

# MONROE C OUNTY



**2025 STATE OF THE COUNTY  
AND INFORMATION GUIDE**



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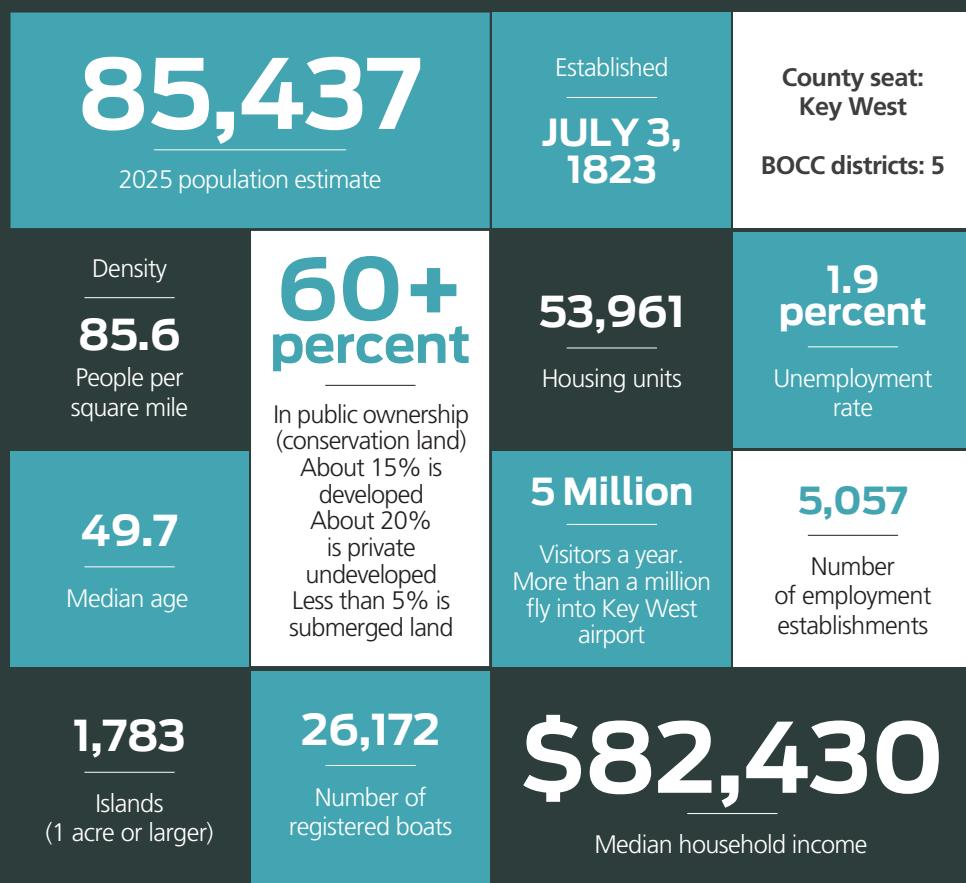
*Cover Photo: A great white heron takes flight from a breakwater on Duck Key. Photo by Kristen Livengood*

## Monroe County By the Numbers

Monroe County is Florida's 38th most populous county, with 0.4 percent of the state's population. There are 67 counties in Florida. Monroe County is the southernmost county in the continental United States. It consists of the entire Florida Keys chain, the surrounding waters, and a mostly uninhabited region of Everglades National Park and Big Cypress National Preserve on the mainland. Monroe County was the fourth county formed in Florida and originally encompassed everything from Lake Okeechobee south.

(Statistics from <https://edr.state.fl.us/Content/area-profiles/county/monroe.pdf>, <https://www.flhsmv.gov/>, 2002 FL Keys Carrying Capacity Study, and Monroe County Tourist Development Council)

The 2025 Monroe County State of the County and Information Guide is produced by Monroe County Public Information Officer Kristen Livengood and the Weekly Newspapers with the help of Monroe County's Senior Management Team and staff.



# 2024: Looking back, learning, and striving for excellence in 2025

The Florida Keys offer our residents unparalleled opportunities, and visitors flock to our islands to experience this great community, whether for the rare environment, incredible water sports, quirky culture, or the amazing cultural events offered throughout the year.

Your county government and its operations ensure the maintenance and improvement of these coveted community assets. After serving Monroe County for 15 years, I was appointed county administrator to ensure our families, friends, and visitors experience the best quality of life by implementing the Board of County Commissioners' vision and policy directives.

2024 brought some challenges that revealed the need to tighten up our internal administrative policies while the dedicated county staff continued to provide services to enhance our unique string of islands. We continue to address those challenges with transparency and a strong commitment to improvement. Mayor Jim Scholl will outline the primary accomplishments of 2024 in his State of the County addresses throughout the Florida Keys, and you will read about the many accomplishments throughout this book. All of these noteworthy accomplishments were on top of the amazing job our departments did to provide daily services – programs such as library resources, recreational opportunities, assisting special needs groups, and maintaining a safe environment. Each county employee contributes to this effort, and I, for one, am proud to be part of this great organization.

As we look toward 2025, one thing is certain: our county government will continue to work toward excellence, re-establishing itself as a progressive, professional organization focused on improving the everyday quality of life for our citizens while planning for long-term resiliency and success. It's an honor to lead the great employees of Monroe County who help to maintain our special environment, incredible fun-loving culture, and citizens' vision of excellence throughout 2025!

Respectfully,



A handwritten signature in blue ink that reads "Christine Hurley".

Christine Hurley, AICP  
Monroe County Administrator

## WHAT IS ROGO: Rate of growth ordinance

The state Legislature designated the Florida Keys as an Area of Critical State Concern, and policies were adopted to control growth based on the carrying capacity. The carrying capacity is the lowest time required to safely evacuate the Florida Keys in the event of a hurricane, which is based on a state-determined 24-hour evacuation model.

ROGO was implemented to provide safety to residents in the event of a hurricane evacuation and to protect the significant natural resources of Monroe County, as required by the state.

The Monroe County Board of County Commissioners adopted a resolution at a special meeting in December 2024 to request that the state Legislature adopt amendments to increase the hurricane evacuation clearance time for permanent residents from 24 up to 26 hours to allow a maximum of 3,550 new residential permit allocations countywide.

Of the additional new residential permit allocations within the unincorporated Monroe County, 1,350 would be reserved for issuance of only one allocation per vacant buildable parcel, regardless of maximum development potential. In addition, 70 percent of those 1,350 allocations will be designated as 99-year deed-restricted workforce market-rate housing where at least 70 percent of the occupant's income is derived from employment within the Florida Keys. Any allocations above the 1,350 that may be approved by the state (up to 26 hours) for unincorporated Monroe County could be used for affordable, workforce, or market-rate housing. The Monroe County allocations would be distributed evenly over a 40-year period, excluding workforce market-rate and affordable housing allocations, which may be borrowed forward.

The board forwarded its request to Monroe County's legislative delegation, which includes State Rep. Jim Mooney and Sen. Ana Maria Rodriguez, as they form their legislative efforts for additional ROGOs during the upcoming session. The legislative session starts on March 4, 2025.



# PUBLIC

## Clerk of the Courts

Kevin Madok

305.292.3550, [www.monroe-clerk.com](http://www.monroe-clerk.com)

## Sheriff

Rick Ramsay

305.292.7000, [www.keyssō.net](http://www.keyssō.net)

## Tax Collector

Sam Steele

305.295.5010, [www.monroetaxcollector.com](http://www.monroetaxcollector.com)

## Property Appraiser

Scott Russell

305.292.3420 [www.mcpafl.org](http://www.mcpafl.org)

## Supervisor of Elections

Sherri Hodges

305.292.3416, [www.keyselections.org](http://www.keyselections.org)

## Judicial Chief Judge

Bonnie Helms

[www.keyscourts.com](http://www.keyscourts.com)

## State Attorney

Dennis Ward

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

## Public Defender

Robert Lockwood

[www.pd16.org](http://www.pd16.org)

## Board of County Commissioners

Mayor Jim Scholl

Mayor Pro Tem Michelle Lincoln

Commissioner David Rice

Commissioner Craig Cates

Commissioner Holly Merrill Raschein

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

## County Administrator

Christine Hurley, 305.292.4441

[hurley-christine@monroecounty-fl.gov](mailto:hurley-christine@monroecounty-fl.gov)

Aide: [ballard-lindsey@monroecounty-fl.gov](mailto:ballard-lindsey@monroecounty-fl.gov)

## County Attorney & Risk

Bob Shillinger, 305.292.3470

[shillinger-bob@monroecounty-fl.gov](mailto:shillinger-bob@monroecounty-fl.gov)

## Tourist Development Council

Kara Franker

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

## Land Authority

Cynthia Guerra

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



Scan QR code  
for county's  
website

**Assistant Administrator**

Kevin Wilson, 305.453.8788  
wilson-kevin@monroecounty-fl.gov

**Engineering & Roads**

Judith Clarke, 305.295.4390  
clarke-judith@monroecounty-fl.gov

**Facilities Maintenance**

William DeSantis, 305.292.4532  
desantis-william@monroecounty-fl.gov

**Fleet**

Daryl Greenlee, 305.292.3452  
greenlee-daryl@monroecounty-fl.gov

**Parks & Beaches**

John Allen, 305.453.8748  
allen-john@monroecounty-fl.gov

**Project Management**

Cary Vick, 305.295.4339  
vick-cary@monroecounty-fl.gov

**Solid Waste & Recycling**

Cheryl Sullivan, 305.292.4536  
sullivan-cheryl@monroecounty-fl.gov

**Airports**

Richard Strickland, 305.809.5210  
strickland-richard@monroecounty-fl.gov

**Artificial Reefs**

Dr. Hanna Koch, 305.289.2562  
koch-hanna@monroecounty-fl.gov

**Management & Budget**

Tina Boan, 305.292.4470  
boan-tina@monroecounty-fl.gov

**Building & Permitting**

Rick Griffin, 305.289.2521  
griffin-rick@monroecounty-fl.gov

**Code Compliance**

Cynthia McPherson, 305.289.2508  
mcpherson-cynthia@monroecounty-fl.gov

**Employee Services**

Bryan Cook, 305.292.4558  
cook-bryan@monroecounty-fl.gov

**Emergency Management**

Shannon Weiner, 305.289.6018  
weiner-shannon@monroecounty-fl.gov

**Extension Services**

Alicia Betancourt, 305.292.4501  
betancourt-alicia@monroecounty-fl.gov

**Fire Rescue**

Chief RL Colina, 305.289.6323  
Colina-RL@monroecounty-fl.gov

**Guardian ad Litem Office**

Alexsa Leto, 305.292.3485  
leto-alexsa@monroecounty-fl.gov

**Information Technology**

Alan MacEachern, 305.453.8792  
maceachern-alan@monroecounty-fl.gov

**Legislative Affairs**

Lisa Tennyson, 305.292.4441  
tennyson-lisa@monroecounty-fl.gov

**Library System**

Kimberly Matthews, 305.587.3683  
matthews-kimberly@monroecounty-fl.gov

**Medical Examiner**

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

**Planning & Environmental Resources**

Emily Schemper, 305.289.2500  
schemper-emily@monroecounty-fl.gov

**Public Information**

Kristen Livengood, 305.680.8226  
livengood-kristen@monroecounty-fl.gov

**Social Services**

Sheryl Graham, 305.292.4510  
graham-sheryl@monroecounty-fl.gov

**Sustainability**

Rhonda Haag, 305.453.8774  
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**Strategic Planning**

Kimberly Matthews, 305.587.3683  
matthews-kimberly@monroecounty-fl.gov

**Transit**

Richard Clark, 305.570.8744  
clark-richard@monroecounty-fl.gov

**Veterans Affairs**

Cathy Crane, 305.295.5150  
crane-cathy@monroecounty-fl.gov



*County Administrator  
Christine Hurley and  
Assistant County  
Administrator Kevin Wilson*

## Monroe County Organizational Chart

County Administrator Christine Hurley is responsible for the daily operations of Monroe County's government, except for the constitutional offices. The constitutional officers are elected by the public and include the clerk of courts, sheriff, tax collector, property appraiser, and supervisor of elections. The county administrator, county attorney, land authority, medical examiner, and tourist development council are appointed by and answer directly to the Board of County Commissioners.

# Board of County Commissioners (BOCC)

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

**MAYOR**

JIM SCHOLL  
District 3  
530 Whitehead Street,  
Suite 102, Key West, FL 33040  
305.292.3430  
boccdis3@monroecounty-fl.gov

**MAYOR PRO TEM**

MICHELLE LINCOLN  
District 2  
243 Key Deer Blvd  
Big Pine Key, FL 33043  
305.292.4512  
boccdis2@monroecounty-fl.gov

**COMMISSIONER**

CRAIG CATES  
District 1  
500 Whitehead Street, Suite 102  
Key West, FL 33040  
305.292.3440  
boccdis1@monroecounty-fl.gov

**COMMISSIONER**

DAVID RICE  
District 4  
9400 Overseas Highway,  
Suite 210, Marathon, FL 33050  
305.289.6000  
boccdis4@monroecounty-fl.gov

**COMMISSIONER**

HOLLY MERRILL RASCHEIN  
District 5  
102050 Overseas Highway,  
Suite 234, Key Largo, FL 33037  
305.453.8787  
boccdis5@monroecounty-fl.gov

**EXECUTIVE AIDES****Sue Burke**

Burke-Sue@  
monroecounty-fl.gov

**Kacey Hunt**

Hunt-Kacey@  
monroecounty-fl.gov

**Amanda Leggett**

Leggett-Amanda@  
monroecounty-fl.gov

**Tamara Lamarche**

Lamarche-Tamara@  
monroecounty-fl.gov

**Corie Abel**

Abel-Corie@  
monroecounty-fl.gov

**CONSTITUTIONAL ESTABLISHMENT**

Article VIII, Section 1(e) of the Florida Constitution states that except when otherwise provided by the 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**

To enhance quality of life by providing outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

**Vision**

Creating a better life every day for everyone in the Florida Keys

**2025 MONROE COUNTY BOCC MEETINGS**

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

The BOCC holds open public monthly meetings. The dates and agendas are posted on the website. Meetings start at 10 a.m. Due to the geographical challenge of the 100-mile island chain, the meetings are held on a rotating basis at three sites. The BOCC also holds public budget meetings and other special meetings during the year.

\*Schedule subject to change

**Nelson Government Center**

102050 Overseas  
Highway, Key Largo  
305.453.8788

**March 25**  
**June 18**  
**Sept. 10**  
**Dec. 10**

**Marathon Government Center**

2798 Overseas  
Highway, Marathon  
305.289.6036

**April 16**  
**July 16**  
**Oct. 15**

**Harvey Government Center**

1200 Truman Avenue,  
Key West  
305.295.4385

**Feb. 19**  
**May 12**  
**Aug. 20**  
**Nov. 12**

# Stay in the Know about Monroe

There are several ways to stay up-to-date with county government.

## MONROE COUNTY WEBSITE

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

Find the Board of County Commissioners, budget, county departments, projects, parks and museums, legislative advocacy, permitting rules, hurricane preparedness and relief, links to department emails, phone numbers, and more.

## HURRICANE INFORMATION

[www.monroecountyem.com](http://www.monroecountyem.com)

Information Hotline: 800.955.5504  
(activated for emergencies)

### Sign up for ALERT!Monroe:

[www.monroecountyem.com/  
alertmonroe](http://www.monroecountyem.com/alertmonroe)

 /MonroeCountyEM

## MONROE COUNTY SOCIAL MEDIA

 /MonroeCountyBOCC

 @MonroeCounty

 @monroecountybocc

 flickr.com/monroecountybocc

Monroe County Fire Rescue:

 /monroecountyfirerescue

Key West Airport:

 /KWIAEWY

 /eyw\_kwia

Guardian Ad Litem:

 /galflkeys

Monroe County Libraries:

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

## MONROE COUNTY TV (MCTV)

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

**Comcast: Channel 76, AT&T U-Verse:  
Channel 99, ROKU, Amazon Fire TV,  
Apple TV, online & mobile applica-  
tions (iOS, Android)**

Information Technology (IT) operates MCTV, the in-house government television station that covers regular and special meetings of the BOCC, including Planning Commission, Code Enforcement hearings and other live, pre-recorded, and original content. MCTV also delivers local election coverage, approaching weather and emergency information, video bulletin board, and NOAA weather audio. See more on MCTV on page 33

## PUBLIC INFORMATION OFFICE

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

The Public Information Officer's (PIO) 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 25 departments. The PIO also provides the primary information for the county's Emergency Management and Fire Rescue.



### Public Information Officer

Kristen Livengood

305.680.8226

Livengood-Kristen@  
monroecounty-fl.gov

Employees: 1

### Responsibilities include:

- Writes and distributes news releases.
- Maintains the county's official social media communications.
- Creates content and maintains the official websites of Monroe County, Monroe County Fire Rescue, Monroe County Emergency Management, and Monroe County Parks & Beaches.
- Responds to questions from residents and the media.
- Arranges press conferences, ceremonies, and public meetings.
- Works with state, federal, and other local government entities to ensure county residents receive information about programs and opportunities.

Sign up to receive county news releases directly to your email at [www.monroecounty-fl.gov/notifyme](http://www.monroecounty-fl.gov/notifyme). You can also sign up for custom calendars and alerts for meeting notifications for specific boards or advisory committees, bid notifications, employment openings, and more.

## PUBLIC RECORDS

The County Attorney's Office manages the county's responsibilities under Florida's Public Records Act. Requests can be submitted at [www.monroecounty-fl.gov/publicrecordsrequest](http://www.monroecounty-fl.gov/publicrecordsrequest).

Additional information on Public Records can be found on page 41.

## FLORIDA KEYS MUNICIPALITIES

**Islamorada:** [www.islamorada.fl.us](http://www.islamorada.fl.us)

**Key Colony Beach:**

[www.keycolonybeach.net](http://www.keycolonybeach.net)

**Key West:** [www.cityofkeywest-fl.gov](http://www.cityofkeywest-fl.gov)

**Layton:** [www.cityoflayton.com](http://www.cityoflayton.com)

**Marathon:** [www.ci.marathon.fl.us](http://www.ci.marathon.fl.us)

## CONSTITUTIONAL OFFICERS

**Sheriff's Office:** [www.keysso.net](http://www.keysso.net)

**Supervisor of Elections:**

[www.keys-elections.org](http://www.keys-elections.org)

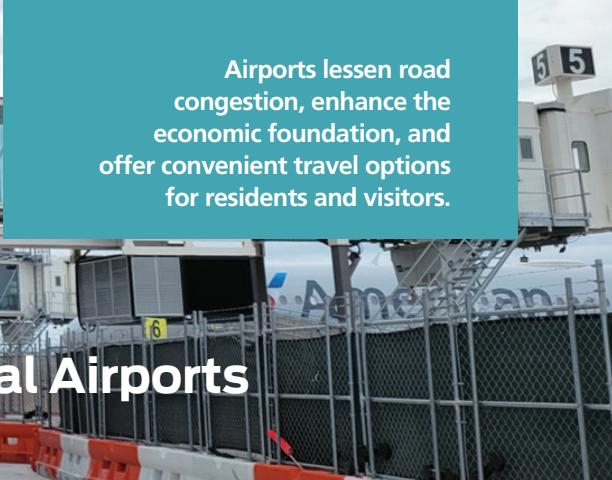
**Clerk of Court:**

[www.monroe-clerk.com](http://www.monroe-clerk.com)

**Tax Collector:**

[www.monroetaxcollector.com](http://www.monroetaxcollector.com)

**Property Appraiser:** [www.mcpafl.org](http://www.mcpafl.org)



Airports lessen road congestion, enhance the economic foundation, and offer convenient travel options for residents and visitors.

# Key West International & Florida Keys Marathon International Airports

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

Monroe County operates two Federal Aviation Administration (FAA) certificated airports: Key West International Airport (EYW) and Florida Keys Marathon International Airport (MTH). The airports are self-supported by enterprise funds that provide for operational and financial needs through fees paid by airport users and tenants. Additional funding is through various FDOT and FAA grant programs. The department oversees all services and requirements for safe and efficient operation, including all regulatory requirements and planning efforts.



## Executive Director

Richard Strickland  
305.809.5210  
Strickland-Richard@monroecounty-fl.gov  
Airport employees: 20  
On-Site Fire Rescue: 14  
On-Site Sheriff's Office: 25  
Budget: \$142 million

### KEY WEST INTERNATIONAL AIRPORT (EYW)

Key West International Airport's brand new 50,000-square-foot Concourse A is set to open in April 2025. Construction has been ongoing since late 2022. The two-phase project includes eight passenger boarding bridges, new concessions, and an overall enhanced level of service for EYW's expanding customer base. The airport project was completely funded by Florida Department of Transportation grants, FAA grants, passenger facility charges, airport revenues, and \$41.34 million in bond proceeds. No local tax dollars were used.

Concourse A is expected to open in the first quarter of 2025. The concourse is built to hurricane standards and features a glass curtain wall comprising 446 panels to provide an insulated, high-performance envelope. Fully enclosed, high-performance glass passenger boarding bridges largely manufactured in the U.S. will provide for an airconditioned boarding process. The second phase of the project is expected to be complete in 2026 and includes upgrades to the existing facility, baggage claim, and support services.

Key West International Airport was named Commercial Service Airport of the Year by the Florida Department of Transportation. Its Executive Director Richard Strickland has been named Airport Professional of the Year by the Southeast Chapter of the American Association of Airport Executives and FAA Southern Region Air Carrier Airport Manager of the Year.

EYW has experienced record-breaking numbers in the last four years, with increases in both passengers and airlines. EYW served 1.4 1.5 million passengers in 2024 with service from American

Airlines, Delta Air Lines, United Airlines, JetBlue, Allegiant Air, and Silver Airways. These airlines provide nonstop service to destinations including Atlanta, New York, Newark, Chicago, Charlotte, Dallas, D.C., Ft. Lauderdale, Orlando, Pittsburgh, Sanford, Tampa, Miami, Philadelphia, Boston, Houston, Indianapolis, Cincinnati, Asheville, St. Petersburg, and Dulles Washington, D.C. With convenient connections at these hubs, the airlines offer service to many major destinations worldwide.

### FLORIDA KEYS MARATHON INTERNATIONAL AIRPORT (MTH)

MTH provides private aviation, emergency, business, and ground transportation services in the Middle Keys. Design for future runway reconstruction and a 40-foot shift north is underway complete to meet FAA taxiway/runway separation requirements. In 2024, the vegetated area north of the runway was prepared for the upcoming runway reconstruction. The airport property is home to the Florida Keys Mosquito Control District, Monroe County Sheriff's Office, Trauma Star operations, and the Monroe County Emergency Operations Center. MTH is also home to the Florida Keys' largest electric vehicle charging station. Following the installation of 12 new fourth generation V4 Superchargers in October 2024, the airport provides the latest Tesla technology available.

In 2024, the airport had nearly 48,000 total aircraft operations. General aviation services and aircraft fueling: Million Air General Aviation, 305.743.4222 and Million Air Jet Center, 305.743.1995.



## Artificial Reefs

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



The department has been working closely with the Florida Fish and Wildlife Conservation Commission (FWC) and Florida Keys National Marine Sanctuary (FKNMS) to develop a science-based approach for designing, deploying, and evaluating habitat support structures in areas where habitat loss or degradation has been observed, with the overall goal to improve conditions and resources within our marine environment. Projects also aim to provide new fishing and diving opportunities for locals and visitors, which may help to take pressure off local natural reefs. Extensive discussions with vendors, local stakeholders, and scientists are taking place to guide project development.

The department employs sustainable practices and will include an adaptive management strategy to improve structure design, placement, and configuration.



### Director

Dr. Hanna Koch  
786.847.5443  
koch-hanna@  
monroecounty-fl.gov

Employees: 1  
Budget: \$15 million, grant-funded (FWC #23132)

In August 2023, Monroe County was awarded \$10 million from the state of Florida to start an artificial reefs program in the Florida Keys. In June 2024, the state awarded an additional \$5 million for the program. Artificial reefs can provide ecosystem and economic benefits.

### Name: Gulfside 10 Mile Artificial Reef – Patch Reef #1:

GPS Coordinates (DDM): Lat 24°53.195 N,  
Lon 081°42.205 W

GPS Coordinates (DD): Lat 24.886575,  
Lon -81.703408

The department deployed 10 power poles to a new reef area approximately 16 nautical miles northeast of Key West in federal waters of the Gulf of Mexico. The concrete power poles were received from two sources, including the Florida Keys Electric Co-op's Sea Oats Beach project in Islamorada. The poles were stacked in three layers to increase vertical relief and provide spaces of different sizes. The site is approximately 40 feet deep. When weather conditions improve, the remaining 35 poles will be deployed to the same site to create two more patch reefs. After that, additional structures of different shapes and sizes will be added to the site to increase habitat complexity and space for marine life.

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Florida has more than 4,000 artificial reefs, and Monroe County joins 37 other coastal counties that already have an artificial reef program. In the Florida Keys, 62 artificial reefs, including wrecks, were placed mainly between 1982 and 1989. The most recent artificial reef placed in Florida Keys waters was the Vandenberg off Key West in 2009.

The department is entirely funded by state of Florida grants.

# Office of Management & Budget (OMB)

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

OMB effectively develops and implements Monroe County's budget, promotes efficient, sound financial management, ensures governmental procurement regulations, facilitates financially responsible grant funding, and maintains the highest standards of ethics, integrity, and prudent expenditure of public funds.

The department is made up of three offices:

## 1. OFFICE OF MANAGEMENT AND BUDGET (OMB)

- Develops, publishes, implements, administers, and monitors annual operating and capital budgets.
- Provides financial analysis and revenue and expenditure forecasting.
- Performs multiyear budget forecasts, analyzes the effect of the state budget on the county budget, and prepares financial information in collaboration with Monroe County departments for the Board of County Commissioners and the public.

## Fiscal Year 2025 (FY25) adopted budget

The Monroe County Board of County Commissioners finalized the FY25 \$715.7 million budget in September 2024. The budget includes the Board of County Commissioners, the constitutional officers, like the sheriff's office, tax collector, property appraiser, supervisor of elections, and clerk of court, and other appropriations for the Tourist Development Council, capital projects, and reserves.

Monroe County continues to have the lowest millage rate in the State of Florida.

The budget is effective from Oct. 1, 2024 to Sept. 31, 2025.

The FY26 timeline will be posted at  
[www.monroecounty-fl.gov/calendar](http://www.monroecounty-fl.gov/calendar) when announced.



### Senior Director

Tina Boan

305.292.4467

Boan-Tina@monroecounty-fl.gov

Employees: 9

Budget: \$5.4 million

(includes \$1.9 million operating and  
\$3.5 million in nonprofit funding)

## FY25 BUDGET HIGHLIGHTS

- Countywide millage rate: 2.6929 or \$269.29 per \$100,000 of value, the lowest in Florida again.
- Reflects a property value increase with a total taxable value of \$46.2 billion, another historical high and a 10.6 percent increase compared to last year. Property values have doubled in the past 8 years.
- Reflects continued investment in roads and bridges, resilience adaptation, facilities, and public safety, including funding for the three new Trauma Star helicopters (spread out over several years), operational costs of the new Emergency Operations Center, funding for 24 firefighters who have been paid through a Safer Grant for the past three years, a new Sugarloaf Fire Station, and a replacement fire truck, ambulance, and the addition of two new fire rescue boats.
- Sixteen notable capital projects with \$110 million in total costs have \$66 million in grant funding, a testament to staff success in finding grants to fund local projects and shows a balanced approach to fostering resilience in Monroe County.

### 2024 by the numbers

**1,705**

Processed or verified: regular requisitions, four disaster requisitions, 111 disaster-related invoices, and 2,417 purchasing card transactions

**46**

bid openings  
and 7 requests  
for services

**81**

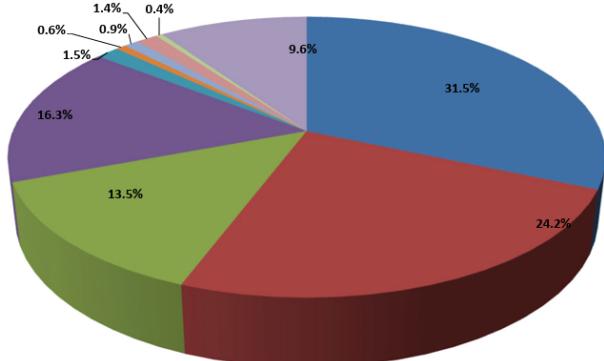
Answered public records requests  
through the county attorney's office

**44 out of 64**

Hurricane Irma projects are in the close-out process, with 3 completely closed out, and 15 Hurricane Ian projects are in development, with 6 obligated

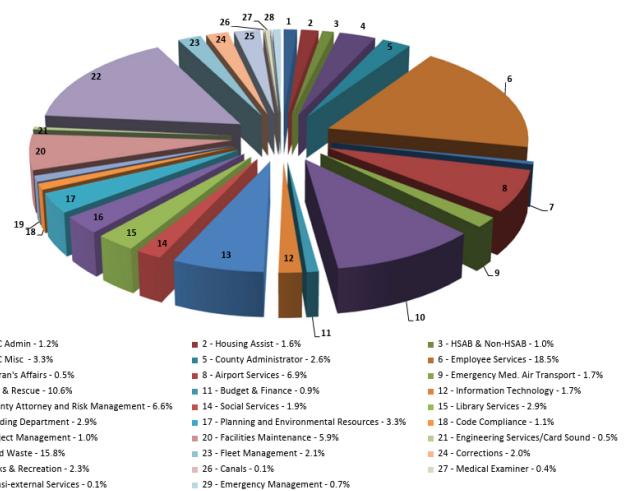
## Total FY2025 Budget - \$715,714,185

BOCC Operating - 31.5%	Capital Projects, inc Debt Svc - 24.2%	Sheriff - 13.5%
Tourist Development Council - 16.3%	Tax Collector - 1.5%	Judicial, State Attorney, Public Defender - 0.6%
Property Appraiser - 0.9%	Clerk of the Courts - 1.4%	Supervisor of Elections - 0.4%
Budgeted Transfers, Cash Bal & Resv - 9.6%		



## How is the BOCC portion of the Budget Allocated?

BOCC Operating - \$225,779,114



## Human Services Advisory Board (HSAB) grant cycle



## HSAB Grant Cycle Chart

### FY25 GRANT FUNDING HIGHLIGHTS

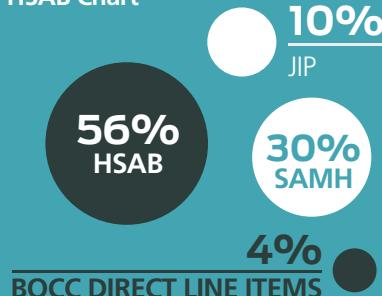
\$2,203,226 (30 organizations)

BOCC Direct Line-Items: \$170,591

SAMH/Baker Act: \$1,169,073

Jail In-House Substance Abuse Treatment Program (JIP): \$392,455

### HSAB Chart



Grand Total = \$3,935,345

## 2. PURCHASING OFFICE

Provides quality purchasing, procurement, and contracting support to all county departments in a timely, cost-effective, professional manner while following a strict code of ethics that promotes fair and open competition.

**New this year:** The purchasing office transitioned to a new electronic bidding solution, Bonfire. The new platform has helped streamline the bidding process for vendors, improved staff efficiency, and provided new vendor opportunities for the county's bids.

## 3. GRANTS ADMINISTRATION

Oversees the funding for competitive, discretionary, and mandatory grant programs funded by the BOCC. The BOCC awarded about \$3.5 million in grants designed to promote the well-being of vulnerable families, children, and individuals who live in Monroe County through nonprofit organizations. Other responsibilities include facilitating meetings for the Human Services Advisory Board (HSAB) and Substance Abuse Policy Advisory Board (SAPAB) and for application implementation and monitoring of the Edward Byrne Memorial Justice Assistance Grant programs, and the Clerk's Drug Abuse Trust Fund.



HSAB



SAPAB

# Building and Permitting

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

The Monroe County Building Department, in coordination with Planning and Environmental Resources, protects public health, safety, and the environment by providing permitting for construction and development per Monroe County Code and the Florida Building Code, consistent with Florida Statutes, and ensures consistency with the Monroe County Comprehensive Plan and Land Development Code.

The building department only accepts permit applications on its all-online permitting system. No paper applications or document submissions are accepted. Instructional videos on registering an account, applying for a permit, and a walk-through for applicants to see the application process from start to finish can be found at [www.monroecounty-fl.gov/permitting](http://www.monroecounty-fl.gov/permitting).

## The department:

- Provides plan review, permitting, and inspection services in compliance with the Florida Building Code, the Monroe County Code, and all other life safety codes.
- Coordinates unsafe structure abatement with Code Compliance and the county attorney and implements the Building Safety Inspection Program (BSIP).
- Provides contractor registration, licensing, and testing programs.
- Provides staff support for the Contractor's Examining Board and the Construction Board of Adjustment and Appeals.
- Coordinates administration and enforcement of the county's floodplain regulations, pursuant to FEMA regulations required as a participant in the National Flood Insurance Program, including its Community Rating System (CRS) for flood insurance discounts, and works with FEMA to evaluate new floodplain mapping. The staff works with FEMA to resolve instances of possible regulatory insufficiencies reported on the National Violations Tracker.

## WHERE TO FIND STATUS OF PERMITS, INSPECTIONS, CONTRACTORS, OR PROPERTY INFORMATION?

Prior to Oct. 3, 2022: MCESEARCH  
[www.monroecounty-fl.gov/mcesearch](http://www.monroecounty-fl.gov/mcesearch)

After Oct. 3, 2022: Community Development  
[www.monroecounty-fl.gov/onlinepermitting](http://www.monroecounty-fl.gov/onlinepermitting)

The interfaces allow the public to review the status of permits and inspections, search local licensed contractors, and review property information for unincorporated Monroe County.

- Permit searches can be done by the owner's name, address of property, permit or case numbers, and real estate (RE) numbers.
- Contractors can be found in a general "all" search, or by company name, category, license numbers, or contractor ID.



### Building Official

Rick Griffin  
305.289.2521  
Griffin-Rick  
[@monroecounty-fl.gov](mailto:@monroecounty-fl.gov)  
Employees: 43  
Budget: \$6 million

## PERMITTING

Permits are required in unincorporated Monroe County for

- site preparation: land clearing, placement of fill, and excavation
- demolition
- tie-downs of habitable structures
- signs
- fences
- sheds
- 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 categories; contact the building department with specific questions.

## PERMITTING OFFICES:

**Key Largo: Nelson Gov't Center**  
102050 Overseas Hwy.  
305.453.8800

**Marathon Gov't Center**  
2798 Overseas Hwy., #300  
305.289.2501

**Big Pine Key**  
179 Key Deer Blvd.  
305.289.2559

**Stock Island**  
5503 College Road #203  
305.295.3990

**Ocean Reef**  
11601 CR 905, Key Largo  
305.453.8765

 **Sign up** for Building Department notification emails at [www.monroecounty-fl.gov/notifyme](http://www.monroecounty-fl.gov/notifyme)

Communities use the data in their maps to plan development and make infrastructure improvements. With flood risk data and maps available, communities can decide how to reduce their risk in ways that work best for all.



## COMMUNITY RATING SYSTEM (CRS)

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

Unincorporated Monroe County is a class 3 CRS designation, saving 11,110 National Flood Insurance-backed policyholders about \$633 each annually.

There are 244 CRS communities in Florida. Unincorporated Monroe County is one of four communities with a class 3 designation – meaning the county is among the highest-performing communities in Florida.

Annually, brochures are sent to homeowners identifying flood risks.

### DID YOU KNOW?

The county entered the CRS program in 2016. So far, participation in the program has saved policyholders about \$37 million.

## FEMA FLOOD MAP CHANGES

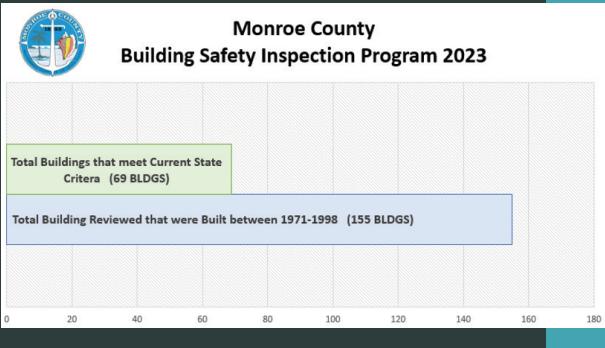
[www.monroecounty-fl.gov/floodmaps](http://www.monroecounty-fl.gov/floodmaps)

The county received preliminary Federal Emergency Management Agency (FEMA) floodplain maps in 2019 demonstrating newly modeled recommended regulatory elevations and risk areas for wave action. Current county zones include AE, VE, and X zones. New zones, like the Coastal AE zone, were added to the maps and will include a boundary showing the Limit of Moderate Wave Action (LiMWA) zones, where waves can also be expected to affect the strength of structures. Per the Florida Building Code, structures in a Coastal A zone must also be constructed strong enough to withstand wave action.

The county will be required to formally adopt the maps by ordinance in order for residents to remain eligible for coverage under the National Flood Insurance Program. The maps will be used when reviewing permits to establish finished floor elevation and determine building and site design requirements to reduce future risk of flooding. New lender requirements may go into effect along with flood insurance requirements. Currently, no timeframe has been announced for FEMA to finish reviewing the county's map appeals, nor has an effective date for the new flood maps been set. Once announced, the county will have a six-month advance notice of the new effective date.

Future FEMA mapping elevations will be measured using a different datum standard (NAVD88). Staff will be available to assist the public in understanding how these proposed changes will impact each property owner. Elevation certificates created under the older datum will remain valid, subject to measurement conversions.

For more information, email: [floodmaps@monroecounty-fl.gov](mailto:floodmaps@monroecounty-fl.gov).



## Building Safety Inspection Program (BSIP)

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

Following state mandates, in 2024, the building department implemented the BSIP for Monroe County condominiums older than 25 years and three or more stories high. The building safety inspection program continues to work with over 70 structures to facilitate the safe occupancy of condominium buildings that have reached a 25-year anniversary.

# Code Compliance

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

Code Compliance provides an equitable method of enforcing building, zoning, land development, environmental, and other county codes to ensure community members' health, safety, and welfare. The department establishes working partnerships with neighborhoods and outside agencies to assist with compliance.

The department focuses on resolving all open cases, including land clearing, unsafe structures, vacation rentals, work without permits, sewer connections, and neighborhood blight.

Code Compliance performs field inspections and investigates complaints relating to code and ordinance violations. It also:

- Coordinates removal of abandoned vehicles/vessels, trash and debris, and maintenance of overgrown lots.
- Issues courtesy notices for violations and/or notices of violation, emphasizing voluntary compliance. If a property owner doesn't respond, Code Compliance will proceed with enforcement measures to achieve compliance.
- Provides information to the special magistrate and the public about Monroe County codes.
- Coordinates litigation efforts with the county attorney's office.
- Collects fines/liens related to violations.
- Coordinates with real estate professionals during the sale of property regarding violations or fines.

## Anonymous complaints?

According to State law, a code inspector cannot take anonymous complaints. A person who reports a potential violation must provide his or her name and address before an investigation can occur unless there is a reason to believe that the violation presents an imminent threat to public health, safety, or welfare or imminent destruction of sensitive habitat.



### Director

Cynthia McPherson  
305.289.2508  
McPherson-Cynthia@  
monroecounty-fl.gov  
Employees: 15  
Budget: \$2.3 million

## CODE COMPLIANCE ISSUE:

### File a complaint:

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



### Code case status:

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



### In person or by phone:

Nelson Government Center:  
305.453.8806  
Marathon Government Center:  
305.289.2810

## Seven general code inspectors

### address:

- Complaints/violations.
  - Work without permits.
  - Abandoned vehicles and watercraft.
  - High grass and weeds.
  - Trash and debris.
  - Vacation rental violations.
  - Wastewater connections.
  - Land clearing.
  - Unsafe structures.
- (Casework includes issuing final orders, filing liens, lien releases, recordings, collections, and mitigation.)

2024 by the numbers

**8,000**

Conducted  
inspections

**506**

New cases

**316**

Closed cases

**342**

Cases presented  
to the special  
magistrate

**\$1,324,300**

Collected in fines, costs, and  
after-the-fact fees

# Planning and Environmental Resources

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

Goal: 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 is responsible for the administration of the Monroe County 2030 Comprehensive Plan and Land Development Code through the review of all development proposals for compliance with these plans.

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

**PLANNING** reviews all development proposals for compliance with the comprehensive plan, including community character, growth management provisions, and environmental compliance, and processes amendments to the Comprehensive Plan and Land Development Code based on changing conditions and applicant requests. Services also include transportation planning, administration of the county's affordable housing programs, and Geographical Information Systems (GIS) administration. Email [Cioffari-Cheryl@monroecounty-fl.gov](mailto:Cioffari-Cheryl@monroecounty-fl.gov).

**GIS** develops, maintains, and disseminates geographic data and GIS resources for government and public use. GIS is used for FEMA flood mapping plans and remapping district lines, among many other uses.

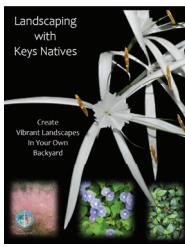
Email [Davisson-Bryan@monroecounty-fl.gov](mailto:Davisson-Bryan@monroecounty-fl.gov).

**ENVIRONMENTAL RESOURCES** reviews applications for compliance with environmental regulations, such as habitat identification, landscaping, stormwater, land clearing, and FEMA-required review of potential endangered species impacts under the Permit Referral Process. Staff works to protect the sensitive environment and local endangered species, coordinating with state and federal environmental agencies. The office works with the Monroe County Land Authority and the Florida Department of Environmental Protection on land acquisition initiatives for conservation and retirement of development rights. Email [Roberts-Michael@monroecounty-fl.gov](mailto:Roberts-Michael@monroecounty-fl.gov).

## Two Environmental Resources publications available:

**"Prune with Purpose: Proper Pruning for Tree Health and Compliance"** can be found at [www.monroecounty-fl.gov/prune](http://www.monroecounty-fl.gov/prune)

**"Landscaping with Keys Natives"** is a user-friendly guide to aid property owners in selecting and planting native vegetation and is available at [www.monroecounty-fl.gov/keysnatives](http://www.monroecounty-fl.gov/keysnatives).



**MARINE RESOURCES** works to protect the nearshore marine environment, ensure public water access, and provide waterway infrastructure for recreational boating. The office manages Boating Improvement Funds and secures marine-related grants to remove derelict vessels, maintain channel markers, and provide pump-out service throughout the Keys. The office also develops boating regulations in coordination with FWC for boater safety and anchoring and mooring management. Email [Burtner-Brittany@monroecounty-fl.gov](mailto:Burtner-Brittany@monroecounty-fl.gov).

**Boca Chica:** In 2024, an administrative law judge issued an order that paves the way for the long-awaited Boca Chica Harbor public mooring field, addressing decades of environmental, public safety, and navigational challenges caused by the area's unregulated and unmanaged anchorage. The amendment change will allow the construction of shoreside facilities essential for permitting the mooring field, including restrooms, a dockmaster's office, a sewage pump-out station, and recycling areas.

The harbor has long served as an unmanaged anchorage, resulting in significant environmental damage to coral, seagrass, and water quality. It is also home to numerous derelict vessels and has been plagued by improper waste disposal.

**FWC continues to accept applications for its Vessel Turn-In Program (VTIP), a key component of Florida's derelict vessel prevention program.**

VTIP is a voluntary program designed to help owners dispose of their unwanted at-risk vessels before they become derelict. Upon approval of an application, VTIP will take a surrendered vessel and dispose of it at no cost to the boat owner. A derelict vessel in state waters is a criminal offense and can carry serious penalties, fines, or possible jail time. To qualify for VTIP, a vessel must be floating on state of Florida waters and cannot already be determined derelict by law enforcement. The owner must have at least one written at-risk warning or citation and possess a clear title to the vessel.

To apply for or view program guidelines, visit [MyFWC.com/VTIP](http://MyFWC.com/VTIP) or call the FWC Boating and Waterways Division at 850-488-5600 for more information.



## Senior Director

Emily Schemper  
305.289.2500  
[Schemper-Emily@monroecounty-fl.gov](mailto:Schemper-Emily@monroecounty-fl.gov)  
Employees: 35  
Budget: \$5.8 million

# Monroe County Fire Rescue (MCFR)

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

MCFR operates nine suppression stations and two air ambulance bases across three 24-hour shift platoons (A/B/C shifts). All Fire Rescue personnel are state-certified firefighters and emergency medical technicians (EMTs) or paramedics who provide fire and emergency medical services (EMS) to the citizens and visitors of the unincorporated areas of Monroe County from Tavernier to Stock Island, and the Key West International Airport.

## Responsibilities include:

- Fire suppression.
- Aircraft emergency response at Key West International Airport (ARFF).
- Advanced ground emergency medical response and transport.
- Critical care air ambulance transport (Trauma Star).
- Fire prevention and safety education.
- All-hazards disaster preparedness.
- Countywide firefighting and EMS training.
- Fleet services for all fire rescue vehicles.

Emergency response calls for service in 2024 included structure fires, woodland fires, brush fires, trash fires, vehicle fires, marine/boat fires, gas leaks, water-related rescues, vehicle extrication calls, hazardous material spills, aircraft incidents, and emergency medical calls.

## 2024 by the numbers

**4,651**

Total Fire Rescue emergency responses

**766**

Patients airlifted to out-of-county hospitals

**2,128**

Medical responses by ground ambulance



**72%**

Trauma Star transports related to stroke, heart attack, boating or traffic accidents, or other trauma-related incidents.



## Trauma Star

[www.monroecounty-fl.gov/traumastar](http://www.monroecounty-fl.gov/traumastar)  
305.289.6010

Trauma Star is the only air ambulance service in Monroe County. The aircraft is piloted by the Monroe County Sheriff's Office, and medical care is provided by MCFR onboard. Trauma Star transports patients from specially designated landing zones and local hospitals for interfacility transport of critical patients to out-of-county hospitals for specialty care when ordered by a physician.

There are no out-of-pocket costs for county residents who use Trauma Star. If a Monroe County resident qualifies for a resident fee waiver, the county will seek reimbursement from private insurance companies and waive any remaining unpaid fees. The waiver form is available on the department's website.

## Fire Prevention

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

Fire Prevention, following the current edition of the Florida Fire Prevention Code, provides building construction plan reviews, fire cause investigation, life safety code enforcement, occupancy inspections, and community outreach and education, especially for children. The website provides inspection checklists and fees for commercial and vacation rental properties.



ARFF



Hot Shots



Fire Prevention

## Hot Shots Training Program

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

The seventh "Hot Shots" class graduated in 2024. The program provides free firefighting and first responder training for qualified residents in exchange for a three-year commitment to volunteer or work as a professional firefighter anywhere in the Florida Keys. Since its inception, 177 students have graduated from the program. Students who complete all 17 performance objectives will be prepared to take the state Firefighter I and II exams.

## Joe London Fire Training Facility - Grassy Key

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

Monroe County owns and operates the academy, one of 51 certified firefighting training centers in Florida. The academy has a classroom, training tower, and burn building to prepare trainees to become state-certified firefighters. The academy offers medical and fire training for firefighters/EMTs and paramedics year-round.

## Aircraft Rescue Firefighting (ARFF) at Key West International Airport (EYW)

Station 7 at EYW provides fire, EMS, and ARFF services to travelers. Crash rescue equipment is stationed and maintained on-site. The ARFF unit undergoes an in-depth FAA Safety inspection annually and continues to pass successfully.

Joe London Fire Training Facility



### Fire Chief

R.L. Colina  
305.289.6088  
Colina-RL@  
monroecounty-fl.gov  
Employees: 179  
Budget: \$35 million





## Emergency Management

[www.monroecountyem.com](http://www.monroecountyem.com)

Emergency Management creates the framework within which communities reduce vulnerability to threats and hazards and cope with disaster. Emergency Management includes mitigation, preparedness, response, and recovery from natural and manmade disasters. Emergencies include weather events, like hurricanes, tornadoes, and waterspouts; hazardous materials accidents, mass migration, terrorist activities, large fires, air crashes, civil disorder, nuclear incidents at Turkey Point Nuclear Power Plant, or pandemics.

In 2024, Monroe County celebrated the grand opening of the new Monroe County Emergency Operations Center (EOC) at the west end of the Marathon airport.

Monroe County was the last of Florida's 67 counties to have a dedicated EOC built. The building was paid for with state and federal grant money.



### Facility Stats:

**Size:** 28,321 square feet.

**Design:** Based on a 500-year storm.

Can withstand 220-mph winds.

**Impact rating:** windborne debris missile criteria for hurricane shelter safe room.

First Floor Flood Elevation = 20.2 ft.  
(17 ft. above ground).

Self-sustaining for 96 hours for up to 150 people, including food, drinking water, redundant generators for electric power, and wastewater storage.

Emergency communications via redundant fiber optic network services, plus satellite phone/internet service.

### The facility houses:

- Monroe County Emergency Management.
- Monroe County Sheriff's Office 9-1-1 Communications.
- Monroe County Fire Rescue Administration.



### Director

Shannon Weiner

305.289.6012

Weiner-Shannon@  
monroecounty-fl.gov

Employees: 7

Budget: \$987,366  
(\$414,875 is grant-funded)

**"With facilities like the new Monroe County Emergency Operations Center, we can better lead our communities through disasters and build a more resilient Florida."**

— Kevin Guthrie, executive director, Florida Division of Emergency Management.

# Hurricane Preparation

[www.monroecountyem.com/prep](http://www.monroecountyem.com/prep)

Monroe County is vulnerable to hurricanes and has been hit by big storms, including the 1935 Category 5 Labor Day Hurricane that destroyed Henry Flagler's railroad and, most recently, Hurricane Irma in 2017.

## SHELTERS

[www.monroecountyem.com/shelters](http://www.monroecountyem.com/shelters)

In-county shelters are only available during category 1 or 2 storms. Shelters are located in Miami for stronger storms. All shelters should be a last resort. Additional services are not provided at shelters. Plan to bring bedding and food for up to 72 hours.

- If you have special medical needs, register in advance at [monroecountyem.com/specialneeds](http://monroecountyem.com/specialneeds).
- All county shelters are pet-friendly; register in advance at [monroecountyem.com/petsregistry](http://monroecountyem.com/petsregistry).
- Prepare a supply or evacuation kit: learn more at [monroecountyem.com/emergencykit](http://monroecountyem.com/emergencykit).

## RESIDENTIAL REENTRY

[www.monroecountyem.com/reentrystickers](http://www.monroecountyem.com/reentrystickers)

Plan to stay at your evacuation destination until it is safe to return. Monitor official sites for reentry information. Do not congregate at checkpoints entering the Keys.

## ALERT! MONROE

[www.monroecountyem.com](http://www.monroecountyem.com)

Sign up to receive emergency notifications regarding evacuation, shelters, reentry, and recovery activities directly from Monroe County Emergency Management's EOC.

## BUSINESS EARLY REENTRY PROGRAM

[www.monroecountyem.com/placardprogram](http://www.monroecountyem.com/placardprogram)

Businesses or organizations that are not represented within the EOC but believe they have a response mission can apply for the Business Reentry Placard Program. The enrollment period for the placard program and applications are announced on the website before hurricane season.

## CERT PROGRAM

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

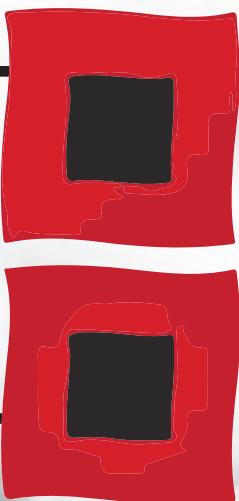
Citizens who go through Monroe County's Community Emergency Response Training (CERT) become part of the volunteer Monroe Emergency Reserve Corps (MERC) and can obtain early reentry placards.

## IF A STORM THREATENS

The best place to get information is through official channels on page 8.

- Everyone needs to have a plan: determine your evacuation destination to a relative or friend's house, motel, hotel, or public shelter (as a last resort).
- Gather needed supplies for at least three days, including cash, medicine, and pet food.
- Keep gas in your vehicle and ensure it is in good working order.
- Put up storm shutters and take other protective measures, including securing lawn furniture and tying down boats.
- Review your insurance policies and coverage and take photos and/or video footage of your property. Visually inspect your home and property.
- Charge your cell phone and make sure you have batteries for your portable radio.
- Follow official instructions and monitor official sites.

While Emergency Management monitored the threat of several storms this season, Monroe County was fortunate to activate the EOC for only four storms this hurricane season: Debby, Helene, Milton, and Raphael. Be prepared; every storm is different.





## Employee Services

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

Employee Services provides guidance and information to the county's 632 full- and part-time employees, as well as 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 department includes:

### Human Resources

Manages all matters relating to the county's most valuable resource, its employees, and is responsible for:

- Managing job recruitment, selection, and promotion.
- Developing and overseeing employee compensation and job classifications.
- Developing, promoting, and enforcing personnel policies.
- Promoting employee career development and job training.
- Orientation programs for new hires.
- Guidance for disciplinary actions.

### Group Insurance Benefits

Provides and administers health, prescription, dental, vision, and life coverage to more than 2,300 BOCC and constitutional officer employees, retirees, and dependent spouses and children. Benefits also administers the Employee Assistance Program for BOCC and all constitutional officers' employees.

The county continues to offer health plan participants an opportunity to reduce the cost of employee premiums via the Passport to Wellness Program. Participants can save \$450 each

year by participating in preventative health screenings.

Recognizing the need to be competitive in the recruitment and retention of employees, in July 2024, the county adopted medical/pharmacy plan enhancements and cost share changes, placing BOCC benefits among the top benefits offered throughout the county. In addition, the department has maintained employee/retiree costs for dental, vision, and supplemental life.

### Safety and Security

Provides safety training and programs and workers' compensation to more than 1,700 BOCC employees and constitutional officer employees. Manages security programs and systems for county employees, buildings, and other assets.

Continues to enhance safety and security for employees, the public, and county assets by expanding access control systems. Currently, 750 users are enrolled for biometric access in our access control system, utilizing the system an average of 1,200 times per day at various county facilities.

In addition to serving county employees, the Benefits and Safety 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.

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*Top left: Montillo "Scott" Desquette was recognized for 25 years of service in August 2024.*

*Top center: Leo Morin was recognized for 10 years of service in October 2024.*

*Top right: Eddie Capote was recognized for his 20 years of service in September 2024.*

## NEED A JOB?

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

Monroe County hires about 105 employees each year in various positions and departments. For job openings and employment applications, visit the website or apply in person at computer kiosks located in the Historic Gato Building in Key West, Marathon Government Center, and the Key Largo library. Monroe County staff can also be found at numerous job fairs hosted throughout the Florida Keys during the year.



### Director

Bryan Cook

305.292.4458

Cook-Bryan

@monroecounty-fl.gov

Employees: 11

Budget: \$41.6 million

## EMPLOYEE OF THE YEAR 2024



Krystal Gomez, Executive Administrator for the Administration Department, is the 2024 Employee of the Year. She was also the employee of the fourth quarter of 2024. Recognized for her exceptional dedication, positive attitude, and outstanding service to both colleagues and the community, Gomez exemplifies the mission and values of Monroe County government. Nominated by Lindsey Ballard, aide to County Administrator Christine Hurley, Gomez was celebrated for going above and beyond in her role.

"Krystal is always ready to step up and assist wherever she is needed," said Ballard. "Our office is known as the go-to resource for staff and constituents alike, and Krystal's dedication to excellent customer service ensures everyone receives the best possible support."

Beyond her administrative responsibilities, Gomez is affectionately known as the "agenda queen" for meticulously managing agenda items, ensuring timely workflows, and assisting with any necessary revisions. Her efforts contribute to improved efficiency and seamless communication between the administration office, commissioners, department heads, and the public.

"We are thrilled to honor Krystal for her unwavering commitment and exemplary service," said Hurley. "She truly sets a standard of excellence for all county employees."

Also recognized this year for exemplary public service were :



**Quarter 1:**  
**Valari Kolessar**  
Emergency  
Management



**Quarter 2:**  
**Julia Perez**  
Facilities  
Maintenance



**Quarter 3:**  
**Alary Luttazi**  
Emergency  
Management



#### Director

Judy Clarke, P.E.

305.295.4390

Clarke-Judith@monroecounty-fl.gov

Employees: 36

Budget: \$31 million & \$18 million in grant funding

## Engineering Services and Roads Maintenance

<http://www.monroecounty-fl.gov/Engineering>

The department includes Engineering Services, Upper and Lower Keys Roads Maintenance Departments, and the Card Sound Toll Authority.

Responsibilities include:

- Managing engineering design, permitting, and construction of county transportation infrastructure, including roads, sidewalks, bridges, shared-use paths, and associated stormwater management systems.
- Review of right-of-way permit applications, issuance of permits, and inspection of work for conformance to county requirements.
- Review of property development/redevelopment applications and road abandonment applications for impacts on county roads and rights-of-way.
- Performing ongoing maintenance on 311 miles of county-maintained roads and 26 bridges, including cutting vegetation, fixing potholes, cleaning storm drains, repairing road shoulders, addressing flooding complaints, installing signage, sweeping, and maintaining bicycle and shared-use paths.
- Operating and maintaining the Card Sound Toll and the annual pass program.

### Bridge Project Updates

Duck Key bridges: The Bimini Drive Bridge project was completed in 2024, and work continues on the Harbour Drive and Seaview Drive bridges. Updates are posted every two weeks at [www.monroecounty-fl.gov/duckkey](http://www.monroecounty-fl.gov/duckkey). Repairs to Tom's Harbor bridge (U.S. 1 onto Duck Key) are forthcoming.

**Card Sound bridges:** The design is completed, and the county is awaiting approval to bid on replacing two smaller bridges on Card Sound Road. The largest Card Sound Bridge is in the planning stage for future replacement.

TOLL	SUNPASS	TOLL-BY-PLATE
CARS/2 AXLES	\$2.08	\$3.12
3 AXLES	\$3.96	\$5.94

EACH ADD'L AXLE \$1.32 \$1.98

### CARD SOUND TOLL AUTHORITY

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

The Card Sound Toll uses Toll-By-Plate, SunPass, and EZ Pass. No cash is accepted at the toll. The toll funds maintenance costs of the road and future repair and replacement of the five bridges along Card Sound Road. Two discount programs are available for travelers with two-axle vehicles who use SunPass. In 2024, 209 annual passes were sold. More information on the monthly discount program, which requires no enrollment, and the annual pass program can be found on the website.

# Current Road Projects

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

Over the past several years, a common challenge has been the effect of sea-level rise on neighborhoods. After years of seeking grants to address these issues, county staff developed improvement projects to mitigate the flooding impacts. Project highlights include:

## Winston Waterways

**Key Largo:** The project includes the elevation of portions of 15 road segments and the installation of an engineered stormwater collection, treatment and disposal system consisting of pump stations, piping, a force main, and injection wells for disposal. A design contract was approved in October 2024. Fifty percent is funded by Resilient Florida, and 50 percent by a Hazard Mitigation Grant Program (HMGP) grant through the FDEM and FEMA. There is an approximate 18- to 20-month design period.

**Conch Key:** Proposed improvements include road elevation, construction of an engineered stormwater management system consisting of valley gutters, piping, catch basins, water treatment infrastructure, a pump station, a force main, and three pressurized injection wells for stormwater disposal. The project's engineering design and permitting phase is funded 50 percent by a Resilient Florida grant and 50 percent by local funds. Design and permitting is scheduled to take 18 to 24 months. A design contract was executed in October 2024.

## Sands Subdivision

**Big Pine Key:** The road elevation project is 100 percent designed and includes road elevation and construction of a stormwater collection, treatment and disposal system. This project is included on the list of projects to be funded with the proposed \$60 million bond and funding from the Resilient Florida Grant, Federal CDBG Mitigation Funding through FloridaCommerce, and local funding.



## Twin Lakes

**Key Largo:** Flood mitigation includes road elevation and drainage improvements to handle the drainage and storage of floodwaters. The construction contract was awarded in May 2024. Construction began in August 2024 and is scheduled to be completed by May 2026. Funding is from a Resilient Florida grant, federal appropriation, and local funding.

**Big Coppitt:** The project involves design and construction that includes elevating portions of 19 road segments and constructing an engineered stormwater collection, treatment, and disposal system consisting of inlet structures, pump stations, piping, a force main, and injection wells for disposal. The roads will be reconstructed to provide an elevation that can withstand the increasing groundwater levels. A design contract was executed in October 2024. Fifty percent of the funding was through a Resilient Florida grant, and 50 percent was through a Hazard Mitigation Grant Program (HMGP) grant through the FDEM and FEMA. There is an approximate 20- to 22-month design period.

## Stillwright Point

**Key Largo:** The road elevation project's engineering, design, and permitting phase is underway and will continue through March 2025. Design is funded with 50 percent Resilient Florida grant and 50 percent local funds. The county submitted a Resilient Florida grant application in 2024 to partially fund construction; the award is pending. The project is currently at the 60 percent design milestone. Design is scheduled to be completed in spring 2025.

# Fleet Management

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

Fleet Management operates, manages, and continues to improve county garages located in Rockland Key, Marathon, and Plantation Key. The department provides safety inspections, maintenance, and repairs for approximately 997 units, including 346 Monroe County Sheriff's Office vehicles.



Fleet mechanic Nick Courant, left, supervisory lead mechanic Ron Redding, and fleet mechanic Sean Bolivar show Monroe County Commissioner Holly Raschein around the Plantation Key Fleet facility.

Fleet maintains safety and environmental accountability, including large-capacity fuel tanks, fuel pumps, and backup generators. The department provides fuel 24/7 at fully automated sites for county and Monroe County School Board vehicles, even during electrical power outages. Fleet is always in hurricane preparation mode with in-house maintenance, inspections, repairs, and refueling for Monroe County's 70-plus emergency generators.

## Additionally, the department:

- Resolves manufacturer's vehicle and equipment safety recalls.
- Manages outside warranty, accident repairs, and other outsourced contract maintenance and repairs.
- Operates and maintains a preventative maintenance and repair tracking system, a fuel management tracking system, and the GPS vehicle and equipment tracking system.
- Manages and administers Fleet contracts and written agreements.

## 2025 Goals

- Obtain the Certified Fleet Management Operation Fleet Certification by passing 120 specific certification criteria and addressing 20 critical areas of fleet management.
- Rate in the 100 Best Fleets in the Americas award and the Leading Fleets award that recognizes peak-performing fleet operations.



## NEED A NEW VEHICLE?

[www.monroecounty-fl.gov/surplus](http://www.monroecounty-fl.gov/surplus)  
Fleet sells surplus vehicles and equipment three to four times annually.



## Director



Daryl Greenlee  
305.292.3452  
[Greenlee-Daryl@monroecounty-fl.gov](mailto:Greenlee-Daryl@monroecounty-fl.gov)  
Employees: 20  
Budget: \$1.2 million

## By the Numbers

**5,651**

Work orders completed



**78,217.50**

Gallons of gasoline distributed

**78.49%**

Repairs completed within 24 hours

**37,200.90**

Gallons of diesel distributed

**98.5%**

Of scheduled repairs performed

**22**

Sale of surplus vehicles and equipment

# Facilities Maintenance & Public Works

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

Facilities Maintenance and Public Works are responsible for the day-to-day maintenance and operations of more than a million square feet of county-owned and leased buildings throughout the Florida Keys. When a facility needs significant repair or improvement, the department collaborates with the Project Management and Parks and Beaches departments. The department is also responsible for testing air quality and certifying and maintaining alarm systems and elevators.



## Facilities Director

Willie DeSantis  
305.292.4532  
DeSantis-William@monroecounty-fl.gov  
Employees: 82  
Budget: \$10.1 million

## 2024 Accomplishments:

- Buildout of Big Pine Community Center for joint use by Social Services and Parks and Beaches.
- Conversion of the old Plantation Key Courthouse to a Community Center for Parks and Beaches.
- Remodeled and updated several offices in the Jackson Square Complex.
- Repainted the murals at the Big Pine Fire Station.
- Demolition of the former Big Pine Key Senior Center.
- Completed state-mandated upgrades to elevators.
- Renovation of Marathon MCSO Substation.
- Renovation of Bayshore Manor for the new home of the supervisor of elections.
- Rebuilt the theater stage and replaced the carpet in the BOCC chambers at Murray Nelson Government Center.

## Infrastructure

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

### The county's infrastructure:

- 2 airports (Key West and Marathon).
- 23 parks and beaches.
- 8 boat ramps.
- 1 community pool (Key Largo).
- 311 miles of county-maintained roads.
- 26 county-owned bridges.
- 5 public libraries.
- 3 government centers.
- 3 courthouses.
- 4 community centers.
- 4 museums.
- 9 fire stations.
- Fire training facility.
- Medical Examiner's facility.
- Several historic buildings.
- State Attorney, Public Defender, and Supervisor of Elections offices.
- Various other facilities used for county operations.

## Correction Facilities Maintenance

The Correction Facilities Maintenance Department provides 24-hour, routine, and emergency maintenance to Monroe County Sheriff's Office's (MCSO) three detention facilities, three substations, the headquarters building, the gun range, the Trauma Star hangar, the Department of Juvenile Justice, and court holding. The employees are skilled in plumbing, air conditioning, locksmithing, electrical, carpentry, and appliance repair on industrial levels.



### The department:

- Provides routine and emergency maintenance along with small construction improvements.
- Ensures that all MCSO accreditation standards are met.
- Assists with developing new MCSO buildings, supplying specific expertise.
- Maintains a safe working environment for employees of MCSO, along with jail inmates.
- Follows all policies set forth by MCSO while maintaining a strict standard of professionalism in sensitive work environments.

### 2024 Accomplishments:

- Repair of fuel tank for sheriff's headquarters.
- Partial emergency remodel of MCSO Stock Island gym.
- Oversaw replacement of four air handlers in MCDC.
- Replaced all lighting fixtures under sheriff's headquarters.
- Oversaw replacement of two chiller towers on DJJ.
- Assisted with replacement of three motorized slider doors.
- Oversaw replacement of 400 feet of cast iron drain pipe.
- Assisted with the replacement of MCDC entire fire alarm system.
- Coordinated with all parties involved in the new John Jones Navigation Center (KOTS) serving as the line of communication to the county. Still underway.
- Worked closely with Facilities and Maverick Elevator to bring code compliance upgrades to the seven elevators in MCDC and the eight others spread throughout the county.
- Started repairs on cell windows, finishing one unit of 35 cell windows.



## County Parks & Beaches

[www.parksandbeaches.fun](http://www.parksandbeaches.fun)

Parks and Beaches' mission is to provide quality parks, beaches, facilities, amenities, and services to meet the recreation needs of the entire Keys Community by utilizing the resources of our team, volunteers, and partners. We create opportunities to enjoy life, explore nature, and energize your health. The department manages 23 parks across more than 100 acres, along with eight boat ramps and four community centers.

### CHAMPIONING SUCCESS

Our staff is dedicated to continuous growth. They hold certifications in various fields and regularly participate in training to stay informed about the latest developments in the parks and beaches industry. Their commitment ensures the highest level of service for our community and visitors alike.

### RECREATIONAL PROGRAMS

Countywide, the department expanded its program opportunities to meet the community's needs through partnerships, leagues, volunteers, and staff. Visit [parksandbeaches.fun](http://parksandbeaches.fun) for more information.

### SPECIAL OLYMPICS FLORIDA

A proud supporter of Special Olympics Florida, dedicated to coaching and hosting practices and games.

### PICKLEBALL AND TENNIS COURTS

The county renovated and expanded the courts at Higgs Beach, added 10 new pickleball courts at Key Largo Park, and began constructing three more pickleball courts at Blue Heron Park. With a total of 22 dedicated pickleball courts and 18 multi-use courts, the county is meeting the growing demand for this popular sport while also supporting tennis enthusiasts.

### FIELD PREPARATION & MAINTENANCE

Upholds a superior standard by implementing substantial enhancements at our parks.

### PLAYGROUNDS

New playgrounds were installed at Higgs Beach, Blue Heron Park, Harry Harris Park, Big Pine Key Community Park, and Old Settlers Park.

### FITNESS EQUIPMENT

New state-of-the-art equipment has been installed at various parks.

### ADA ACCESSIBILITY

Enhancements are being made at parks and beaches throughout the Florida Keys, including accessible swings and playground equipment, beach sand wheelchairs, and beach rolling pads.

### DOG PARKS

- Watson Field
- Higgs Beach Dog Park

### COMMUNITY CENTERS

- Plantation Key
- Big Pine Community Center



## KEYS KIDS SWIM

A water safety and swim lesson program offering two weeks of FREE swim lessons to kindergartners at Key Largo School in collaboration with StandGuard, the Monroe County School District, and Monroe County Parks and Beaches. Since its launch in 2023, the program has provided over 200 swim lessons to children in the Upper Keys.

**SCHOOL BREAK CAMPS** are offered during summer, winter, and spring at Bernstein Park, Big Pine Key Community Park, Sugarloaf School, and Plantation Key Community Center.

## PUBLIC BOAT RAMPS

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

### **Big Coppitt Key**

Gulf View Boat Ramp,  
MM 9.3

### **Big Pine Key**

Koehn Ave., 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,  
Atlantic side

### **Key Largo**

Mike Forster Memorial Park,  
MM 95.2

### **Little Torch Key**

State Road 4A, MM 28.5  
Bayside

### **Tavernier**

Harry Harris Park, MM 92.5,  
Atlantic Side

## COUNTY PARKS & BEACHES

### **Big Coppitt Key**

Big Coppitt Volunteer Fire  
Department Park  
Wilhelmina Harvey Park

### **Big Pine Key**

Big Pine Key Community Park  
Blue Heron Park  
Palm Villa Park  
Pine Channel Nature Park  
Watson Field Park and Big  
Pine Key Dog Park

### **Geiger Key**

Boca Chica Beach

### **Key Largo**

Friendship Park  
Rowell's Waterfront Park  
Key Largo Community  
Park & Pool

Peace Park - behind Murray  
Nelson Government Center

### **Key West**

Higgs Beach  
Key West Pines Park

### **Little Duck Key**

Veterans Memorial Beach

### **Ramrod Key**

Ramrod Park  
Saddlebunch Keys  
Bay Point Park

### **Sugarloaf Key**

Sugarloaf School

### **Stock Island**

Bernstein Park

### **Tavernier**

Old Settlers Park  
Harry Harris Park



### **Director**

John Allen  
305.453.8748  
Allen-John@  
monroecounty-fl.gov  
Employees: 30  
Budget: \$5.2 million



# Project Management

<http://www.monroecounty-fl.gov/projectmanagement>

Project Management contracts and facilitates the building of all new public facilities for Monroe County government, manages assigned special projects, and serves as the Tourist Development Council's grant compliance inspection service. The department also manages all capital improvement projects for existing buildings, parks, beaches, and boat ramps.

A one-cent infrastructure sales tax funds a large portion of the work. Grant awards account for significant supplemental capital funding.

In 2024, the department assisted or was directly responsible for more than \$30 million in grant awards.

#### The services provided include:

- Facilities five-year capital planning.
- Capital improvement construction.
- Capital expansion construction.
- Cost forecasting.
- Scheduling.

#### Major capital improvement projects completed in 2024

- Monroe County Emergency Operations Center (EOC) in Marathon, largely funded by grants.
- Public defender's office in Key West, a historically significant building dating back to 1890.
- Restroom facilities at Higgs Beach, largely funded by TDC grants, including wet floodproofing, structural enhancement requirements for the coastal flood zone, and new outdoor showers.
- Renovation of the new supervisor of elections office on Stock Island.
- Historical preservation of the Key West Lighthouse & Keeper's Quarters - Awarded a Ceramic Star by the Historic Florida Keys Foundation.

#### Awarded TDC grants in 2024 totaling \$1,508,000 for:

- Jacobs Aquatic Center heater replacement.
- West Martello HVAC upgrade.
- Key West Lighthouse ADA restrooms.
- East Martello exhibit lighting.

#### See projects in real time

Project Management debuted job site construction cameras in 2019.

The job site cameras are solar-powered and upload images to a cloud-based system every minute. Images are assembled within the cloud to create a time-lapse video of the construction site. County staff and the engineering team can view the site in real time by streaming high-definition video or on-demand historical surveillance video from start to finish of the project. The camera data is also uploaded to the project's webpage for anyone who is interested.



#### Director

Cary Vick

305.292.4527

Vick-Cary@monroecounty-fl.gov

Employees: 11

Budget (including project funding and grants): \$100 million

# Transit

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

## IMPROVING MOBILITY. ENHANCING OPPORTUNITIES. CONNECTING COMMUNITIES.

**Goal:** Improve the quality of life for the residents of Monroe County and the five municipalities by providing a public transit system that reduces congestion, provides frequent and reliable service, and is safe. A modern and efficient system needs to be planned, designed, and built specifically for the uniqueness of Monroe County and its diverse communities.

For 2025, the Florida Keys Transportation Coordination Committee will be reconstituted to build a new priority list of transportation projects for the Florida Keys. The committee is composed of elected officials from every municipality and the county. The list will be formally submitted to FDOT for adoption in its 5-year work plan.

Monroe County Transit has begun a Bus Stop Conditions Study from Florida City to Key West that should be completed by the end of this year.

FDOT is also helping the county look into an Inter-Island ferry grant to assess the viability of ferry service throughout the Keys.

Monroe County Transit will continue its efforts to build an all-encompassing transit system for the entire Florida Keys.



### Director

Richard Clark  
305.809.5210  
Clark-Richard@monroecounty-fl.gov  
Employees: 1  
Budget: \$626,000

### MONROE COUNTY LAUNCHES CONCH CONNECT

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

In July 2024, Monroe County Transit launched its curb-to-curb Conch Connect service for Stock Island and Key West community members, using an on-demand, micro-transit service. This service will also serve as a model for other inter-island transit options as Monroe County Transit grows to serve the entire county. In the first six months of the service, more than 30,000 people were moved, exceeding expectations for the entire year.



### Master plan update coming soon

The FDOT addressed 75 of the 183 Transportation Master Plan priority projects that the Transportation Coordination Committee (TCC) built in 2022. The reconstituted committee will be meeting throughout the spring of 2025 in order to engage the public and our elected officials. This process will result in an updated list of priority projects submitted to the FDOT for inclusion in its work plan. It is important that we all work collaboratively in order to encompass the prioritized needs of the county and each of the municipalities here in the Florida Keys. This process has proven to be very successful and helps the FDOT build its work plan to best suit the needs of all of our Monroe County residents.



## Legislative Affairs

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



### Director

Lisa Tennyson  
305.509.1709  
Tennyson-Lisa@  
monroecounty-fl.gov  
Employees: 1

#### The department performs the following functions:

- Develops Monroe County's annual federal and state legislative agendas, identify priority legislation and appropriations, and determine specific strategies for achieving those priorities.
- Advances county's federal and state legislative priorities while guarding against legislation that negatively impacts Monroe County.
- Directs and manages federal and state lobbyists, assigns tasks, confers weekly, and tracks progress.
- Monitors congressional and state legislation, agency regulatory actions, preemptions, and budgets for potential impacts to Monroe County; advises commissioners and staff with appropriate actions.
- Schedules and manages legislator and agency meetings, fly-ins, etc., and prepares itineraries, written materials, and legislative packages.
- Prepares all written legislative communications, including talking points, tri-folds, leave-behinds, and resolutions.
- Represents Monroe County in statewide and national legislative organizations, like FAC, Small County Coalition, Climate Compact, Gulf Coast Parishes and Counties, and NACO.

#### Florida Keys Day 2025

Monroe County Commissioners, senior staff, city officials, community leaders, and local business owners travel to the state capital for the annual Florida Keys Day, a day set aside in Tallahassee to discuss all things Florida Keys-related. The 2025 date is Tuesday, March 14. Rep. Mooney and Sen. Rodriguez's offices host the event; contact floridakeysdays@gmail.com for more information.

#### The department oversees and monitors:

- Restore Act Program in response to the Deep Water Horizon Oil Spill in 2010.
- Local Multi-Year Implementation Plan and monitoring of the Gulf Consortium's State Expenditure Plan, management of local pot and Consortium pot grant funds, and development and submission of applications for this funding.
- Legislative funding related to Everglades restoration and protection of Florida Bay.
- Licensing and remediation activities related to the Turkey Point Nuclear Facility.

STATE REPRESENTATION	FEDERAL REPRESENTATION
<p>State Representative <b>James "Jim" Mooney</b> myfloridahouse.gov District 120 District Office: Nelson Gov't Center 102050 Overseas Hwy Key Largo 305.453.1202</p>	<p>State Senator <b>Ana Maria Rodriguez</b> flsenate.gov District 36 District Office: 8401 NW 53rd Terrace Doral 850.487.5039</p> <p><b>Gov. Ron DeSantis</b> flgov.com 400 S. Monroe Street Tallahassee 32399 850.717.9337</p>
	<p>Senator <b>Ashley Moody</b> moody.senate.gov 202.224.3041 - D.C.</p> <p>Senator <b>Rick Scott</b> rickscott.senate.gov Miami Office: 901 Ponce de Leon Blvd. Miami, FL 33134 786.501.7141 - Miami 202.224.5274 - D.C.</p>



## 2025 Federal Legislative Agenda

### This year, the county's federal priorities include:

- Protection of affordable flood insurance and the reauthorization of the National Flood Insurance Program (NFIP) with reforms that address Risk Rating 2.0.
- Affordable flood insurance protects property owners, property values, local tax revenue, and economic activity. Monroe County remains highly concerned about the new impacts of Risk Rating 2.0 on premiums, as well as the ongoing impacts of the current and unsustainable glide paths (18 percent for homes and 25 percent for commercial properties.)
- Federal investment in infrastructure and resilience projects. The county is in the midst of a massive effort to make the Keys more resilient in the face of sea level rise and persistent severe flooding (\$1.8 billion county road elevation/drainage program) and more investment from the federal government will flow down to local governments to help our local initiatives.
- Funding for the following Army Corps of Engineers programs that directly benefit Monroe County:
  - Coastal storm mitigation program.
  - Florida Keys water quality improvement program.
  - Everglades restoration.
- Support coral reef conservation efforts, congressional funding for disaster mitigation and recovery, changes to the emergency watershed program, and funding for seniors, veterans, housing, and social services.
- Oppose oil drilling and exploration, lease expansion, and seismic testing.
- Federal appropriations.

## 2025 State Legislative Agenda

### The 2025 session runs from March 4 to May 2.

### Monroe County's priorities include:

- Future development in the Florida Keys/ROGO: Monroe County's request for additional permit allocations.
- Secure Stewardship Act appropriation for water quality projects, and include it in the state's Land Acquisition Trust Fund. Secure Stewardship Act land acquisition funding via Florida Forever set aside and extend authorization.
- Insurance affordability: pursue a 10 percent cap on annual increases, support cost savings, and pro-consumer efforts.
- Marine protections: secure appropriations for shoreside facilities, the pump-out program, and address migrant vessels.
- Workforce/affordable housing: seek exemption for purchasing construction performance bonds for Habitat for Humanity and pursue local authority to grant ad valorem tax reductions for renting affordably.
- Repeal the local occupancy licensing preemption and clarify Monroe County's exemption language.
- Support robust funding for the state's Resilient Florida grant program, specifically funding for Monroe County's road elevation projects from that grant program.

# Social Services

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



## Social Services

Sheryl Graham

305.292.4510

Graham-Sheryl@monroecounty-fl.gov

Employees: 37

Budget: \$6 million

(includes \$3.5 million in grants)

**Goal:** Provide a holistic approach to case management, in-home services, interim financial assistance, medical assistance, and other life-sustaining supportive assistance to eligible individuals and families needing services throughout the Florida Keys. Social Services assists a growing and diverse population with long-standing local, state, and federal programs.

## Offices

- Key West: Gato Building
- Big Pine Key: Community Center
- Key Largo: Tradewinds Plaza
- Satellite Office (by appointment): Marathon, 33rd Street

## Services and programs include:

- **Assistive device loaner program:** Loans equipment to community members such as wheelchairs, walkers, hospital beds, electric scooters, shower chairs, and bedside commodes. This program is need-based, not eligibility-based.
- **Consumable supplies:** Provides adult diapers/briefs, bed pads, wipes, disposable gloves, nutritional drinks, etc., to eligible seniors who cannot afford them.
- **Energy assistance:** The Low-Income Home Energy Assistance Program is a federally-funded program that assists income-qualified households with cooling and heating costs.
- **Indigent/pauper cremations and burials:** Covers final expenses for those deemed eligible as indigent. [In 2024, Social Services handled 72 cremations.](#)
- **Need-based** financial assistance for minor medical and dental procedures due to emergency situations where insurance is not available.
- **Nutrition services:** Hot, fresh meals are provided in a welcoming, enjoyable congregate setting in Key West, Big Pine Key, and Key Largo to all seniors 60+. Frozen, microwavable, home-delivered meals are also provided throughout the Florida Keys for those who are 60 and over and unable to come to a congregate meal site. [Throughout 2024, approximately 33,000 meals were provided to seniors countywide.](#)

- **In-home services:** Homemaking, personal care, chores, companionship for the elderly, shopping assistance, in-home or facility-based respite, and group and individual caregiver training are provided to eligible elderly and disabled individuals via Department of Elder Affairs grant funding.

- **Feeding South Florida (FSF) partner:** Social Services partners with FSF to conduct intake, determine eligibility, and arrange for clients to pick up food from our office(s) weekly. Food bags/boxes contain fresh fruits and vegetables, meat, canned foods, beans, pasta, and more, as they are available from FSF. In addition, Social Services partners with FSF multiple times each quarter to host drive-through food distributions for community members. [In 2024, about 515,000 pounds of food were received from FSF in the Upper Keys Social Services office and distributed by our staff to community members throughout Monroe County.](#)

- **Alzheimer's Disease Initiative and Older Americans Act:** Provides eligibility-based in-home service to the elderly and disabled adult citizens of Monroe County.
- **State Housing Initiatives Partnership (SHIP) Program:** Administers funding countywide to assist homeowners with SHIP disaster mitigation, SHIP sewer lateral connections, and SHIP rehabilitation. SHIP homeownership assistance is also available via a 30-year forgivable loan for eligible applicants.
- **Prescription medication assistance** is available for eligible individuals without insurance, those with inadequate insurance, or those who cannot afford their co-payment.
- **Weatherization Assistance Program:** A federal program to assist low-income eligible families in improving energy efficiency with critical repairs, renovations, and installation of cost-saving energy measures.
- **Monroe County Special Transportation Services** provides door-to-door transportation for the elderly, disabled, and transportation-disadvantaged citizens for required trips, medical appointments, grocery shopping, and other activities. Community members who are 60 years of age or older ride free.
- [In 2024, Social Services participated in a special, grant-funded Pet Project co-sponsored by the Alliance for Aging and Pet Supermarket.](#) This project was designed to assist senior citizens with the cost of pet food. By supplying seniors with pet food, they could spend their money on their own food and expenses and not worry about how they would afford to feed their pets. During 2024, Social Services received and delivered over 20,000 pounds of donated pet food to eligible seniors throughout the entire Florida Keys.

# Information Technology (IT)

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

**Goal:** provide efficient, reliable, and cost-effective technology, telephone, and video services to county employees as well as network/telephone services to Constitutional Officers such as the Sheriff, the Clerk, the Public Defender, the State Attorney's office, the 16th Judicial Circuit Court, the Medical Examiner, Land Authority, Tourist Development Council, and the Arts Council.

## Services include:

- The Service Desk provides end-user computing support, including supplies and maintenance of desktops/laptops, monitors, phones, software, printers, and more.
- IT infrastructure support services, including the data center, networks, servers, telecommunications, hardware, etc.
- Applications support for enterprise software, business systems, and web integration.
- Services for project management and procurement.
- TV broadcast and audio-visual needs through Monroe County Television (MCTV).



## 2024 Accomplishments

- Extended our usage of the Oracle Community Development online application to include Code Compliance.
- Replaced legacy document storage application with modern alternative, migrated data, and trained users on enhanced functionality and security options.
- Improved overall network redundancy and resilience by optimizing existing infrastructure and adding additional network capabilities.
- Installed and configured core network, phone services and AV systems to multiple new locations (including the new EOC) in support of the BOCC, the sheriff, and other constitutional officers.
- Upgraded and improved employee and citizen wireless access coverage across multiple core government buildings.

## 2025 Expectations:

- Extend our usage of the Oracle Community Development online application to include Planning.
- Refresh and upgrade our desktop computer environment.
- Work with multiple departments to implement modern cloud-based software supporting their specific functionality requirements.
- Continue to extend MCTV, both through additional distribution as well as through the generation of original content.



### Director

Alan MacEachern

305.453.8792

MacEachern-Alan@monroecounty-fl.gov

Employees: 14

Budget: \$3 million

## MONROE COUNTY TELEVISION (MCTV)

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

MCTV@monroecounty-fl.gov | 305.295.5128

MCTV live-broadcasts all BOCC meetings, including special meetings, the annual budget meetings, and other county board and committee meetings. See page 8 for channel details.

## MEETING BROADCASTS

All televised county meetings are rebroadcast one week following the original broadcast and are posted to Video On Demand one day later. Recordings of BOCC, the planning commission, and other meetings can be found on the MCTV Video-on-Demand system. Meeting requests can be submitted via the online duplication request form or downloaded from Video On Demand.

MCTV also broadcasts information in the event of a hurricane or other local emergency as well as National Oceanic and Atmospheric Administration (NOAA) weather audio.

MCTV's primary programming consists of live and pre-recorded programs, and original content, as well as local, state, and federal public service announcements. MCTV also airs children's educational programming on Saturday mornings and afternoons.



# Solid Waste & Recycling

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



**Goal:** Provide unincorporated Monroe County with a sustainable, environmentally sound, and cost-effective solid waste service. Through education, cost management, and customer service, the department supports the needs of the county's businesses and residents. Additionally, the department collects storm debris from residential areas affected by weather events, supports special environmental groups in nearshore water and right of way cleanup initiatives, and promotes "Reduce, Reuse, Recycle" through community events to create a viable and safe environment for future generations.

## By the Numbers



For bulk waste, such as furniture and appliances, residents can contact their hauler to schedule a free bulk pick-up.

### Solid Waste is responsible for:

- Municipal solid waste.
- Vegetation/yard waste.
- Construction debris.
- Pollution control on county rights of way.
- County-owned transfer stations.
- Recycling.

### Household hazardous waste is collected at each transfer station as follows:

**Cudjoe Key:** First and third Wednesdays of each month, 10 a.m. to 2 p.m.

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

**Key Largo:** Appointment only. Call 305.745.4307.

Second and fourth Wednesday of each month, 10 a.m. to 2 p.m.

### Household Hazardous & E-Waste 2025 Collection Dates:

9 a.m. to 1 p.m.

#### Marathon:

10600 Aviation Blvd.

- April 12, 2025
- July 12, 2025
- Oct. 4, 2025
- Jan. 10, 2026

#### Stock Island:

Bernstein Park, 6751 5th Street

- Feb. 8, 2025
- May 10, 2025
- Aug. 16, 2025
- Nov. 8, 2025
- Feb. 7, 2026

**STOCK ISLAND**  
Waste Management  
Contact: 305.296

**Cudjoe Key Transfer Station**  
21.5, Blimp Rd. 3



Key West | Stock Island | Cudjoe Key

Homeowners in unincorporated Monroe County will pay \$548.58 in 2025 for garbage, yard waste, and recycling collection. The fee can be found on your property tax bill.

## REPORT ILLEGAL DUMPING

Call 9-1-1 if you see illegal dumping in action!



TO 7 MILE BRIDGE  
ent  
5.8297

Transfer Station: MM  
305.745.2513



ey | Big Pine Key

**7 MILE BRIDGE TO MM 72.5**  
Marathon Garbage Service  
305.743.5165  
[office@marathongarbageservice.com](mailto:office@marathongarbageservice.com)

**Long Key Transfer Station:**  
MM 68 Overseas Hwy.  
305.664.2263

Marathon | Long Key | Craig Key

**ISLAMORADA (MM 72.5 – 91)**  
Island Disposal  
305.393.3300



**Director**  
Cheryl Sullivan  
305.292.4536  
[Sullivan-Cheryl@monroecounty-fl.gov](mailto:Sullivan-Cheryl@monroecounty-fl.gov)  
Employees: 17  
Budget: \$22.3 million

# Recycling Reminders

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

Monroe County does recycle! The recycling center accepts #1-5 plastics. According to a municipal solid waste report, only 1 out of 3 plastic water bottles make it to a recycling center. Tin, aluminum, cartons, cardboard, and newspaper are always accepted.

Reminders of things that CANNOT be recycled include plastic grocery bags (can be brought back to the grocery store), food waste, Styrofoam, furniture (including plastic outdoor

furniture), toys, plastic planter containers (can be returned to garden store), garden hoses, hangers, electric wires, sporting goods, clothing, pots and pans, yard waste, hazardous materials and chemicals, and propane tanks, especially the small Coleman camping tanks.

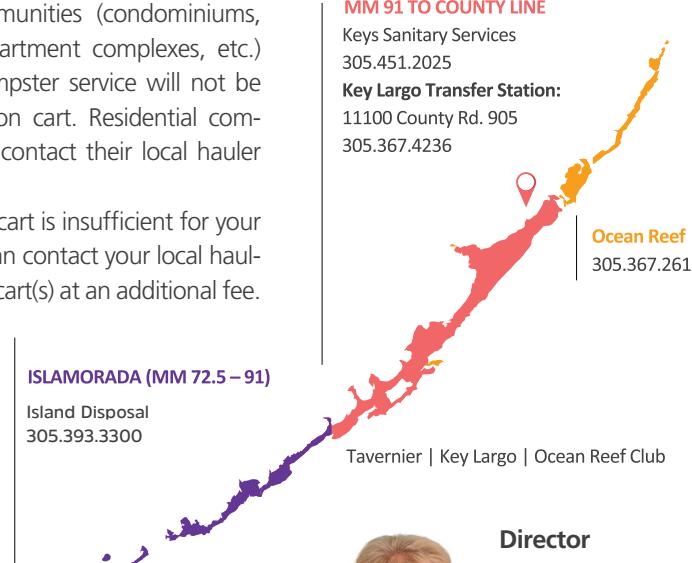
Remembering what cannot be recycled is extremely important because if more than 10 percent of the recycling is contaminated, it goes to the landfill instead!

## LOOKING FOR FREE COMPOST?

Monroe County and its yard waste contractor offer free compost (nutrient-rich black dirt) to unincorporated Monroe County residents and cities of Marathon, Key Colony Beach, Islamorada, and Layton residents at the county's three transfer stations on the first Saturday of each month from 9 a.m. to 2 p.m. or until it is gone. Residents are allowed up to 6 bags of compost for their personal property use. Proof of residency is required – a driver's license, utility bill, tax bill, etc. Residents are limited to one pickup per household per month. You must be able to load your own bags.

### MM 91 TO COUNTY LINE

Keys Sanitary Services  
305.451.2025  
**Key Largo Transfer Station:**  
11100 County Rd. 905  
305.367.4236

  
**Ocean Reef**  
305.367.2611



**Goal:** Plan strategic and tactical initiatives for greater government accountability, organizational efficiency, and continuous improvement with a performance-based measurement system.

The long-range strategic plan details the BOCC's priorities for the challenges facing our community, deliberately shaping our community's future. The tactical plan aligns individual departments' efforts with the county's strategic priorities and objectives. The county's performance measurement reporting creates a transparent, accountable, and meaningful process that will result in positive community and organizational improvement.

In 2024, the department was tasked with developing and collecting community feedback for the county's robust public process to learn more about community members' thoughts on the Rate of Growth Ordinance (ROGO). Special workshops, presentations, and community surveys were held throughout 2024, giving an overview of regulatory takings claims, ROGO

## Strategic Planning

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



history, and the current status of ROGO in the Florida Keys. Five surveys and 34 community meetings were held in 2024, and the results can be found at [www.monroecounty-fl.gov/ROGO2024](http://www.monroecounty-fl.gov/ROGO2024).

In 2025, the department will continue to look to the future of Monroe County and work with county departments to ensure our goals and operations align with the priorities of the BOCC and community.



### Senior Director

Kimberly Matthews  
305.292.3595  
Matthews-Kimberly@monroecounty-fl.gov  
Employees: 1  
Budget: \$99,000

### 2020-2025 strategic plan

In March 2019, the BOCC adopted the five-year 2020 Monroe County Strategic Plan, using 18 months of intensive research and feedback from the community collected before and after Hurricane Irma in 2017. The plan's priorities and direction for county services are turned into action in the FY2025 Tactical Plan and supported through the FY25 budget process. The plan outlines specific areas of concern and priority in the three areas of quality of life, economy, and environment, which can be seen on page 6.

In the spring of 2021, Strategic Planning held five town hall meetings to gather updated community feedback. The results saw transportation and safety on U.S. 1 rise to the No. 1 issue for those who responded. The BOCC reaffirmed the priorities outlined in the 2020-2025 strategic plan in a special meeting.

# Public Library System

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

In 2024, the library system saw a 10-year record high in library material circulation, meeting unprecedented demand for e-books and e-audiobooks while maintaining and updating its collection of physical books and media, especially children's books.

The library also delivered new services such as Freegal Music (music streaming) and Fiero Code, an online software platform for learning computer coding.

The library welcomed more than 250,000 visits to its five branches in 2024 and put on programs, including story times, arts and crafts classes, book clubs, author talks, and concerts. All branches offer regular "tech tutor" sessions to help residents use their computers, tablets, and smartphones, as well as offering wifi, laptop use, and printing.

**2024 highlight:** In November 2024, the Key West library celebrated its 65th anniversary, being the first in the modern county system that eventually grew to include Key Largo, Marathon, Islamorada, and Big Pine Key with lending machines on Stock Island and Key Largo. More than 100 community members gathered to celebrate this event with a presentation from lead historian Corey Malcom about the library's history, and a free concert.



## PUBLIC LIBRARY BRANCHES

### KEY WEST

Branch manager:  
Kim Rinaldi  
700 Fleming Street  
305.292.3595  
[f / keywestlibrary](https://facebook.com/keywestlibrary)

### BIG PINE KEY

Branch manager:  
Faith Price  
213 Key Deer Blvd.  
305.872.0992  
[f / bigpinelibrary](https://facebook.com/bigpinelibrary)

### MARATHON

Branch manager:  
Rob Rinaldi  
3251 Overseas Hwy  
305.743.5156  
[f / marathonlibrary](https://facebook.com/marathonlibrary)

### ISLAMORADA

Branch manager:  
Naomi Trevino  
81830 Overseas Hwy  
305.664.4645  
[f / islamoradalibrary](https://facebook.com/islamoradalibrary)

### KEY LARGO

Branch manager:  
Christina Teasley  
101485 Overseas Hwy.  
Tradewinds Shopping  
Center 305.451.2396  
[f / keylargolibrary](https://facebook.com/keylargolibrary)

### FLORIDA KEYS HISTORY CENTER

Lead historian:  
Corey Malcom  
700 Fleming St.  
Key West, FL 33040  
305.809.5260  
[f / florida-history](https://facebook.com/florida-history)



### Senior Director

Kimberly Matthews  
305.292.3595  
Matthews-Kimberly@  
monroecounty-fl.gov  
Employees: 47  
Budget: \$5.9 million

### Florida Keys History Center image archive

[www.flickr.com/keyslibraries](http://www.flickr.com/keyslibraries)

The library's online historical photo archive has over 48 million views of its 24,000 images. The collection includes some of the oldest images of South Florida.

# Sustainability

[www.monroecounty-fl.gov/sustainability](http://www.monroecounty-fl.gov/sustainability)  
[www.keysroadsplan.com](http://www.keysroadsplan.com)  
[www.greenkeys.info](http://www.greenkeys.info)

Monroe County continues to lead in resiliency efforts as the county transitions from data collection and planning to implementation of hundreds of millions of dollars of county road adaptation and other resilience projects to mitigate the impacts of rising sea levels. The Sustainability office identifies the county's vulnerable areas and prepares plans and implements projects throughout the Florida Keys to help enable long term resilience for the region.

## Preparations include:

- Resilience plans for the environment, parks and county infrastructure.
- Developing a Keyswide multijurisdictional vulnerability assessment (VA) that: 1) updates sea level rise projections and Exposure/Sensitivity Map Series, 2) updates the critical asset inventory for all county assets expected to be affected by sea level rise in the next 50 years and 3) updates the methodology.
- Collaborating with the Southeast Florida Climate Change Compact on sea-level rise projections and mitigation and adaptation measures.
- Modeling the effects of sea-level rise on 300 miles of county roads and 150 miles of municipal roads and preparing plans for raising vulnerable roads to mitigate the effects of sea-level rise at an estimated cost of \$3 billion for the county and \$2 billion for the municipalities.

## Resilience projects:

- Performed an updated vulnerability assessment of county infrastructure to determine the impacts of climate change and meet state Resilience Florida grant program requirements.
- Assist the municipalities in road elevation planning work to evaluate the impacts of sea-level rise on more than 200 miles of municipal roads. In 2024, the county completed the mobile LiDAR collection and started road elevation planning for Islamorada, Layton, Marathon, and Key Colony Beach.
- Prepare \$300 million in road adaptation grant applications for the state's resilience program. **See projects listed on pages 22-23.**
- Received notice of award for three road adaptation projects: Conch Key, Big Coppit area, and Key Largo Winston Waterways area.
- Completed a resilient redesign for Harry Harris Park, funded by DEP.
- Completed a natural resources adaptation plan, funded by DEP.

## Mitigation measures include:

- Energy management and reduction initiatives as listed in the GreenKeys Plan.
- Plans for electric vehicle stations to be built.



*The county hosted the 2024 Southeast Florida Climate Change Compact Summit for 400 guests in December, with 60 speakers from local, state, and national levels highlighting the opportunities and successes of the Southeast Florida region and Monroe County in climate resilience and mitigation. Years of advanced capacity building and planning work have positioned the Compact region well to capture significant funding from the Resilient Florida funding program. Since the program began, the four counties and the Compact have received roughly \$349 million for implementation of adaptation and resilience projects.*

The county's partnership with the U.S. Army Corps of Engineers (USACE) for the \$2.6 billion Florida Keys coastal storm and sea-level rise infrastructure resiliency project began Phase 1 implementation activities in 2024. The engineering and design of six U.S. 1 road stabilization areas in the Florida Keys is underway, totaling 5,500 linear feet at mile markers 79.5, 70.9, 70, 67, 37, and 34.5, identified as vulnerable to erosion and wave energy. Construction is estimated at \$16 million, and is anticipated for 2026. Sixty-five percent of the cost is funded by federal funds, and 35% by the county, with reimbursement from the Florida Department of Transportation for the U.S. 1 revetments. The approved project addresses not only the hardening of U.S. 1 but also dry floodproofing of critical infrastructure and commercial buildings, and potential elevation of thousands of residential homes. All five municipalities were included in the study and each has numerous elevations and floodproofings included.

# Canal restoration, breakwaters and living shorelines

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

Projects are implemented in the environmental restoration area that support the county's sustainability initiatives, such as the 96 projects in the canal restoration list and creation of living shorelines.. Sustainability is the quality of not harming the environment or depleting natural resources, thereby supporting long-term ecological balance. The county's goal is to continually employ new technologies to protect the environment and best serve the residents and visitors. Canal restoration improves the overall health of nearshore waters and living shorelines provide a natural resilience feature.

**Canals:** With water quality improvements a major priority, the county completed a \$1.3 million backfill restoration of Canal 90 in Tavernier, placing clean fill on the canal bottom to enhance water quality and benthic habitat within the canal. The county also completed its first injection well installation for \$324,000 in Canal 278 in Big Pine Key, designed to increase the volume of water turnover in the canal and thereby increasing water quality.

Staff applied for \$10 million in state Stewardship funds for up to 14 additional canal restoration projects throughout the county, including backfills, organic muck removal, culverts, injection wells, and air curtain installations. Design and construction is anticipated for 2025 if funds are awarded.

The county previously applied for \$12.5 million in funding from the federal RESTORE Act funds in October 2023 to fund the restoration of six canals on the Avenues area on Big Pine Key: Canals 293, 295, 297, 299, 300, and 315. Construction is anticipated to be underway in 2025 once the federal RESTORE grant is received.

A federal EPA grant was received for \$410,498 and work is underway for five water quality projects including 1) water quality sampling and monitoring, 2) canal restoration technology effectiveness evaluation and nearshore connection study evaluation, 3) gravity injection wells monitoring, 4) public outreach, and 5) seagrass restoration within canals in the Keys. Data collected within the unincorporated county and municipalities will help make informed decisions on potential reclassification and reranking of the impaired canals list and to provide recommendations for potential revisions including the use of new, stand-alone, combination of or partial restoration technology implementation. Expected outcomes include meeting objectives of improving water quality within the canal systems of the Florida Keys that discharge into adjacent Florida Keys National Marine Sanctuary Outstanding (FKNMS) Florida Waters nearshore and coastal waters.



## Chief Resilience Officer

Rhonda Haag  
305.453.8774  
Haag-Rhonda@monroecounty-fl.gov  
Employees: 3  
Budget: \$20 million grant funds



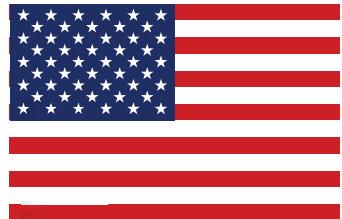
The county also received a notice of award for \$393,888 for a second federal EPA grant to perform quarterly water quality monitoring on restored canals to evaluate their effectiveness. Monitoring will begin in 2025.

Canal restoration technologies focus on improving the canal water quality conditions related to lack of flushing and nutrient buildup, resulting in reduced dissolved oxygen. Canals affect nearshore waters. Improving canals would also improve regional water quality by increasing the diversity of both the natural communities and benthic species that live in these waters.

**Breakwaters / Living Shorelines:** Design and permitting is near completion for four grant-funded projects: 1) a \$2.1 million project to repair the Tavernier breakwater, 2) a \$1.3 million project to repair the Rock Harbor breakwater, 3) a \$3.3 million project to repair the Duck Key breakwater and also create a living shoreline and 4) a \$900,000 project to create a living shoreline on Long Key to provide coastal resiliency for the county's Long Key transfer station. Construction is anticipated for all four projects in 2025. Restoring the breakwaters will provide much-needed resilience to the oceanside communities and help improve water quality by reducing the amount of floating seagrass entering and clogging the canals behind the breakwaters. The living shorelines will provide environmental and resilience benefits.

# Veterans Affairs

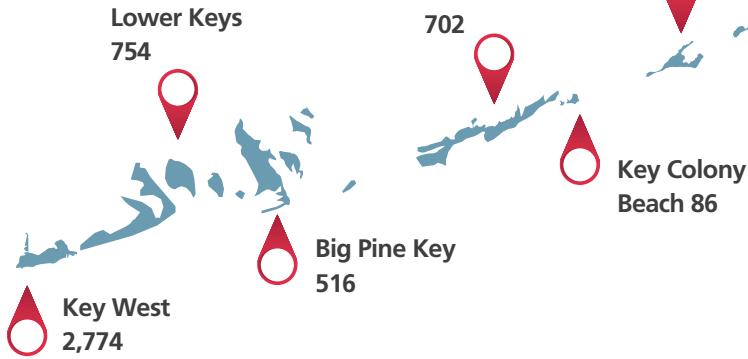
[www.monroecounty-fl.gov/va](http://www.monroecounty-fl.gov/va)



Monroe County Veterans Affairs provides entitlement assistance for more than 7,000 full-time veterans, 2,500 seasonal veterans, active-duty military personnel, and their families in the Florida Keys. Each year, Veterans Affairs has more than 23,300 client interactions while providing various services.



## VETERANS BY LOCATION



### Monetary compensation

- Service-related disabilities.
- Non-service-connected pensions.
- Burial benefits.
- Survivor's benefits.
- Educational and vocational rehabilitation benefits.
- VA home loan eligibility assistance.
- Appeals of any denied benefit.
- Board of Veterans Appeals virtual hearing representation.

### Nonmonetary Benefits

- Military service medal, decoration, and award issuance or replacement.
- Military service records or document requisitions.
- VA health care application assistance.
- Courtesy veterans transportation program.
- Documentation assistance with the Department of Veterans Affairs for Disabled Veterans license tags, property tax exemptions, and educational benefits.
- Virtual medical examination.
- Virtual office appointment services.

Eligible resident veterans with a VA-certified service-connected disability of 10 percent or greater are entitled to a tax deduction or exemption on their home assessment.

## MONROE COUNTY VETERANS AFFAIRS OFFICES

### Nelson Government Center

305.453.8777  
102050 Overseas Hwy, Suite 244,  
Key Largo.

### Harvey Government Center

305.295.5150  
1200 Truman Avenue, Suite 204,  
Key West.

### Veterans Transportation Program

305.295.5159  
Satellite Office:  
Marathon Public Library  
2nd Wednesday of each month.

**Key Largo**  
**1,449**



#### Director

Cathy Crane  
305.295.5150  
Crane-Cathy@  
monroecounty-fl.gov  
Employees: 8  
Budget: \$1,087,752

**Tavernier**  
**542**



**Long Key**  
**46**



**Key Colony Beach**  
**86**



**Islamorada**  
**404**



## Monroe County Veteran Compensation and Pension

Year	New Annual Awards	Retroactive Awards
2021-2022	5,509,114.59	3,322,000.89
2022-2023	7,026,656.28	4,090,278.97
2023-2024	7,978,848.42	4,702,619.89



## County Attorney

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

The County Attorney's Office provides high-quality, cost-effective legal services to the Board of County Commissioners, the County Administrator, county departments, and county advisory boards. The legal staff provides counsel on virtually every major decision made by the BOCC and county staff. Staff lawyers handle topics ranging from A (airport law) to Z (zoning). The office also serves as the county's Records Management Liaison Office (RMLO) and the Risk Management Office.

The county's 12 lawyers have over 230 years of experience practicing law and the expertise to handle most matters in-house. Seven of the county's lawyers are board-certified by the Florida Bar as experts in city, county, and local government law - a distinction only 302 of the more than 113,000 (0.2%) members of the Florida Bar have earned.



### County Attorney

Bob Shillinger  
305.292.3470  
Shillinger-Bob  
[@monroecounty-fl.gov](mailto:@monroecounty-fl.gov)

Employees: 12 lawyers, 3 support staff, 1 risk management staff, 1 public records staff  
Budget: \$14.9 million (includes insurance policies for all county buildings & vehicles)

### 2024 HIGHLIGHTS

- Drafted legislation that resulted in a change in the law that authorizes the use of tourist development tax dollars for affordable housing.
- Negotiated the purchase agreement for three new Trauma Star air ambulances.
- Negotiated the no-cost acquisition of the Sugarloaf Volunteer Fire Station from the volunteer corporation as part of a comprehensive agreement that also resolved litigation and will result in the construction of a new station on that site.
- Represented the Canvassing Board and helped ensure that the presidential preference, primary, and general elections were conducted without incident.
- Guided the commission and staff through the grand jury report and multiple clerk's audits.
- Helped the commission and the TDC navigate changes to the TDC and its practices.

### BOCC AGENDAS

Staff attorneys review every contract, interagency agreement, bid solicitation, resolution, and ordinance considered by the commission. During 2024, the County Attorney's Office processed and reviewed 612 resolutions, 42 ordinances, and 1,415 other agenda items that included contracts/agreements/grants and litigation items.

### LITIGATION

Staff lawyers represented the county in more than a thousand cases in state and federal court and administrative hearings. These efforts fulfill the BOCC's directive to prosecute vacation rental ordinance violations and collect outstanding code compliance fines and costs of \$1.14 million in FY24. Collected fines and costs are deposited in the county's general fund, reducing property taxes.

### PUBLIC RECORDS

The RMLO coordinates the county's response to public records requests and ensures compliance with the Public Records Act and records retention regulations. In 2024, the office processed 3,185 record requests.

### RISK MANAGEMENT

- Updated the county's property, liability, and casualty policies for 102 buildings and 382 vehicles.
- Reviewed and approved 942 agenda items.
- Reviewed all tort claims made against the county and determined the appropriate response.

# Extension Service

[www.monroecounty-fl.gov/extensionservices](http://www.monroecounty-fl.gov/extensionservices)  
[www.monroe.ifas.ufl.edu](http://www.monroe.ifas.ufl.edu)  
[www.fb.com/MonroeCountyExtension](http://www.fb.com/MonroeCountyExtension)

In the Florida Keys, the University of Florida Institute of Food and Agricultural Sciences (UF-IFAS) Monroe County Extension Service provides timely and relevant solutions to improve residents' lives. The Extension Service is bringing current science-based answers with programs like Master Gardener, Climate Smart Floridians, Florida Keys Water Watch, Florida Master Naturalist, and other programs.

## 2024 HIGHLIGHTS

In plant clinics throughout the county and virtually, 108 active Master Gardener volunteers dedicated 2,986 hours, equivalent to a remarkable \$87,818 in value. Extension staff and volunteers planted and maintained four demonstration gardens for residents to learn about sustainable practices such as reduced fertilizer and pesticide use, appropriate plant selection, and successful vegetable gardening techniques through visual, hands-on learning.

### Sea Grant, Marine Agent Shelly Krueger

- Leads Florida's Coral Reef Resilience Program communications team and teaches the public about coral bleaching, coral diseases, and invasive species.
- County's lead instructor for the Florida Master Naturalist program
- County coordinator for the Florida Horseshoe Crab Watch program
- County coordinator for Florida Friendly Angler and Florida Friendly Fishing Guides to teach best catch and release fishing practices.

### Director, Alicia Betancourt

- Works with groups to bring consumer and finance issues to residents, including online safety and fraud.
- Leads the Climate Smart Floridians program that trains sustainability staff to offer local programs throughout the state.
- Serves as a climate navigator, helping communities achieve resilience plans and projects.

### Extension coordinator & program specialist II, Brynn Morey

- Manages two websites, marketing, and a monthly newsletter.
- Offers CPR and first aid certification courses to the public and Monroe County employees.
- 246 residents were CPR/First Aid certified in 2024.
- Provides pesticide testing through the Department of Agriculture for 43 Keys residents.



### Director

Alicia Betancourt  
305.292.4501  
Betancourt-Alicia@monroecounty-fl.gov  
Employees: 4 (3 UF and 1 Monroe)  
County budget: \$320,721  
Grant funding: \$593,475  
UF funding: \$629,896

# Statewide Guardian Ad Litem office (GAL)

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



### Circuit Director

Alexsa Leto  
305.292.3485  
Leto-Alexsa  
@monroecounty-fl.gov  
Budget: \$293,000  
Employees: 8  
(3 county, 5 state)

GAL continues its mission to represent abused, abandoned, and neglected children in the court and community. Over the past year, the focus has been on providing mentors to youth likely to age out of foster care. The multidisciplinary team, including an attorney, a child welfare professional, and a community volunteer or pro bono attorney, works with the youth to connect them with supportive adults who will remain with them past 18. These mentors help teens move into independence. The circuit office has increased its local social media presence to provide awareness of the impact and the need, providing community members the opportunity to step up and make a difference in the lives of our community's most vulnerable children and teens.

### CORE VALUES

- Integrity: The office upholds the highest standards of ethical behavior, ensuring honesty, dignity, and accountability in all aspects of its activities.
- Excellence: The office strives for excellence in all that it does, setting high standards for quality, performance, and professionalism.
- Child-Centered Representation: The office is bound by a duty of undivided loyalty and due care to each child. GALs represent each child's independent interests using a best interest standard of decision-making.

2024 by the numbers

**140**

Children served

**53**

Volunteers

**200**

Presents delivered to children during the holidays

**50%**

Less likely to return to foster care with an advocate

# Florida Keys Council of the Arts

[www.keysarts.com](http://www.keysarts.com)

The Florida Keys Council of the Arts is the designated Local Arts Agency by Florida Statute and is committed to its leadership role as the community's umbrella organization for arts and culture.

The council promotes the destination for its vibrant arts community and diverse history through its ongoing partnership with the Tourist Development Council. To build audiences and raise awareness, the council funds grants to visual and performing artists and arts organizations. To enrich and enhance Monroe County for its residents and visitors, the Arts Council supports and administers the Art in Public Places 1% for Public Art program in all government buildings and many outdoor venues.

The council focuses on maintaining and expanding its programming in a diverse, innovative, and equitable manner. It strives for results that strengthen the economy, promote active community engagement, and support arts education and advocacy. We advocate in a leadership role by gaining knowledge through our participation in Americans for the Arts, Florida Association of Local Arts Agencies (FALAA), and Florida Association of Public Art Professionals (FAPAP) initiatives.

Connecting the public to a sense of place and community through the arts is ongoing with year-round programming and exhibits. The Arts Council's signature project, The Connections Project: A Mosaic of the Keys, spotlights the many talented visual artists and musicians working and living in the Keys. Over 125 canvases created by local visual artists will be displayed at the musical receptions from Key Largo to Key West. Each canvas, created in various genres, connects and demonstrates how the Arts build community and how we inspire each other.

Additional programming includes professional development for artists, workshops on how to apply for grants and complete public art proposals, and Gather 'Round - a series of creative conversations.



## Executive Director

Elizabeth Young  
305.295.4369  
[Director@keysarts.com](mailto:Director@keysarts.com)  
Employees:  
3 full-time, 1 part-time  
Budget: \$385,000

# Tourist Development Council (TDC)

[www.monroecounty-fl.gov/TDC](http://www.monroecounty-fl.gov/TDC)  
Visitor's website: [www.fl-a-keys.com](http://www.fl-a-keys.com)



## President & CEO

Kara Franker  
305.296.1552  
[kara@fla-keys.com](mailto:kara@fla-keys.com)

The TDC manages tourism marketing efforts for the Florida Keys to ensure long-term economic stability based on visitor-related revenues. The efforts benefit residents and visitors by using revenue produced from tourism to improve environmental and community resources. The council prioritizes enhancing residents' quality of life by minimizing property taxes by safeguarding the Florida Keys' primary industry – tourism.

The TDC has various advisory committees and board members – some 54 volunteers who represent all facets of the community. It is the legislative extension of the BOCC to appoint nine TDC members and five at-large District Advisory Committee seats. TDC revenues fund marketing efforts and infrastructure improvements like beach maintenance and bricks-and-mortar projects.

In fiscal year 2024, the TDC allocated \$10 million for capital-related projects that lessened tax burdens on residents and contributed to the residents' quality of life. The BOCC approves all TDC policies, funding, and expenditures.

The TDC continues to emphasize the many sustainability-focused "only in the Keys" activities that set the Florida Keys apart from other destinations.



## Land Authority (MCLA)

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

The BOCC created the MCLA in 1986 to purchase property for conservation, recreation, the protection of property rights, and affordable housing. Many of the properties bought are conservation lands consisting of tropical hardwood hammocks, pine-lands, and wetlands that provide environmental benefits, including habitat for endangered species and migrating birds, lands that help protect water quality, and lands that enhance long-term resilience.

MCLA funding for land acquisition comes primarily from a half-cent tourist impact tax on Florida Keys lodging and a surcharge on admissions and overnight camping at state parks in unincorporated Monroe County. MCLA also resells land to the state for conservation, which leverages state funding and allows replenishment of local funds. Fiscal information can be found on the website.

### **CONSERVATION: FLORIDA AREA OF CRITICAL STATE CONCERN, FLORIDA FOREVER ACQUISITIONS**

For decades, the state and federal governments have purchased conservation land. Since 2016, the county and MCLA partnered with the Florida Department of Environmental Protection (FDEP) to purchase Florida Forever conservation land through the Florida Keys Stewardship Act. The act enables the state to spend up to \$5 million annually to acquire land within the Florida Forever Program project areas, including:

- North Key Largo Hammocks
- Coupon Bight / Key deer
- The Florida Keys ecosystem

MCLA assists with appraisals and surveys, acquires the land, and resells it to FDEP, speeding up the process. The county works with FDEP to identify ideal properties that accomplish conservation objectives and eliminate potential takings liability. Since 2016, FDEP has spent \$12,205,172, retiring 168.9 development rights as of December 2024.



**Executive Director**  
Cynthia Guerra  
Guerra-Cynthia@  
monroecounty-fl.gov  
Employees: 7  
Budget: \$32.5 million  
MCLA  
\$15 million CDBG-DR  
grant  
\$280,000 County  
304/316 fund

Monroe County  
Voluntary Home  
Buyout Program  
- State Rd 4A,  
Little Torch Key

## CONSERVATION: LAND STEWARDSHIP

MCLA oversees more than 1,800 acres of conservation lands owned by MCLA, the county, or the state. These conservation lands vary in size and habitat and can consist of large tracts or a collection of individual lots within neighborhoods. Newly purchased conservation land typically needs restoration to remove invasive exotic vegetation or plant native vegetation. Funding for land stewardship comes from mitigation fees for land clearing and Florida Fish and Wildlife Conservation Commission funds.

## PROTECTION OF PRIVATE PROPERTY RIGHTS: DENSITY REDUCTION PROGRAM

MCLA purchases buildable lots that do not contain any significant habitat to retire the residential density or transferable development rights. These purchases protect private property rights while reducing potential private property rights claims resulting from limitations imposed by the designation of the county's Area of Critical State Concern. Since 2016, 27 contracts have closed, retiring 30 development rights at \$2,843,672.

## RESALE PROGRAM

When non-conservation buildable lots are acquired under the Density Reduction Program, they may be resold to adjacent homeowners or a property owners association. When sold, the lots are deed-restricted in perpetuity to ensure future owners are aware they cannot apply for a ROGO allocation or build residential units or habitable space.



## LESS THAN FEE PROGRAM

The Less than Fee program is a willing-seller program that allows homeowners to retain ownership of a contiguous, vacant lot to keep it as vacant or use it for legally allowed accessory uses like a pool, open yard, or garage in exchange for selling the right to build a home or any habitable space on that lot in perpetuity. Allowable accessory structures must be permitted and comply with land use regulations. Since 2018, the county has acquired 104 rights for \$5,438,631.

## AFFORDABLE HOUSING

MCLA provides funding for land acquisition to use as affordable housing or contributes funding toward the construction of affordable housing at the request of an eligible local government or agency. Environmentally sensitive land may not be acquired or developed for affordable housing. MCLA has spent more than \$60 million since 1988 and assisted in providing 1,330 affordable housing units.

## VOLUNTARY HOME BUYOUT PROGRAM

In the aftermath of Hurricane Irma in 2017, FloridaCommerce allocated \$15 million in grant funds to the program to purchase property from voluntary homeowners affected by the hurricane. The acquired homes were demolished, and the land is dedicated to open space in perpetuity. The land acquisition phase of the program is complete, with 21 contracts closing for \$12,438,105, retiring 21 market rate and one transferable development right. The grant should be closed out in June 2025.





## County Historic Properties & Museums

### TAKE A STEP BACK IN TIME

Monroe County owns and maintains multiple historic properties, including the 1890 Courthouse in Key West, the 1916 Gato Cigar Factory in Key West, the 1914 Truman School now serving as the Harvey Government Center in Key West, the 1892 Key West Sheriff Residence and Jail, and the 1936 Tavernier School. Museum locations include Pigeon Key, the Key West Lighthouse and Keeper's Quarters, and the East and West Martello Civil War forts.



### PIGEON KEY

[www.pigeonkey.net](http://www.pigeonkey.net)

While Henry Flagler was building the Overseas 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 from 1908 to 1912.

When a hurricane destroyed the railway in 1935, Pigeon Key became the headquarters for the Florida Road and Toll Bridge District. Starting in 1968, the island served 20 years as an environmental field station for international researchers studying tropical marine and island ecologies with the University of Miami. In 1993, the Pigeon Key Foundation assumed stewardship and began restoration efforts to turn it into a museum.

**Admission:** \$28 per person, \$23 for veterans and Monroe County residents, and \$20 for students and children over age 3. Children under 3 are admitted free. A 30-passenger tram takes visitors back and forth to Pigeon Key and is included in the ticket price.

### THE OLD SEVEN MILE BRIDGE

A 2.2-mile section of the historic Old Seven Mile Bridge, paralleling the Florida Keys Overseas Highway, reopened in 2022 so residents and visitors can once again use it for cycling, walking, running, rollerblading, watching sunrises and sunsets, and accessing Pigeon Key.

The project was part of a 30-year agreement among Monroe County, the City of Marathon, and the Florida Department of Transportation to fund a restoration and maintenance program to ensure the landmark's preservation.

The bridge was built as part of Henry Flagler's Florida Keys Over-sea Railroad and was completed in January 1912, connecting the Keys and mainland Florida for the first time. The span is the gateway to Pigeon Key.

Restoration work included structural steel and spalling and bridge joint system repairs; new decking, pedestrian and bicycle handrails; and other physical enhancements to make the span safer for recreational use.

In 1938, the original railroad bridge was converted to carry automobiles. In 1982, the new Seven Mile Bridge (actually 6.79 miles long and one of the world's longest segmental bridges) debuted alongside the historic one, and the old bridge's steel swing span, which had facilitated marine traffic, was removed.

Although vehicular traffic on the restored bridge is prohibited, an adjacent parking lot has been modified to accommodate up to 35 vehicles. The City of Marathon, with the help of Monroe County, also purchased property adjacent to the bridge that can be used for additional parking a short walk from the entrance.



### 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, the U.S. Army and a French military engineer planned nine forts to command Key West harbor. The high cost led to revising the plan to three: Fort Zachary Taylor and two Martello Towers.

The two towers built in the mid-1860s on what is now South Roosevelt Boulevard were never involved in a battle. They were used during the Spanish-American War in 1898 for quartering troops, and from 1914 to 1944, 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 with pressure in 1949 to demolish it and put in a new beach area. County Commissioner Joe Allen convinced the commissioners to stop the demolition.

**The Key West Garden Club** entered into a land lease agreement with the county when the West Tower became a National Historic Site in 1976 and was listed in the National Register of Historic Places.

**Admission:** Fort West Martello is free. Donations to the Key West Garden Club are accepted at the door. Guided tours are \$25. [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 Florida 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:** Fort East Martello Museum is \$15.50 for adults; \$11.50 for students with ID, and Monroe County residents and seniors 62 and older; \$7.50 for children (7 and up); free for active military and for children under 7. [www.kwahs.org](http://www.kwahs.org).

The county maintains the historic brick at both the East and West Martello. The towers also continue to receive Monroe County Tourist Development Council funding for upgrades, road and parking repairs, roofing, and grass areas – perfect for concerts and festivals.

### THE 1892 KEY WEST JAIL

The 1892 jail was designed to mimic the Monroe County Courthouse, built two years earlier. 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, with the U.S. Census showing more than 18,000 citizens in Key West.

The 1892 jail was the fifth jail built at the historic Jackson Square. In 1907, a 10-foot high concrete wall was built around the jail, and in 1910, the jail was expanded to increase capacity with a two-story concrete cell block.

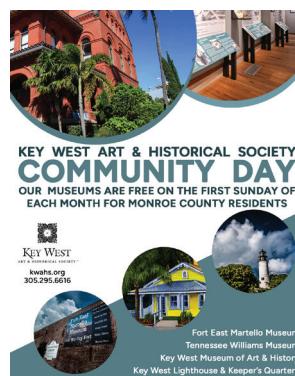
In 1952, the front of the old jail was demolished and replaced with a new jail and office for the Monroe County sheriff.

Today, only the rear portion of the 1892 building remains, along with the entire 1910 addition and the 1910 cell block.

### KEY WEST LIGHTHOUSE AND KEEPERS' QUARTERS MUSEUM

938 Whitehead Street | [www.kwahs.org](http://www.kwahs.org)

88 steps to the top and the highest viewpoint in Key West. After the first Key West Lighthouse was destroyed in the 1846 hurricane, a new lighthouse that stood 50 feet tall was constructed, and then 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.



**Monroe County residents with proper ID can enjoy free admission to all four Key West Art & Historical Society museums on the first Sunday of each month.**

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.

**Admission:** \$15.50 for adults; \$11.50 for students with ID, Monroe County residents, and seniors 62 and older; \$7.50 for children (7 and up), free for active military and for children under 7.

# Citizen Boards & Committees

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

Monroe County's citizen boards and committees contribute to the government in various ways; some serve as advisory groups to the BOCC, while others work on issues and projects in the community.



## 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: Cheryl Cioffari | 305.289.2562**

[Cioffari-Cheryl@monroecounty-fl.gov](mailto:Cioffari-Cheryl@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.

**Contact: Elizabeth Young | 305.295.4369**

[Director@keysarts.com](mailto:Director@keysarts.com)

## CLIMATE CHANGE ADVISORY COMMITTEE

Makes recommendations to the BOCC regarding appropriate mitigation and adaptation policies to address climate change issues.

**Contact: Alicia Betancourt | 305.453.8774**

[Betancourt-Alicia@monroecounty-fl.gov](mailto:Betancourt-Alicia@monroecounty-fl.gov)

## CONSTRUCTION BOARD OF ADJUSTMENT AND APPEALS

Hears discrepancies in interpretations of the current county building codes.

**Contact: Jaime Gross | 305.289.2583**

[contractor-license@monroecounty-fl.gov](mailto:contractor-license@monroecounty-fl.gov)

## CONTRACTORS EXAMINING BOARD

A quasi-judicial code enforcement board that hears public complaints regarding unlicensed contractor code violations and imposes penalties for unlicensed contractor code violations.

**Contact: Jaime Gross | 305.289.2583**

[contractor-license@monroecounty-fl.gov](mailto:contractor-license@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: Ilze Aquila | 305.289.2529**

[Aquila-ilze@monroecounty-fl.gov](mailto:Aquila-ilze@monroecounty-fl.gov)

## DUCK KEY SECURITY DISTRICT ADVISORY BOARD

Provides security services for the residential areas of Duck Key.

**Contact:** [dksabchair@gmail.com](mailto:dksabchair@gmail.com)

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

## 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](mailto:Haskins-Anna@monroecounty-fl.gov)

## HISTORIC PRESERVATION COMMISSION

Designates and regulates historic properties within unincorporated Monroe County.

**Contact: Diane E. Silvia | 305.292.6718**

[hfkf@bellsouth.net](mailto:hfkf@bellsouth.net)

## HUMAN SERVICES ADVISORY BOARD

Reviews funding requests from nonprofit human services agencies and makes recommendations to the BOCC.

**Contact: Andrew Roltsch | 305.292.4476**

[Roltsch-Andrew@monroecounty-fl.gov](mailto:Roltsch-Andrew@monroecounty-fl.gov)

## KEY WEST INTERNATIONAL AIRPORT

### AD HOC COMMITTEE ON NOISE

Acts as a conduit for information on issues related to airport and aircraft noise.

**Contact: Deborah Lagos | 305.294.9595**

[deborah.murphy.lagos@gmail.com](mailto:deborah.murphy.lagos@gmail.com)



#### **LAND AUTHORITY ADVISORY COMMITTEE**

Makes recommendations to BOCC on matters related to Land Authority property acquisitions.

**Contact: John Beyers | 305.295.5180**

[Beyers-John@monroecounty-fl.gov](mailto:Beyers-John@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](mailto:pmflkeys@aol.com)

#### **PARKS AND RECREATION ADVISORY BOARD**

The 5-person BOCC-appointed board reviews existing facilities, programs, expenditures, and revenues and recommends improvements, additional facilities, and programs.

**Contact: Erika Nodal | 305.289.2569**

[Nodal-Erika@monroecounty-fl.gov](mailto:Nodal-Erika@monroecounty-fl.gov)

#### **PLANNING COMMISSION**

The 5-person BOCC-appointed board 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 (ROGO) awards.

**Contact: Ilze Aquila | 305.289.2529**

[Aquila-Ilze@monroecounty-fl.gov](mailto:Aquila-Ilze@monroecounty-fl.gov)

#### **SHARED ASSET FORFEITURE FUND ADVISORY BOARD**

Recommends grant funding to private, nonprofit organizations using money from the Sheriff's Office's forfeitures and seized assets.

**Contact: Michelle Quad | 305.292.7090**

[mquad@keyssonet](mailto:mquad@keyssonet)

#### **SUBSTANCE ABUSE 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.

**Contact: Andrew Roltzsch | 305.292.4476**

[Roltzsch-Andrew@monroecounty-fl.gov](mailto:Roltzsch-Andrew@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: Ammie Machan | 305.296.1552**

[ammie@fla-keys.com](mailto:ammie@fla-keys.com)

#### **FLORIDA KEYS TRANSPORTATION COORDINATION COMMITTEE**

The BOCC approved a resolution in July 2019 to create a committee to study and research traffic issues and create formal recommendations for the governing bodies of the five municipalities and the BOCC. The committee was reconstituted in 2024 and will have meetings through June 2025 to update the list of priority transportation projects for the Florida Keys. These projects will be formally submitted to FDOT for use in its five-year work plan.

**Contact: Janene Sclafani | 305.289.2545**

[Sclafani-Janene@monroecounty-fl.gov](mailto:Sclafani-Janene@monroecounty-fl.gov)

# Constitutional officers

There are seven constitutional officers in the Florida Keys. They are elected by voters in the entire county. They are sheriff, clerk of the court, supervisor of elections, tax collector, property appraiser, state attorney, and public defender. The constitutional officers report to the people. Each has different responsibilities mandated by state law.



## SUPERVISOR OF ELECTIONS

[www.keyselections.org](http://www.keyselections.org)  
**Marathon:** Sherri Hodges  
305.292.3416  
Employees: 9



## CLERK OF THE CIRCUIT COURT & COMPTROLLER

[www.monroe-clerk.com](http://www.monroe-clerk.com)  
**Marathon:** Kevin Madok, CPA  
305.292.3550  
Employees: 88



## PROPERTY APPRAISER

[www.mcpafl.org](http://www.mcpafl.org)  
**Marathon:** Scott Russell  
305.292.3420  
Employees: 37

The supervisor of elections oversees all elections in Monroe County. On the website, residents can register to vote, request vote-by-mail ballots, check voting status, check where to vote, request signature and address changes, and change party affiliation. Residents can also find information on candidates running for office or learn how to become a candidate for county elections.

### Supervisor of elections offices:

**Key West:** 5200 College Road, Stock Island  
**Marathon:** 10015 Overseas Hwy.  
**Key Largo:** 102050 Overseas Hwy., #137

As of Jan. 8, 2025, the county has 53,039 active registered voters.  
14,985 Democrats | 23,816 Republicans  
14,238 Others

**Election results are available starting from 1932; sample ballots can be viewed starting from 1987; and total voters who came out to vote starting in 1958, when Monroe County only had 11,544 registered voters.**

The clerk of court serves as the chief financial officer and treasurer of the county and is the ex-officio clerk to the BOCC. The clerk is the custodian of all official records and is in charge of all records relating to the circuit and county criminal, civil, juvenile, probate, and traffic departments, including traffic citations and other court-related payments. The clerk also serves as the county auditor and county recorder.

### Key West traffic/criminal

500 Whitehead St. | 305.292.3545

### Key West civil/recording/records

530 Whitehead St. | 305.292.3540

### Marathon office

3117 Overseas Hwy. | 305.289.6027

### Plantation Key office

88770 Overseas Hwy., Ste. 2 | 305.852.7145

The Monroe County property appraiser is responsible for identifying, locating, and fairly valuing all property within the county for tax purposes. Determining fair equitable value for property is the only role of this office. The property appraiser does not create value; the value is made by buying and selling real estate in the marketplace. The property appraiser has the legal responsibility to study those transactions and appraise property accordingly.

### Main Key West office

305.292.3420  
500 Whitehead Street (rear of building)

### Marathon satellite office

305.289.2550  
MM 48, 2798 Overseas Hwy., Suite 310

### Upper Keys satellite office

305.852.7130  
MM 88.7, 88700 Overseas Hwy.,  
Islamorada

## JUSTICE SYSTEM 16TH JUDICIAL CIRCUIT COURT

[www.keyscourts.net](http://www.keyscourts.net)

**Chief judge:** Bonnie Helms  
Trial court administrator:  
Holly Elomina 305.292.3423

Freeman Justice Center  
302 Fleming Street, Key West  
Marathon Courthouse  
3117 Overseas Highway  
Plantation Key  
Government Center  
88820 Overseas Hwy, Tavernier



## STATE ATTORNEY

[www.keyssao.org](http://www.keyssao.org)  
**Marathon:** Dennis Ward  
305.292.3400



## PUBLIC DEFENDER

[www.pd16.org](http://www.pd16.org)  
**Marathon:** Robert Lockwood  
305.294.2501



### TAX COLLECTOR

[www.monroetaxcollector.com](http://www.monroetaxcollector.com)  
Sam Steele  
305.295.5000  
Employees: 61

The tax collector is an agent to collect state and government 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 vehicle and vessel sales tax, issuance of hunting and fishing licenses, driver's license services, concealed weapons, local business tax, issuance of hurricane re-entry stickers for Monroe County residents, United States passport services, 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.

#### Main Key West office

1200 Truman Ave., Suite 101  
305.295.5000

#### Marathon branch

3015 Overseas Hwy. | 305.289.6034

#### Plantation Key branch

Annex building, 88800 Overseas Hwy.  
305.852.7150

#### Key Largo branch

Tradewinds shopping center  
101487 Overseas Hwy. | 305.853.3562

#### Key West driver license office

3304 N. Roosevelt Blvd.  
305.293.6338

#### Big Pine Key branch

247 Key Deer Blvd. | 305.872.4751  
(Tuesday-Thursday 9 a.m. to 3 p.m.)



### SHERIFF

[www.keyssos.net](http://www.keyssos.net)  
Rick Ramsay  
Emergency: 911  
Non-emergency:  
305.292.7000  
Crime Stoppers:  
866.471.8477  
[rramsay@keyssos.net](mailto:rramsay@keyssos.net)  
Employees: 600  
Download the MCSO app:  
Apple or Google

The Monroe County sheriff's office (MCSO) is the primary law enforcement agency providing service from MM 112 (including County Road 905 and a portion of Card Sound Road) to MM 5 in Key West. The agency is also charged with operating county detention facilities and serving civil papers in the entire county. On the MCSO website, users can find information about arrest data, active warrant information, victim resources, and more.

- **Administrative headquarters**  
5525 College Road, Key West  
305.296.2424
- **Freeman substation - Cudjoe Key**  
20950 Overseas Hwy.  
305.745.3184
- **Marathon substation**  
3103 Overseas Hwy.  
305.289.2430
- **Islamorada substation**  
86800 Overseas Hwy.
- **Roth substation - Plantation Key**  
50 High Point Road  
305.853.3211
- **Key Largo substation**  
102050 Overseas Hwy.  
305.664.6480

### DETENTION CENTERS

Main Detention Center, Stock Island  
305.293.7300

**DON'T MISS THE ANIMAL FARM:** free of charge, the second and fourth Sunday of the month from 1 to 3 p.m.

Marathon Detention Center 305.289.2420  
Plantation Key Detention Center  
305.853.3266



### MEDICAL EXAMINER

[www.monroecounty-fl.gov/medicalexaminer](http://www.monroecounty-fl.gov/medicalexaminer)  
Dist. 16 Medical Examiner  
Dr. Michael R. Steckbauer  
305.743.9011  
MEO@  
[monroecounty-fl.gov](mailto:monroecounty-fl.gov)  
Employees: 2

Monroe County built a state-of-the-art medical examiner's facility on Grassy Key in 2008 to store records and perform examinations and testing in the morgue. Florida's 67 counties are served by 25 districts appointed by the governor in three-year terms.

By statute, the medical examiner determines the 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's primary tool is an autopsy. When an investigation is complete, a death certificate listing the cause and manner of death is filed with the Florida Department of Vital Statistics.

Monroe County participates in the National Missing and Unidentified Persons System (NamUs). The system helps find unclaimed persons who have been identified, but the 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) or call 855.626.7600. They offer help to families in search of a missing family member.

The request form for an autopsy report can be found on the website. The form can be emailed to [meo@monroecounty-fl.gov](mailto:meo@monroecounty-fl.gov), or mailed to the medical examiner's office, 56639 Overseas Highway, Marathon, FL 33050.

# Municipalities

There are five municipalities in the Florida Keys. Each has its own elected mayor, council, and government for the operations of their city. The rest of Monroe County is known as "unincorporated Monroe County," and it is governed by the Monroe County Board of County Commissioners.

## ISLAMORADA, VILLAGE OF ISLANDS

[www.islamorada.fl.us](http://www.islamorada.fl.us)  
86800 Overseas Highway,  
Islamorada  
305.664.6400  
**Mayor:** Sharon Mahoney  
Village manager: Open  
**Public information:**  
Stefanie Rodriguez  
[stefanie.rodriguez@islamorada.fl.us](mailto:stefanie.rodriguez@islamorada.fl.us)

## CITY OF KEY COLONY BEACH

[www.keycolonybeach.net](http://www.keycolonybeach.net)  
305.289.1212  
**Mayor:** Freddie Foster  
**City administrator:** John Bartus  
[cityadministrator@keycolonybeach.net](mailto:cityadministrator@keycolonybeach.net)

## CITY OF KEY WEST

[www.cityofkeywest-fl.gov](http://www.cityofkeywest-fl.gov)  
1300 White St., Key West  
305.809.3700  
**Mayor:** Danise "Dee Dee" Enriquez

**City manager:** Brian Barroso

**Public information officer:**  
Alyson Crean  
[acrean@cityofkeywest-fl.gov](mailto:acrean@cityofkeywest-fl.gov)

## CITY OF LAYTON

[www.cityoflayton.com](http://www.cityoflayton.com)  
68260 Overseas Highway,  
Long Key  
305.664.4667  
**Mayor:** Bruce Halle  
[cityhall@cityoflayton.com](mailto:cityhall@cityoflayton.com)  
**Administrative assistant:**  
Mimi Young  
[myoung@cityoflayton.com](mailto:myoung@cityoflayton.com)

## CITY OF MARATHON

[www.ci.marathon.fl.us](http://www.ci.marathon.fl.us)  
9805 Overseas Highway  
305.743.0033  
**Mayor:** Lynn Landry  
City manager: George Garrett  
[garrettg@ci.marathon.fl.us](mailto:garrettg@ci.marathon.fl.us)  
**Public information officer:**  
Sara Matthiss  
[matthiss@ci.marathon.fl.us](mailto:matthiss@ci.marathon.fl.us)

# Federal Agencies in Monroe County

## NAVAL AIR STATION KEY WEST

[www.cnic.navy.mil](http://www.cnic.navy.mil)  
Monroe County and Naval Air Station Key West have a long history of cooperation and partnership. This collaboration has contributed economic, public safety, and environmental benefits for the community at large, and has 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.  
**Public information:** Danette Baso Silvers  
[danette.basosilvers@navy.mil](mailto:danette.basosilvers@navy.mil)

## UNITED STATES COAST GUARD

With stations in Islamorada and Marathon. Also operating 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. It conducts search and rescue and law enforcement operations, and in the event of a disaster, the Coast Guard works with Monroe County Emergency Management.

Station Islamorada: 305.664.8077

Station Marathon: 305.743.1991

Sector Key West: 305.292.8713

## NOAA

[www.floridakeys.noaa.gov](http://www.floridakeys.noaa.gov)  
NOAA also is responsible for the Florida Keys National Marine Sanctuary, which protects 2,900 nautical miles of Florida Keys coastal and ocean waters.  
**Public information:** Scott Atwell  
[scott.atwell@noaa.gov](mailto:scott.atwell@noaa.gov)

## NATIONAL WEATHER SERVICE

### KEY WEST

[www.floridakeys.noaa.gov](http://www.floridakeys.noaa.gov)  
[www.weather.gov/key](http://www.weather.gov/key)  
For all weather-related matters, the county entrusts the experts at NWS-KW with updated forecasts and other expertise. Daily forecasts can be found on the NWS website and during a hurricane event.  
**Public information:** Jon Rizzo  
[jonathan.rizzo@noaa.gov](mailto:jonathan.rizzo@noaa.gov)

## U.S. CUSTOMS AND BORDER PROTECTION

[www.cbp.gov](http://www.cbp.gov)

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 located at 301 Simonton St., Room 105, Key West; 877.227.5511.

## FEDERAL PARKS IN THE KEYS

- Dry Tortugas National Park  
[www.nps.gov](http://www.nps.gov); 305-242-7700
- Great White Heron National Wildlife Refuge
- Key West National Wildlife Refuge
- National Key Deer Refuge Visitor Center  
30587 Overseas Hwy.  
Big Pine Key  
[www.fws.gov](http://www.fws.gov)  
305.872.0774

## CEMETERIES IN THE KEYS

- KEY WEST CEMETERY  
701 Pauline St, Key West
- SOUTHERN KEYS CEMETERY  
258 Ave A, Big Coppitt Key
- AFRICAN REFUGEE CEMETERY  
Higgs Beach, Key West
- MEMORIAL GARDENS OF THE KEYS  
31211 Ave. A, Big Pine Key
- PIONEER CEMETERY  
81801 Overseas Hwy, Islamorada

## STATE PARKS IN THE KEYS

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

### Bahia Honda

36850 Overseas Hwy, Bahia Honda  
305.872.2353

### Curry Hammock

56200 Overseas Hwy, Marathon  
305.289.2690

### Dagny Johnson Hammock

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

601 Howard England Way, Key West  
305.292.6713

### Indian Key

Offshore Islamorada, 305.664.2540

### John Pennekamp Coral Reef

MM 102.5, Key Largo  
[www.Pennekamppark.com](http://www.Pennekamppark.com),  
305.664.3777

### Lignumvitae Key Botanical

77200 Overseas Hwy, Islamorada,  
305.664.2540

### Long Key

67400 Overseas Hwy., Long Key  
305.664.4815

### San Pedro Underwater

#### Archaeological Preserve

Remains of a Dutch-built ship off  
Indian Key 305.664.2540

### Windley Key Fossil Reef

#### Geological State Park

84900 Overseas Hwy, Islamorada,

# State Agencies in Monroe County

## FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION (FWC)

[www.myfwc.com](http://www.myfwc.com)

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 to respond as backup or primary on water-related issues and public safety. The agency also brings 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 coral disease outbreak.

**Public information:** David Dipre  
[david.dipre@fwc.com](mailto:david.dipre@fwc.com)

## FLORIDA DEPARTMENT OF HEALTH - MONROE COUNTY

[Monroe.floridahealth.gov](http://Monroe.floridahealth.gov)  
[dohmonroe@flhealth.gov](mailto:dohmonroe@flhealth.gov)  
305.293.7500

The Florida Department of Health in Monroe County's (DOH-Monroe) mission is to protect, promote, and improve the health of residents and visitors in the Florida Keys through state, county, and community efforts. Programs and services include environmental public health, immunizations, HIV prevention and care, refugee health screenings, Healthy Start, WIC, family planning, epidemiology, STD testing, tuberculosis control and prevention, school health, dental sealants, vital statistics, and tobacco prevention.

DOH-Monroe facilitates the development and implementation of the Monroe

County Community Health Improvement Plan. DOH-Monroe is also a partner for special needs care during emergency evacuations and helped Monroe County in the past with issues like Mpox and mosquito-related incidents.

### Administrator and health officer:

Dr. Carla Fry  
1100 Simonton St, Gato Building,  
Key West

**Public information officer:**  
Jennifer Lefelar  
[Jennifer.lefelar@flhealth.gov](mailto:Jennifer.lefelar@flhealth.gov)

Health Care Centers  
1100 Simonton St, Key West  
3333 Overseas Hwy, Marathon  
50 High Point Rd., Tavernier

## FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION

[www.FloridaDEP.gov](http://www.FloridaDEP.gov)

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 MOTOR VEHICLES

[www.flhsmv.gov](http://www.flhsmv.gov)  
305.289.2600

## FLORIDA HIGHWAY PATROL

[www.flhsmv.gov](http://www.flhsmv.gov)  
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.  
850.617.2000

## FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT)

[www.fdotmonroe.com](http://www.fdotmonroe.com)

# QUICK REFERENCES



## Animal Control

The three animal shelters are community resources for pet owners and lovers. Animal Control is responsible for enforcing regulations, protecting the public from the dangers and nuisances of uncontrolled, dangerous, or feral animals, and protecting animals from cruelty, abuse, and abandonment. They do spaying, neutering, and adopting animals in their care. Animal Control conducts investigations, issues citations, and attends court proceedings related to alleged violations.

### KEY WEST AND THE LOWER KEYS

MM 0 through MM 16.5  
Florida Keys SPCA  
5711 College Rd., Key West  
305.294.4857  
After-Hours: 305.304.5964  
[www.fkspca.org](http://www.fkspca.org)

577 were adopted, 393 were reunited with their families, and 44 were transferred to rescue partners. 41 pets were sheltered through the safe haven program and reunited with their families. They spayed or neutered 1,087 dogs and cats and provided wellness exams for 477 pets.

### BIG PINE KEY AND THE MIDDLE KEYS

MM 16.5 through MM 70  
Florida Keys SPCA  
10550 Aviation Blvd., Marathon  
305.743.4800  
After-Hours: 305.394.7806

In 2024, the Florida Keys SPCA sheltered 514 dogs, 616 cats, 49 birds, 51 reptiles, 6 ferrets, 22 guinea pigs, 17 hamsters, 22 rabbits, 5 domestic rats, 2 goats, 4 hedgehogs, and 7 tropical fish.

In 2024, the FKSPCA inspired learning experiences and valuable lessons on responsibility and pet care to 476 children through its Youth Club and Critter Camps. The Humane Education program fosters compassion and empathy, not only toward animals but also among individuals, through curriculum and field trips. With the support of foundations, the FKSPCA offers scholarships, ensuring the program is accessible to all.

In 2024, pet surrenders due to financial hardship or the lack of pet-friendly housing rose by 60%, significantly affecting adoptions as more residents struggle to find affordable, pet-accommodating housing. To address this, the FKSPCA offers the Safe Haven program, which provides free shelter for pets of domestic abuse victims and has expanded to house pets for owners who face housing difficulties temporarily. Additionally, the FKSPCA offers a resource list to assist residents in finding pet-friendly housing. Through the Dogwood Foundation Clinic, the FKSPCA also provides affordable and free spay/neuter and wellness services to help alleviate the financial burden on pet owners in need.

**2024 highlight:** A mobile clinic was purchased to provide affordable and free spay/neuter and wellness services for pets and pet owners MM0 to MM70. Locations include Bahama Village, Stock Island, Big Coppit, Cudjoe, Sugarloaf, Ramrod, Torch, Big Pine and Marathon.

### KEY LARGO AND THE UPPER KEYS

MM 70 through MM 112  
Humane Animal Care Coalition  
105951 Overseas Hwy, Key Largo  
305.451.0088  
[www.humaneanimalcoalition.com](http://www.humaneanimalcoalition.com)

The Upper Keys Animal Shelter received 120 dogs and 123 cats, adopted out 39 cats and 39 dogs, and provided 291 free spays and neuters. Service road calls were 245, and lost and found matches were 55. Since July 2000, the Upper Keys Animal Shelter has provided 12,411 free spays and neuters for community-owned dogs and cats in our service area.

## FLORIDA KEYS CHAMBERS OF COMMERCE

**Key Largo Chamber of Commerce**  
[www.keylargo chamber.org](http://www.keylargo chamber.org)  
106000 Overseas Hwy., 305.451.1414  
[info@keylargo chamber.org](mailto:info@keylargo chamber.org)

**Marathon Chamber of Commerce**  
[www.floridakeys marathon.com](http://www.floridakeys marathon.com)  
1222 Overseas Hwy., 305.743.5417  
[info@floridakeys marathon.com](mailto:info@floridakeys marathon.com)

**Islamorada Chamber of Commerce**  
[www.islamoradachamber.com](http://www.islamoradachamber.com)  
87100 Overseas Hwy., 305.664.4503  
[info@islamoradachamber.com](mailto:info@islamoradachamber.com)

**Lower Keys Chamber of Commerce**  
[www.lowerkeyschamber.com](http://www.lowerkeyschamber.com)  
31020 Overseas Hwy., Big Pine Key  
[info@lowerkeyschamber.com](mailto:info@lowerkeyschamber.com)  
305.872.0752

**Key West Business Guild**  
808 Duval St., 305.294.4603  
[www.gaykeywestfl.com](http://www.gaykeywestfl.com)

**Key West Chamber of Commerce**  
[www.keywestchamber.org](http://www.keywestchamber.org)  
510 Greene St., 305.294.2587  
[info@keywestchamber.org](mailto:info@keywestchamber.org)

## From the Mayor's Desk

As we reflect on the past year, 2024 stands as a testament to the resilience, dedication, and hard work of our county government. Despite challenges, we achieved significant progress in improving the quality of life for our residents, ensuring that Monroe County continues to thrive, adapt, and grow. From flood mitigation projects to critical infrastructure improvements, our community has made tremendous strides toward a more sustainable and resilient future.

One of the most notable accomplishments was the completion of our new Emergency Operations Center, which enhances our ability to respond effectively to disasters. We also launched critical projects aimed at combating sea-level rise, including road elevation and drainage improvements for neighborhoods like Twin Lakes, Sands subdivision, and Big Coppitt. These initiatives represent our continued commitment to building long-term resilience against the impacts of climate change.

In 2024, we also made substantial investments in the health and well-being of our residents with stewardship funding dedicated to improving water quality throughout the Florida Keys, and surplus Tourist Development Council funding being allocated to affordable housing for tourism-based employees. These efforts, along with the establishment of the county's first artificial reef since 2009 in the Keys, show our resolve to protect both our environment and our community's livelihood.

In addition, our continued focus on building safer, more sustainable communities led to the implementation of the Building Safety Inspection Program. This program ensures the safety of residents living in older buildings and is a direct response to lessons learned.

Looking ahead to 2025, we remain focused on maintaining the progress we've made and building upon our successes. The upcoming year will bring more opportunities for growth, including the completion of our new Key West airport terminal, enhanced public transportation options, and a continued emphasis on sustainability. Our planning for affordable and workforce housing, flood mitigation, and water quality will remain priorities as we work to ensure a bright future for all those who call Monroe County home.

The dedication and efforts of each county department were instrumental in 2024's accomplishments, and I am incredibly proud to be a part of such a dedicated team. Together, we will continue to meet the challenges ahead and make Monroe County a place where residents can live, work, and thrive for generations to come.

Here's to a prosperous 2025!

Respectfully,



*James K. Scholl*  
Mayor Jim Scholl

### Florida Keys Mosquito Control District

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

Five board members are elected countywide to represent their district. The 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.

**Director:** Andrea Leal,

305.292.7190

**Public information:** Chad Huff

305.292.7190 x 131

[chuff@keysmosquito.org](mailto:chuff@keysmosquito.org)

### Comcast Service Center

1010 Kennedy Dr, Suite 200,  
Key West 300 800.266.2278

### AT&T and U-Verse

1113 Key Plaza, Key West  
5109 Overseas Hwy., Marathon  
305.296.5007; 855.293.7676

### Florida Keys Aqueduct Authority

[www.fcaa.com](http://www.fcaa.com)

1100 Kennedy Dr., Key West  
305.296.2454

Five board members represent the entire county and are appointed by the governor.

**Public information:** Krystal Waldner, [kwaldner@fcaa.com](mailto:kwaldner@fcaa.com),  
305.295.2150

### Florida Keys Electric Cooperative

[www.fkec.com](http://www.fkec.com)

91630 Overseas Hwy., Tavernier  
305.852.2431

The nine-person board, elected by the coop's members, represents four districts from the Seven Mile Bridge to Ocean Reef, and to the county line on the 18-Mile Stretch.

### Keys Energy Services

[www.keysenergy.com](http://www.keysenergy.com)

1001 James St., Key West  
305.295.1000

The five-seat elected governing board for the Lower Keys electric company represents the 7-Mile Bridge to Key West.

**Communications:** Julio Torrado Julio.Torrado@keysenergy.com, 305.295.1023

### Monroe County School District

[www.keysschools.com](http://www.keysschools.com)

Five board members are elected countywide to represent their respective districts.

#### Superintendent:

Theresa Axford  
305.293.1400,  
[Theresa.Axford@keysschools.com](mailto:Theresa.Axford@keysschools.com)

#### School board members

**District 1: Darren Horan,**  
305.923.9331  
[darren.horan@keysschools.com](mailto:darren.horan@keysschools.com)

**District 2: Yvette Talbott,**  
305.296.2639  
[yvette.talbott@keysschools.com](mailto:yvette.talbott@keysschools.com)

**District 3: Mindy Conn,**  
305.293.1400 x53323, [mindy.conn@keysschools.com](mailto:mindy.conn@keysschools.com)

**District 4: John Dick,**  
305.395.0657, [john.dick@keysschools.com](mailto:john.dick@keysschools.com)

**District 5: Sue Woltanski,**  
305.240.1565,  
[sue.woltanski@keysschools.com](mailto:sue.woltanski@keysschools.com)



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

