Conn, Vice Chair  
305-293-1400 x53323  
mindy.conn@keysschools.com

**District 4:** John Dick  
305-395-0657  
john.dick@keysschools.com

**District 5:** Sue Woltanski  
305-240-1565  
sue.woltanski@keysschools.com

### UTILITIES

**Florida Keys Electric Cooperative**  
Marathon to Ocean Reef  
www.fkec.com  
91630 Overseas Hwy., Tavernier  
305-852-2431

**Keys Energy Services**  
7 Mile Bridge to Key West  
www.keysenergy.com  
1001 James St., Key West  
305-295-1000

**Director of Communications:**  
Julio Torrado  
Julio.Torrado@keysenergy.com



305-295-1023

### Florida Keys Aqueduct Authority

www.fcaa.com  
305-296-2454  
1100 Kennedy Dr, Key West  
**Public Information Manager:**  
Julie Cheon  
jcheon@fcaa.com  
305-295-2150

**Comcast Service Center**  
1010 Kennedy Dr, Suite 200, Key West  
300 Sombrero Rd, Marathon  
800-266-2278

**AT&T**  
1113 Key Plaza, Key West  
5109 Overseas Hwy, Marathon



## STATE AND FEDERAL QUICK REFERENCES

305-296-5007; 855-293-7676

### STATE AGENCIES IN THE KEYS

#### FLORIDA DEPARTMENT OF HEALTH MONROE COUNTY

**Administrator:** Bob Eadie  
305-293-7500  
1100 Simonton St, Gato Building  
Key West, FL  
**Public Information Officer:**  
Alison Kerr, 305-676-3820  
Alison.Kerr@flhealth.gov  
www.Monroe.floridahealth.gov  
www.DOHMonroe@flhealth.gov

#### ENVIRONMENTAL HEALTH

553 College Rd, DJJ Building,  
Stock Island; 305-676-3908

102050 Overseas Hwy, Murray Nelson Government Center, Key Largo  
305-676-3941

#### PUBLIC HEALTH AND MENTAL PREPAREDNESS

105 Olivia St, Key West  
305-293-7500

#### HEALTH CARE CENTERS

1100 Simonton St, Gato Building, Key West  
3333 Overseas Hwy, Marathon  
50 High Point Rd, Tavernier

#### FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION

Call or text a fish, wildlife, or natural resource issue or injured animal  
888-404-3922  
\*FWC or #FWC from a cellphone  
tip@myfwc.com  
www.myFWC.com

#### DEPARTMENT OF ENVIRONMENTAL PROTECTION

www.FloridaDEP.gov

#### DEPARTMENT OF MOTOR VEHICLES

305-289-2600

### FLORIDA HIGHWAY PATROL

www.850-617-2000  
www.flhsmv.gov

### STATE PARKS IN THE KEYS

www.floridastateparks.org

#### Bahia Honda State Park

36850 Overseas Hwy, Bahia Honda  
305-872-2353

#### Curry Hammock State Park

56200 Overseas Hwy, Marathon  
305-289-2690

#### Dagny Johnson Hammock Botanical State Park

County Road 905, MM 106, Key Largo  
305-676-3777

#### Florida Keys Overseas Heritage Trail

90 linear miles of trail: Key Largo to Key West; 305-853-3571

#### Fort Zachary Taylor Historic State Park

601 Howard England Way, Key West  
305-292-6713

#### Indian Key Historic State Park

Offshore Islamorada  
305-664-2540

#### John Pennekamp Coral Reef State Park

MM 102.5, Key Largo  
www.Pennekamppark.com  
305-664-3777

#### Lignumvitae Key Botanical State Park

77200 Overseas Hwy, Islamorada  
305-664-2540

#### Long Key State Park

Camping closed through Dec. 2019  
67400 Overseas Hwy, Long Key  
305-664-4815

#### San Pedro Underwater Archaeological Preserve State Park

Remains of a Dutch built ship off

Indian Key; 305-664-2540

Windley Key Fossil Reef Geological State Park  
84900 Overseas Hwy, Islamorada  
305-664-2540

### FEDERAL PARKS IN THE KEYS

**Dry Tortugas National Park**  
70 Miles West of Key West  
www.Nps.gov; 305-242-7700

**Great White Heron National Wildlife Refuge, Key West National Wildlife Refuge and National Key Deer Refuge Visitor Center**  
179 Key Deer Blvd, Big Pine Key  
www.Fws.gov; 305-872-0774

### FEDERAL AGENCIES IN THE KEYS

**NAVAL AIR STATION KEY WEST**  
www.cnic.navy.mil  
Public information officer:  
Trice Denny  
Andrea.Denny@navy.mil

**UNITED STATES COAST GUARD**  
Station Islamorada: 305-664-8077  
Station Marathon: 305-743-1991  
Sector Key West: 305-292-8713

**FLORIDA KEYS NATIONAL MARINE SANCTUARY**  
Communications: GINA PARSONS  
305-809-4694  
GENA@MARINESANCTUARY.ORG

**NOAA**  
www.Floridakies.noaa.gov

**NATIONAL WEATHER SERVICE KEY WEST**  
www.weather.gov

**U.S. CUSTOMS AND BORDER PROTECTION**  
Key West Port of Entry  
301 Simonton St, Room 105, Key West; 877-227-5511; www.Cbp.gov



## A Conversation with Mayor Sylvia Murphy

Sylvia Murphy left her native New England for Monroe County in February 1954, more than a half a century before she would become the County's Mayor.

She was 18 and came to work for Art McKee, the treasure salvor, translating the ship's logs from the Spanish archives.

She never left the Keys. She married and raised two children in Tavernier.

"Oh, my goodness," Murphy recalled. "Can you imagine what the Keys were like in February of '54? Let me tell you, it was Paradise, but you had to be young to appreciate it. Think mosquitoes. The only mosquito spray we had was basically kerosene. We all smelled like kerosene, but nobody seemed to notice."

In 1954, the Upper Keys that Murphy knew did not have a hospital, dentist, supermarket, mosquito control or air conditioning.

When the tourists came they only came for 3-4 months during the winter and the rest of the year it was just the natives and a few stragglers, one of whom was me.

"To a former city girl, life was good. Over the decades, we have lost many things, including some of the charm of the Florida Keys, but we have gained an equal amount in health, safety and convenience."

Politics was never an ambition for Murphy. But in the mid 2000s, when she was retired from Monroe County Fire Rescue and not happy with some of the decisions of the County Commission, she started working with others to find a good candidate to represent District 5. Unexpectedly, County Commissioner Murray Nelson died while in office and Murphy won a special election to fill the seat.

She planned to only complete his term and continue to help find a good candidate for the next election but she fell in love with being a Commissioner – helping people solve problems and fighting for what she thought was right.

"Every job I've ever had has been interesting and it's always been working with people," said Murphy, who has also worked for the Monroe County Health Department as the intake clerk, for the Monroe County School Board as the registrar at Coral Shores School when it was grades K-12; and for Monroe County Fire Rescue as an Emergency Medical Technician.

"I thought fire rescue was the most interesting job I've ever had, but this beats it. I love being able to pick up the phone and call someone to get an answer right away to a constituent's question. It might not be the answer they want to hear, but at least they get an answer pretty quickly."

Murphy was re-elected to the commission in 2008, 2012 and 2016. In November 2018, her fellow Commissioners elected her Mayor for the upcoming year.

cisions. "We had to weigh the immediate needs of the County and our citizens against planning for the future."

Post-hurricane the County spent much of its efforts repairing our damaged parks, buildings and other facilities, while also working to help its citizens recover. The County hired a disaster recovery director and a housing recovery administrator to coordinate with federal and state agencies, as well as volunteer organizations, that are providing grant money and resources for rebuilding people's

homes, businesses and lives.

For 2019, Murphy said the County will continue to move forward: "I'd like to concentrate on completing

Murphy looks back at 2018 as a year of recovery for Monroe County. The year started with the County still in the responding mode to Hurricane Irma, which struck Sept. 10, 2017.

"We were grateful that there was minimal loss of life and also grateful for the outpouring of support from the community. It was a good feeling to see so many people pitch in to provide food, necessities and help with the cleanup."

"Irma also provided proof that we have been on the right track all along by keeping higher financial reserves for emergencies because this is the time when we really needed those reserves."

But Murphy is quick to point out what most of us have realized for quite some time; we are much in need of more work-force housing.

For the County Commission, 2018 was a difficult year to make de-

Library. I'd like us to concentrate on fixing and finishing what we have instead of beginning new projects."

The County will continue to work on climate change and sea level rise issues that affect the Keys. Murphy is pleased with the work of the County's Sustainability Director, who she says is leading the County in the right direction with proactive action "to do what we can".

The County is looking at the long-term cost of adapting our roads to sea level rise, improving drainage and have been designing our public buildings to meet the coming change.

This year it's Monroe County's turn to host the Annual Climate Leadership Summit. "People come from all over the world," Murphy said. "It puts us on the map as far as that subject goes. This is good for us."

She said what impressed her when she arrived here 64 years ago was the environment and it is still her main interest in being a commissioner.

"I believe we need to retain what we have left," Murphy said. "Not everyone who wishes to live here can do so, nor can every business succeed here. I believe we



the big projects we already have in the works – the Plantation Key Courthouse, Cudjoe Fire Station, Big Pine Swimming Hole, Rowells Waterfront Park and the Marathon

must be very careful of our future growth, future use of our empty spaces and the future care and respect for our environment. ≈



# MONROE COUNTY

