

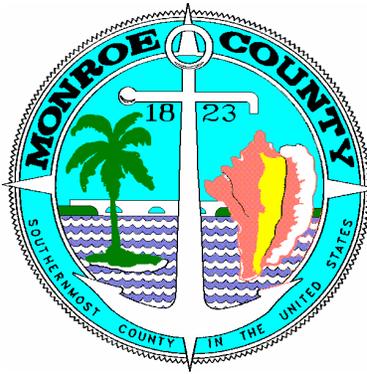
ADOPTED ANNUAL OPERATING & CAPITAL BUDGET

FISCAL YEAR 2025

MONROE COUNTY, FLORIDA
BOARD OF COUNTY COMMISSIONERS



Monroe County Florida



Fiscal Year 2025 Adopted Annual Operating & Capital Budget

Board of County Commissioners

Monroe County Board of County Commissioners

Holly Raschein
Mayor
District 5



David Rice
Commissioner
District 4



Michelle Lincoln
Commissioner
District 2



Craig Cates
Commissioner
District 1



Jim Scholl
Mayor Pro Tem
District 3



Christine Hurley
County Administrator & Chief Budget Officer

Tina Boan
Sr. Director of Budget & Finance

John Quinn
Senior Administrator

Arlene Martinez & Angelica Malcosky
Budget Analyst

Monroe County Board of County Commissioner's Strategic Plan 2020

A Five-Year Plan



Creating a Better Life Every Day for Everyone in the Florida Keys

Our Mission:

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

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BOARD OF COUNTY COMMISSIONERS

Mayor Holly Merrill Raschein, District 5
Mayor Pro Tem Jim Scholl, District 3
Craig Cates, District 1
Michelle Lincoln, District 2
David Rice, District 4

Kevin Wilson
Acting County Administrator

September 11, 2024

Honorable Mayor and County Commissioners,

I am presenting the adopted Operating and Capital Budget for Fiscal Year 2025 for your consideration. This budget provides detailed information on the revenues and expenditures for both the Board of County Commissioners and the County's Constitutional Officers.

The Adopted Budget aligns with the policies and priorities established by the Board of County Commissioners. It represents the outcome of extensive departmental discussions, consistently guided by feedback from the Board. Throughout the summer, this document was the basis for ongoing reviews and discussions, culminating in the Commission's adoption of the FY 2025 Budget on September 11, 2024.

Monroe County remains financially stable and strong due to sound fiscal management, steady leadership and skilled employees, record-high property values, stable sales tax revenues, fully funded reserves, active tourism, and low unemployment.

In response to the Commission's directive for prudent spending, the adopted budget maintains low property taxes by modestly reducing the county-wide millage rate.

Like many local governments, we continue to grapple with inflation and rising costs, and the adopted budget reflects this reality. Although last year's inflation rates have moderated, higher operational costs are now the norm. Just as our constituents feel the pinch at the grocery store, it's also more expensive to maintain county facilities, upgrade parks, and build higher roads.

To help offset higher operational costs, the budget holds most departmental budgets flat, eliminated 12 vacant positions, and supported many of its projects with non-local funds.

Property insurance costs continue to rise significantly for both our constituents and county facilities, and like inflation impacts, remain beyond our control.

For local taxpayers, the most relevant part of the budget is the Operating Budget, because that is the part of the budget funded in part with property tax. The operational costs for the Board increased 4.8%. The operating budget funds the operating costs of the Board and the Constitutional officers like utilities, insurance, equipment, supplies, higher mandated county cost shares for programs like Medicaid and mental health, automatic CPI increases on vendor contracts and higher solid waste costs. Part of the operating cost increase is increased personnel costs, reflecting a COLA/merit increase, and the salaries of 24 firefighters, who were previously funded with a 3-year federal SAFER grant, that has come to an end.

This budget also includes funding for the budgets of the Constitutional Offices: Sheriff, Clerk of the Courts, Property Appraiser, Supervisor of Elections, Tax Collector, State Attorney, Public Defender and Court Administration. These offices are also experiencing higher operating costs.

The Capital Budget reflects the Board's commitment to public safety, economic development and future resilience – the core functions of government. Most of the increase to the overall size of the budget is driven by the growth in the Capital Budget, which pays for the County's numerous capital and infrastructure projects, and which are funded with infrastructure sales tax revenue and state and federal grants, not property taxes. A

closer look will also reflect that the costs of major projects are offset, partially and sometimes entirely, by hundreds of millions of dollars in grant funds, secured by staff.

Greater detail on the Capital budget and grant funds secured are provided in following sections.

The TDC budget has also grown significantly over the past several years, though is a bit smaller this year thanks to the spending down of reserves that built up over the past 3 years. Again, the size of the TDC budget is driven by the generation of sales tax from robust tourism activity and has no connection to property taxes.

Ensuring public safety remains our foremost responsibility as a local government, and we are dedicated to enhancing our capacity to safeguard our residents and visitors. The adopted budget reflects the following:

- Major investment in Monroe’s Trauma Star Program, acquiring 3 new air ambulance helicopters (funded entirely with infrastructure sales tax revenue).
- Expansion of fire rescue infrastructure with funding for construction of the new Sugarloaf fire station, purchase of new fire truck, ambulance and enhancement of marine rescue capabilities with the acquisition of new fire/emergency vessels (all funded with infrastructure sales tax revenue and legislative appropriation.)
- Increased number of professionally trained fire rescue personnel with funding for 24 firefighters, previously supported by a federal SAFER grant.

Emergency preparedness and recovery are also critical public safety functions. This year, we completed construction of the new state-of-the-art Monroe County Emergency Operations Center, which will be operational for the current hurricane season. The new EOC co-locates Monroe County Emergency Management, Monroe County Fire Rescue and the Sheriff’s Office Dispatch Center, enhancing public safety coordination and cost-efficiency. This \$37.5M project was funded entirely with state and federal grant funds.

Related to public safety is our ability to withstand risk as a community. Given our unique geography and location, Monroe County is especially vulnerable to weather-related risk. Enhancing the resilience of our roads, facilities and overall community will safeguard homes and property values, protect public facilities, mitigate risk, and stabilize insurance premiums.

To this end we continue to press forward with the County’s Road Resilience Plan, funding a slate of resilient road infrastructure projects, despite the challenges posed by their high costs, thanks to the effort of staff to secure approximately \$250M in state and federal grant funds. The County now has seven community road elevation projects entirely or partially funded, and in August we will commence construction of the County’s first road elevation “pilot” project, for the Twin Lakes community.

Progress continues on the brand-new Key West Airport Concourse A and Terminal Improvements program. Concourse A is expected to be complete in the first quarter of 2025 while the overall program is expected to be complete by the summer of 2026. The overall airport-wide program comes at a cost of \$118 million and includes major work on existing facilities, aircraft parking areas, and taxiways. The project is funded entirely with grants from the Federal Aviation Administration, the Florida Department of Transportation, passenger facility charges, and federal infrastructure money.

This year we initiated a new artificial reef program aimed at benefiting both the economy and the environment, at no cost to local taxpayers. The canal restoration program continues to design, engineer and construct projects to improve the quality of our nearshore waters and marine habitats, supported entirely with non-local Stewardship and Restore Act funds. The County’s vessel pump-out program is fully funded with state appropriation. Progress continues with the County’s two new mooring fields to enhance the safety and quality of our nearshore waters, with the engineering and design costs paid for with an additional legislative appropriation.

I believe this budget’s commitment to low property taxes, significant investments in public safety and infrastructure, and support for community services reflects a balanced approach to fostering growth and resilience in Monroe County.

Details of the overall adopted FY 2025 budget, and the County’s investments, capital projects, new initiatives, and expanded services are discussed below.

ADOPTED FY 2025 BUDGET HIGHLIGHTS

❖ **The FY 2025 Adopted Budget** totals \$715.7M. The total adopted budget increased by \$48.4 million or 7.3% above the FY2024 adopted budget. This increase is explained by significant growth in the capital plan driven by major investments like the new airport terminal and air ambulances purchase, a large TDC budget driven by tourism-generated revenues, and a modest increase to the operating budget. The Proposed budget is comprised of the following components:

- **Operating Budget:**

- Totals \$352.2M, and includes \$229M for the Board of County Commissioners Operating budget and \$123M for Constitutional Officers general operations.
- The increase over last year for BOCC operation costs is 4.8%, or \$10.4M.
- The increase over last year for the general operations of the Constitutional officers is \$5.46M, with a similar 4.8% increase in the Sheriff's budget.
- An additional \$1M for the Law Enforcement Trust Fund, generated by forfeitures, will be made available for use by the Sheriff's office for general operations.
- The Operating Budget is the only part of the budget that is supported with property tax.
- The total increase of \$16.8M over last year for operations is driven by higher operational costs. (The increase in the property tax levy totals \$14.8M, so a portion of the increase is funded with non-ad valorem sources.)

Higher and additional operating costs include:

- Facilities costs: utilities, insurance, equipment, supplies, materials
- Higher mandated county cost shares for programs like Medicaid and mental health
- EOC rent payments
- Automatic CPI increases on vendor contracts (eg, animal shelter management)
- Higher solid waste costs
- Increased personnel costs, reflecting COLA/merit increase
- Salaries of 24 firefighters, who were funded previously with a 3-year federal SAFER grant
- Forfeiture funds for Sheriff's operations.

- **Capital Budget**

- The adopted Capital Budget for FY 2025 is \$173 million, a \$42M or 31% increase from last year. This fund is supported primarily with infrastructure sales tax revenue. No ad valorem.
- Capital projects are funded with infrastructure sales tax, augmented with grants. Roads and bridge projects also use fuel tax revenue. No property tax revenue is used for capital projects.
- This year's increase in the Capital Budget is primarily due to expenses related to two major projects: the Key West International Airport Concourse A project (\$11M in this year's budget) and the purchase of three new Trauma Star helicopters (\$25M in this year's budget). After these projects are completed, there will be a significant reduction in the capital budget next year.
- The costs of major projects are offset, partially and sometimes entirely, by hundreds of millions of dollars in grant funds, secured by staff. Sixteen (16) capital projects in this year's plan are funded wholly or partly with non-local funding. For these projects totaling \$110M, staff secured \$66M in grant funding.
- All five bridge replacement projects currently underway are funded with state transportation grants, infrastructure sales tax and gas tax. No ad valorem.
- The Project Development and Environment (PD&E) phase of the Card Sound Bridge Replacement project is fully funded with federal appropriation and Fund 401. No ad valorem.
- Road resilience/elevation projects to be funded in whole or part with state and federal grants: Resilient Florida Grants: \$50M, CDBG grant: \$10M, HMGP grant Phase I: \$10M, HMGP grant Phase II: \$168M. No ad

- Dozens of projects worth tens of millions of dollars are not included in the capital budget because they are wholly funded with non-local monies (no ad valorem or infrastructure sales tax):
 - Canal restoration projects completed with Stewardship and Restore Act funding.
 - Community resilience projects (non-road elevation like new jetties) funded with RF and DEP grants.
 - Facilities and Parks upgrades funded wholly with ARPA funding and TDC grants, and partially with HMGP grant.
 - New artificial reef program, vessel pump out program and mooring fields engineering are all funded with state legislative appropriations.
 - The recently completed Emergency Operation Center costing \$37M.
 - **Tourist Development Council (TDC) budget** is \$116.3M. This is 7.4% lower than last year, though still higher than in recent years. The size of this budget is driven by the tourist development and impact taxes generated from tourism. It is not supported with property tax.
 - This year's TDC budget reduction is due to spending down of surplus reserves built up from the strong tourism of the COVID years. It fully funds all marketing and operations and a robust \$12M reserve.
 - The budget also includes \$35M for which we recently secured state authorization to use for new affordable housing development for tourism workers.
 - **Transfers, reserves, and cash balance** of \$74M. This represents budget transfers, cash balances and reserves necessary for the daily operations of the County.
- ❖ **Millage:** The adopted budget supports an aggregate millage rate of 3.3814. This is .7% below the 3.4049 millage rate adopted for 2024. The county-wide millage rate is 2.6929, lowered 1.0% from 2.7191 to in the current year. Monroe's millage is always among the lowest in the State.
 - ❖ **Property values:** This year's taxable property value total is \$46.2B, as certified by the Property Appraiser, an increase of 10.6% over last year, yet another year of historically high total value.
 - ❖ **Ad Valorem:** The adopted millage generates an ad valorem budget of \$156.1M (an increase of \$14.8M). Over \$110M, 71%, of this budget is for public safety functions. Additionally funded from the ad valorem budget: parks and beaches (\$3.4M), Human Services Advisory Board non-profit support (\$2.2M), and funding for the offices and operations of the constitutional officers. The ad valorem budget also includes \$7M that the County collects on behalf of Middle Keys Hospital and the Monroe County Health Department, and the Tax Increment Financing Districts of City of Key West.
 - ❖ **Local revenues:** The State-shared half-cent sales tax and the tourist impact tax are crucial revenue sources for the County's operating expenses. When planning the budget for the upcoming year, we closely analyze the current activity and trends of these revenues. Year-to-date monthly revenues for both sources indicate a leveling off compared to last year's figures, with some months showing slight declines. The capital plan is supported with revenue generated from the one-cent infrastructure surtax. The trend for this revenue tracks that for the half-cent and tourist impact taxes. (Greater detail on the trend of these funds in the Revenues section.) Consequently, the budget adopts a conservative approach, anticipating a slight reduction in revenue from these sources compared to the current year. This conservative budgeting helps protect against unexpected budget impacts and mid-year operational or service disruptions.
 - ❖ **State revenue estimates:** The State does not release its annual FY 2025 revenue estimates until late July. These estimates are important as they give us a picture of the statewide economic condition. We also use these as a guideline for our local revenue estimates. If there are any significant differences between the State's estimate and our own local estimates, we make the appropriate adjustments.
 - ❖ **Expenditures:** The adopted budget's increase reflects capital investments, increases to services and programming costs (CPI increases to vendor contracts, animal shelters, mental health county cost share, Medicaid county cost share, EOC rent), a variety of facility maintenance costs like utilities, fuel, supplies and materials costs, and increased personnel costs including COLAs for staff and small merit-based

increases for BOCC and Constitutional staff, state-mandated increases in retirement rates and group insurance.

- ❖ **Fund Balance:** The County's budget is developed to maintain the Board's minimum fund balance requirements. Adequate fund balances and robust emergency reserves are essential for handling unexpected economic challenges and ensuring fiscal stability. The Board's policy mandates a minimum fund balance of 3 months for each fund, except for the general fund, which requires a minimum of 4 months (and a maximum of 6 months), plus an additional \$10 million in emergency reserves. The adopted budget includes almost 5 months of operating reserves. These fund balances cover unforeseen or increased expenditures and/or revenue shortfalls, which is particularly important given the current economic uncertainty. We will closely monitor revenues and spending and adjust the budget mid-year if necessary.
- ❖ **Funding for Human Services Organizations:** The adopted budget includes \$2,203,226 (maintains current year funding allotment, no change) in funding to the Human Service Advisory Board's 30 community-based organizations whose services to our families, children and vulnerable populations continue to be invaluable to Monroe County.

ECONOMIC ENVIRONMENT AND CHALLENGES

As of early September 2024, the national economy remains buoyed by a strong job market and stock market. Despite the high inflation and interest rates of the past two years, it remains resilient. The **Consumer Price Index** (CPI) is 3.3% for June, continuing a decline from a peak of 9% in June 2022. (The more localized CPI for South Florida is a bit higher than the national figure.) The Federal Reserve signaled a possible interest rate cut for the fourth quarter.

The national economy reflects a number of other **positive trends** including low unemployment, continued job growth, and increased GDP. However, **persistent high costs** for housing and groceries, along with high interest rates, continue to pose challenges. Consumer confidence dipped in June, but consumer spending on travel, entertainment, and other services increased, with U.S. airports reporting near-record traffic.

The State's economic outlook mirrors these positive indicators with record-breaking tourism numbers for 2023 and the first quarter of 2024 according to the Governor's office. However, high housing and property insurance costs remain concerns.

Monroe County's **local economic indicators** are also strong. Property values have risen significantly, reaching another annual record high. The unemployment rate stands at 1.9%, and local airport passenger numbers are at record highs. Tourism, the county's primary industry, remains strong.

Tourism generates critical revenue for the County's budget, so understanding and predicting its activity levels are essential. However, accurately identifying trends in the local tourism sector is challenging due to the COVID-affected years of 2020-2022, which saw significantly reduced activity during the pandemic's closure and significantly boosted activity after reopening.

Overall, we believe Monroe's economy, like the State's, is now set to return to pre-pandemic growth rates over the next five years, after experiencing high economic growth in the past three years. Current sales tax revenues are signaling that the robust annual growth we experienced has leveled off. For the first half of 2024, monthly **sales tax revenues have softened** for the one-cent infrastructure tax, half-cent tax, and tourist tax compared to the previous year. However, when compared to 2019, the most recent non-COVID impacted year, the trendline from 2019 to current shows solid, steady annual growth.

Inflation and interest rates continue to pressure the County's budget, **increasing costs** across all areas of the budget: capital projects, facility operational costs, vendor contracts, personnel, equipment, supplies, and services. Though inflation has come down, the increased costs of the past two years have become the new normal.

Though Monroe County is home to only 83,000 people, it faces **outsized operational costs** due to its location and unique geography. Monroe County is a long chain of barrier islands, with the southernmost parts over 100 miles from mainland Florida. This drives up the costs of construction, supplies and personnel. The County's

governmental responsibilities extend from Ocean Reef to Key West, requiring the equitable provision of access, offices, operations, and services throughout this expanse. This includes government offices, departmental functions, programmatic services, parks, libraries, elections offices, clerk offices, County Commission meeting chambers, and courthouses in multiple locations throughout the Keys.

Adding to the costs of government, Monroe also plans for and provides services for a **“functional” population** far larger than its official census count of 82,874. Functional population is defined as the number of people occupying space in the community on a 24 hour per day, seven-day-a-week basis. So, in addition to our permanent and seasonal resident population, Monroe must account for the millions of visitors we host each per year, planning for and providing government functions like an international airport, public safety, fire protection, emergency medical, transportation, capacity of government facilities, managing environmental impacts, treatment of wastewater, etc.

The state’s **property insurance market** remains a significant concern, particularly for wind and flood insurance. Recent federal agency actions and state legislative “reforms” have escalated costs rather than mitigating them. FEMA’s Risk Rating 2.0 plan raises flood insurance costs for properties in coastal areas. Additionally, state legislators increased premiums for the state’s affordable wind insurance program participants to make it less desirable and more competitive with higher-cost insurance private sector insurance. Significant annual increases to property insurance are also a “new normal” for Florida’s private and public property owners.

We will continue to monitor indicators, trends and challenges in the national, state and local economies.

Overall, Monroe County's adopted budget for FY 2025 takes a cautious approach, preparing for potential revenue slowdowns and addressing the impacts of inflation and volatile insurance markets to position the county amidst economic uncertainties. There are also political uncertainties ahead with another divisive election season and the potential change in administration.

Change is in the air for Monroe County as well. We are at a critical juncture in planning for **Monroe’s future growth and development**, with decisions that could have significant medium and long-term budgetary impacts. Prompted by the State’s recent hurricane modeling report, the Board is engaging the community to gauge sentiments about future development and the allocation of new building permits. This discussion weighs the benefits of new affordable housing opportunities against challenges such as increased evacuation times and strain on public infrastructure. Implementing new changes in the Keys long-standing development regulatory environment will require Board direction and potential statutory changes.

INVESTMENT AND INITIATIVES

The Board continues to invest in new and upgraded infrastructure, as demonstrated by the following list of projects that range from public safety infrastructure to airports to bridge replacements to road elevation projects to canal restoration to park improvements to affordable housing to artificial reefs and mooring fields. Many of these projects are made possible through substantial funding secured from state and federal sources, including CDBG-Disaster Recovery, CDBG-Mitigation, HMGP, FAA, RESTORE Act, Army Corps of Engineers, SAFER grants, Resilient Florida grants, FDOT Airport, TAP and SCOP grants, TDC grants, ARPA funds, and legislative appropriations.

❖ Public Safety:

- **Air Ambulance Program:** The adopted 2025 budget includes payment for the acquisition of three new air ambulance helicopters for Monroe County’s Trauma Star program. Trauma Star is a lifesaving air ambulance service that provides rapid transport for critically ill or injured residents and visitors to specialty care facilities on the mainland. In addition to transporting patients from local hospitals to hospitals outside of Monroe County, Trauma Star also transports patients directly from the field for five types of time-sensitive emergencies that cannot be treated in Monroe County. These emergencies include: Stroke, Trauma, Dive injuries requiring a hyperbaric chamber, STEMI (Cardiac), ACS (Acute Coronary Syndrome), including cardiac arrests resuscitated by ground rescue crews

Trauma Star uses large helicopters capable of transporting two patients at a speed of 175 mph. The service operates from two bases in Marathon and Key West, covering the entire island chain from the Dry Tortugas to Ocean Reef. Since its inception in 2001, Trauma Star has transported more than 10,000 patients to critical care facilities not available in the Keys. The program is jointly operated by Monroe County Fire Rescue and the Monroe County Sheriff's Office Aviation Division and is staffed with highly trained pilots, critical care flight nurses, and firefighter flight paramedics.

- **Additional Firefighters:** The County has committed to ensuring adequate numbers of professionally trained firefighters. With the funding from a SAFER grant for the past 3 years, the County hired and trained 24 additional front-line firefighters. The County's Fire Rescue Department helps us to meet the staffing, response and operational standards established by the National Fire Protection Association. This year, with the SAFER grant's expiration and the goal met, the costs for these 24 firefighters, \$2.5M, is now reflected in the County's fire fund. The ability to have and assign adequate numbers of professionally trained firefighters, many with EMS paramedic training, to each of our fire stations significantly enhances the safety of our residents and tourists. It also protects residential and commercial property.
- **Fire Stations and Equipment:** The budget reflects construction costs of the new Sugarloaf Fire Station which commenced this year, and the purchase of new fire truck, ambulance and enhancement of marine rescue capabilities. Thanks to a legislative appropriation, the County will purchase 2 new fire rescue marine vessels.
- **Fire Marshal Program:** The Fire Marshal's office (Fund 148, \$1M) plays a critical role in ensuring fire safety and prevention throughout the county with rigorous fire code enforcement, thorough investigations, comprehensive fire prevention education, and proactive safety initiatives.

* It is important to note that enhanced investments in fire protection make us a safer community, but they also result in a **better ISO rating** which means lower property insurance costs for our property owners. Thanks to the Board's direction to systematically invest in and enhance fire protection infrastructure and services, the County's ISO rating decreased from 9 to 3. With further expansions funded in the adopted budget, we hope to lower our ISO rating to a 2.

- **Emergency Operation Center:** This new state of the art EOC, which will be operational for this hurricane season, will significantly enhance the County's ability to effectively manage and respond to emergencies, ensuring the safety and well-being of its residents and visitors. The EOC will serve as the central hub for coordinating emergency response efforts among various functions and agencies, including emergency management, fire rescue, law enforcement, emergency medical services, and public health. The EOC features robust infrastructure, advanced technology, and backup systems to ensure safe, efficient, and continuous operation during crises. This \$37.25M capital project is funded with state and federal grants and appropriations. We are hosting the official ribbon cutting ceremony in August 2024.

❖ **County Facility Capital Projects:**

- Progress continues on the brand-new Key West (EYW) **Airport Concourse A and Terminal Improvements** program. The Concourse A roof and glass walls have been installed. Concourse A is expected to be complete in the first quarter of 2025 while the overall program is expected to be complete by the summer of 2026. The overall airport-wide program comes at a cost of \$118 million and includes major work on existing facilities, aircraft parking areas, and taxiways. The ability to fund these larger projects is made possible by grants from the FAA, the Florida Department of Transportation, passenger facility charges, and federal infrastructure money. The new terminal will improve the airport's level of service. Construction of a modernized FBO Terminal also continues, while a two-lane road to access the general aviation hangars and FBO area was completed earlier this year providing better connectivity, fuel delivery, and reconfigured commercial transportation parking.
- The EYW **Commercial Apron** project is currently underway. In accordance with the Master Plan completed in 2019, the Commercial Apron layout was not designed to support the level and type of activity currently occurring and forecasted for EYW. When several aircraft land consecutively, aircraft

traffic backs up on Taxiway A while waiting to access a parking position. Additional aircraft parking is needed to reduce existing congestion, meet FAA standards, and improve safety conditions.

- The Marathon (MTH) Airport **Runway 7/25 Relocation** project is anticipated to begin in FY 2025. The project will increase safety by shifting the runway centerline 40 feet to the northwest to meet applicable runway-to-taxiway separation standards. The project includes construction of the runway shift, drainage improvements, sodding, airfield lighting and signage updates.
- The new **Public Defenders' Facility** was completed and occupied. The **Supervisor of Elections office** was moved to a renovated Bayshore Manor building on Stock Island.
- Design for a comprehensive program to **retrofit ten County facilities** with impact resistant window and doors and retrofit existing roofs in seven of those facilities, to reduce future damage from future storm events. Also design of a project to add generators to multiple County buildings was completed. Both projects are funded with Hazard Mitigation Grant program and are awaiting FEMA/FDEM reviews to release construction funding.
- Work continues on new facilities: The new generator building for the Stock Island jail has been designed and will go out to bid, **Rockland Key Public Works** building Phase 1, and design of new chiller building for the **Jackson Square Complex**.
- A number of **capital replacements** are underway: expansion of the Tax Collector and Property Appraiser facility at PK in the Ellis building and upgrades to Lester Building (in preparation for County attorney relocation).
- **Major upgrades to the County-wide HVAC control systems were started along with completing a backlog of Deferred Maintenance Projects:** With \$14.4M in American Rescue Plan Act funding, the County was able address a backlog of deferred maintenance and improvements to our physical assets including a \$2.7M in long-deferred upgrades to Monroe County's detention center. *It is important to note that these deferred maintenance expenses would typically otherwise be funded with ad valorem.*
- **Senior/Activity Centers:**
 - The **Big Pine Community Center**. The buildout was completed in 2023 and is operational as a congregate meal site and community activity center with expanding programs.
 - For the **Upper Keys Community Center** (Key Largo/Tavernier) was opened on the first floor of the Plantation Key courthouse. A partnership with the JOY Center was established to expand offerings.
 - Currently we are still working to identify a site in Key West for the **Lower Keys Senior Center**. Several potential sites have been evaluated for location, price and cost though none have met our needs and the search remains active.

❖ **Roads and Bridges Projects:**

- **Seaview Drive Bridge** replacement project (Duck Key) began in FY23 and is scheduled to be completed in January 2025. Funded with infrastructure and fuel tax revenue.
- **Harbor Drive Bridge** Replacement project (Duck Key) construction began in September 2023 and is scheduled to be substantially complete by March 28, 2025. Funded with infrastructure and fuel tax revenue.
- **Toms Harbor Channel Bridge** (US 1 to Duck Key) engineering design is complete; scheduled to be advertised for construction bids in later summer 2024. The County was awarded a Small County Outreach Program (SCOP) grant for \$1.2M to fund 75% of construction phase (rest with infrastructure sales tax.)
- Design of **Tubbys Creek and Mosquito Creek Bridge** replacement projects (on Card Sound Rd) is underway and will be complete in late 2024. Construction of both projects is scheduled to begin in the fall 2024. Construction is funded 50% by FDOT FY 25 (rest with infrastructure sales tax.)
- PD&E phase of **Card Sound Bridge Replacement** project scheduled to begin in November 2024. The project is funded with a \$1.86M federal appropriation and \$1.4 million infrastructure sales tax and

gas tax revenues. FDOT staff performs PD&E phase work and coordinates with County. PD&E phase completes alternatives analysis and all NEPA and pre-permitting requirements in preparation for engineering design phase. PD&E can take 2 to 3 years depending on environmental issues.

- The **Crane Boulevard Shared Use Path**'s state grant funded (Transportation Alternative Program "TAP") engineering, design and permitting has begun and will continue through FY 2024; construction is scheduled for FY 2028 and is partially funded with \$1M TAP grant from FDOT.
- Engineering design and permitting contract for **Key Deer Boulevard** (North of Watson Boulevard) Road Rehabilitation Project awarded in July 2024. The road will be repaired/reconstructed/elevated where required based on SLR Vulnerability study from Watson Boulevard to north end. Design to be completed by March 2026. Construction will begin in FY 2026, partially funded by a \$6.1M SCOP grant
- **Key Largo III** (Burton Drive and Harry Harris Park area) roadway and drainage improvement project will begin construction in July 2024. The project's construction and construction engineering and inspection (CEI) is partially funded (75%) with a \$1.8M SCOP grant.
- **Ocean Bay Drive Embankment Repair project** engineering design, permitting and construction of repairs to approximately 500 ft. of embankment along Ocean Bay Drive in Key Largo adjacent to the marina where wave action has eroded the right of way. The project will stabilize and protect the edge of the right of way to prevent further erosion. Design will begin FY 2025.
- The County will continue with its **resurfacing and pavement rejuvenation work**; recently paved roads (Koehn Subdivision on Big Pine, roads on No Name Key and 1st and Bertha Streets in Key West) were treated with rejuvenator to prolong asphalt life and reduce long-term maintenance costs. Card Sound Road has been resurfaced. Burton Drive and other roads in Tavernier will be resurfaced this summer.
- This year we completed the update to the 2014 County **Bridge Assessment Report** to get new repair/replacement costs for county bridges, schedule for the work and prioritization in order to do capital planning and to be ready to apply for grant funding where possible.
- The County executed a contract with NOVOTX for a **GIS asset management** system and has begun implementation.
- In conjunction with the City of Key West and FCAA, the County will repair utility trenches and resurface **Eaton Street** from Simonton St. to White Street.
- The engineering design and construction of repairs to the **Caribbean Drive (Summerland) Bridge** will begin in FY 2026 thanks to a recently awarded SCOP grant that will partially fund the costs.

❖ **Road Resilience Projects:**

Monroe County's **Comprehensive Countywide Roads Elevation Plan** recommends an adaptation schedule to elevate half of the 311 miles of County roads to maintain access to homes through the year 2045. The Plan includes 83 comprehensive neighborhood areas anticipated to experience flooding when using the County-adopted NOAA intermediate-high sea level rise projections.

To date, Monroe has successfully secured **\$50M** for road resilience projects from the State's Resilient Florida (RF) grant program (along with **\$10M** from a federal CDBG-Mitigation grant, and **\$5.4M** from a congressional appropriation.) However, the RF program's required 50% match remains a significant challenge, given the high costs of these infrastructure projects. The County has explored options for generating match funding (such as legislative efforts to authorize an extra penny sales tax, and the recent charter county initiative) with little success to date.

Stepping up to help meet this challenge, staff identified an additional source of significant funding, namely **\$178M in HMGP funds**. Staff then worked with FDEP and FDEM to coordinate using these federal funds to match the Resilient FL state grant funds enabling the County to fund four community-wide road elevation projects in our Plan: Winston Waterways, Big Coppitt, Flagler Avenue and Stillwright Point.

In January 2024, the Board approved an agreement with FDEM for HMGP Phase I grant funds for engineering design and permitting in the amount of \$10.3M. Upon completion of Phase I design there will be an additional \$167 million (total program amount of \$178 million) for Phase II, the construction phase.

- **Big Coppitt and Winston Waterways** road elevation projects: Using the Phase I HMGP grant funds and matching those funds with Resilient FL grant funds staff has advertised RFQs for design services for the Big Coppitt and Winston Waterways SLR Projects. We anticipate being under contract for designs by fall 2024 with an 18-24 month completion time.
- **Flagler Avenue** Road Resilience project: HMGP funds matched with 25% local funds will also fund engineering, design and permitting of the Flagler Avenue Road Resilience Project. This RFQ has also been advertised and we expect to be under design contract in fall 2024, with an 18-24 month completion time.
- **Stillwright Point** road elevation project's engineering, design and permitting project is already underway and will continue through FY 24. Design is funded with 50% with Resilient Florida grant. Phase II HMGP will partially fund the construction phase. We will apply for RF grant this year for the other portion of construction.
- **Conch Key** road elevation project's engineering, design and permitting will begin this year, with 50% state funding (\$3.5M Resilient Florida grant). We have advertised and received responses to the RFQ for design and permitting services. Staff has ranked respondents and will have contract for approval August or September 2024 pending negotiations.
- **Twin Lakes** road elevation project's construction contract was awarded in May. The total contract price is \$21,734,258 including FCAA water line replacement, which will be funded by them. The County secured \$9.4M in a Resilient Florida grant and a federal appropriation, and approved \$9.1M in local funds to fully fund the project. Construction will begin in late summer and is scheduled to be complete by May 2026.
- **Sands Subdivision** road elevation project (which along with Twin Lakes was an original pilot project) has been 100% designed. The County secured \$8.1M in CDBG-Mitigation grant funding toward construction. To augment this, the County applied for RF funding last year. The project did not score high enough to make the cut. There remains some uncertainty about additional funds the State allocated to the RF program which could allow for additional projects to make the cut. We are still waiting for clarity. In any case we also plan to re-apply for RF again this year.

❖ **Community Resilience Projects:**

- The **Coastal Storm Risk Management Program** with the U.S. Army Corp of Engineers that developed specific resilience strategies for the Florida Keys is underway with the design and engineering of the US1 revetments. Monroe County is funding 35% of the work, to be reimbursed through an agreement with FDOT.
- Two **breakwater repair projects** with weed gates totaling \$2.7 M are anticipated to be underway in Tavernier and Rock Harbor and will be completed this year, providing increased resilience from storm surge to the homes behind them and also increased water quality to the canals leading to the breakwaters.
- Two new **living shoreline projects** are underway this year to protect the shoreline from storm surge and sea level rise, funded by a \$3M grant for Duck Key (which includes a breakwater project) and a \$900K grant to protect the County's transfer station on Long Key, under the State's Resilient Florida program.
- Four **vulnerability assessments** are underway for Monroe County, Layton, Key Colony Beach and Marathon. The County is completing the work on behalf of the municipalities for project effectiveness and cost efficiency. These are funded by \$517K in grants under the Resilient Florida grant program.
- Three **watershed management plan** projects are underway for Monroe County, Layton / Key Colony Beach and Marathon, which will help maintain or improve the County's CRS rating. The work is being conducted by the County on behalf of the municipalities and funded by \$520K in federal grant funds via Florida Department of Emergency Management.

- A resilient redesign of **Harry Harris Park** is underway to provide resilience against storms and increased recreational use, \$100K of the cost funded by the Resilient Florida program with a match from the County.
- A **Natural Resources Adaptation Plan** is underway to provide a list of adaptation projects needed to help the natural areas be resilient to Climate Change, \$75,000 of the cost funded by a grant from the Department of Environmental Protection with a match from the County.
- **Mobile LiDAR for the municipalities** will be completed this year, being conducted by the County to assist the municipalities with the \$481,000 cost funded by the municipalities.
- **Street Elevation Planning** for the municipalities, the final phase of the street elevation planning process to determine which municipal roads need to be elevated and the estimated cost to do so, is also underway and being managed by the County with the \$992,000 cost funded by the municipalities.
- **Climate Compact Summit 2024:** The County is hosting the SE FL Climate Compact Climate Summit in December 2024 in Key West for an anticipated 400 attendees. The event is co-hosted by all five municipalities in the Keys, emphasizing the importance of regional collaboration to help ensure long term economic and geographic resilience. The event will feature topics and speakers related to adaptation, mitigation and collaboration, and includes a focus on municipal and business projects and participation.

❖ **Canal Restoration Projects:**

With State Stewardship and federal RESTORE Act funding, work continues for the list of 96 canals for restoration under the County’s Canal Restoration Work Plan, which will increase the water quality of the canals and nearshore waters:

- **Construction:** This past year Canal #90 in Tavernier received a \$1.3 Million backfill. Canal #475 in Geiger Key received a \$1.6 Million culvert installation. Canal #259 in Big Pine Key received a \$760,000 culvert installation. Canal #278 in Big Pine Key received the County’s first injection well for \$324,000. Canal #58 in Key Largo will soon have an injection well installed for \$300,000.
- **\$12 Million application for Gulf Consortium RESTORE funds** was submitted for canal restoration in 6 canals in the Avenues area of Big Pine Key (#293, #295, #297, #299, #300 and #315) to be used for construction of the organic removal and backfill projects.
- **Design and permitting** is underway for many of the remaining top 20 canals in the Work Plan priority list, after receiving neighborhood support. These include: #105 Tavernier Backfill and Culvert, #255 Big Pine Key Organic Muck Removal, Backfilling, Air Curtain and Injection Well, #315 Big Pine Key Organic Muck Removal, Backfilling and Air Curtain, #295 Big Pine Key Organic Muck Removal, Backfilling and Air Curtain, #297 Big Pine Key Organic Muck Removal, Backfilling and Air Curtain, #82 Rock Harbor Organic Muck Removal, Backfilling and Air Curtain, #474 Geiger Key Backfill and Air Curtain Restoration Projects, #266 Big Pine Backfill and #299 Muck Removal and Backfill. These projects will be moving into the construction phase as funds become available.

❖ **Parks Projects:**

We continue to build on last year’s expansion of new parks, and numerous improvements and upgrades to current park facilities, using mostly TDC grants, CDBG-CV grant, and ARPA funds:

- **Jacobs Aquatic Center:** pool replacement liner for the competition pool and refurbishment of the “Pirate Ship” feature to be completed in 1st quarter FY 2025. Also successfully transitioned the Center’s management to a new operator from the long term (20+ years) founding 501(c)3 management team at their request.
- **Key Largo Park:** completed installation of new playground equipment, and new pickle ball courts to be completed in 4th quarter FY 2024.
- **Blue Heron Park:** 3 new pickle ball courts in permitting to be complete in 1st quarter of FY 2025
- **Rowell’s Waterfront Park:** Phase 2 Construction to start in late 4th quarter of FY 2024
- **Harry Harris Park:** New playground equipment installed in FY 2024.

- **Pine Channel Park:** New nature trails are in design.
- **Big Pine Key Community Park:** New Amphitheater contract awarded awaiting delivery for a FY 2025 installation. New playground equipment installed in FY 2024.
- **Bernstein Park:** Turf Replacement Planning and design are underway with a FY 2025 construction planned.
- **Higgs Beach Park:** New restrooms were completed, numerous playground repairs made and still in process, and beach was renourished with fresh sand after years of permit delays due to regulatory review.
- **West Martello:** Seawall temporarily repaired, and a new seawall is being designed.
- **Key West Lighthouse:** new ADA restrooms.

The County continues to expand its menu of recreational programs and activities for all age groups:

- Keys Kids Swim expanded to an additional elementary school in 2024, and we plan to add swim lesson vouchers to additional schools in FY2025.
- Summer, winter, and spring break camps were held for school-age children at Plantation Key Community Center, Sugarloaf School, Bernstein, and Big Pine Activity Center in 2024, and we plan to add additional weeks and more children at the exact locations in FY 2025
- StandGuard Aquatics is the new management company at Jacobs Aquatic Center, and they are offering more swim programs and camp opportunities to our community.
- We added new adult programming agreements, JOY and AARP, at Plantation Key Community Center and Big Pine Community Center in 2024. We plan to expand senior activities at these locations and at Bernstein in FY 2025.
- Fun Kids Outside Game Night was created in 2024 at Big Pine Community Park and will expand to Bernstein and Harry Harris in FY 2025.
- In FY 2025, we will add new events like a concert in the park at the new band shell at Big Pine Community Park and art in the park after renovations are completed at Rowells.
- Pickleball is still the fastest-growing sport, and we will soon have 32 courts. In FY 2025, we will offer leagues and host tournaments.
- Our youth leagues' participation continues to grow, and in 2024, we hosted intercounty/league all-star games.

❖ **Affordable Housing:**

The proposed budget reflects two new affordable housing initiatives.

- **South Cliff Estates:** The first is the South Cliff Estates project, located in Key Largo, under development in partnership with a private developer. The budget funds an initial payment of \$2.3M toward acquisition, with continuing annual payments of \$1.75M through 2029, for a total cost of \$12.5M. The project will provide 28 deed-restricted affordable residential apartments at a reduced rent rate for Monroe County employees who meet income limits. The County is pursuing this project because of the difficulty of attracting and retaining mid-level workers due to the high cost of housing in the Keys. Employees of our Constitutional officers and state agencies will also be eligible.

Allocation of **TDC surplus funds** for Affordable Housing: The second initiative is the allocation of \$35M in surplus TDC funds for use for affordable housing for tourism workers. The County will begin to plan for use of these funds this coming year.

These targeted surplus funds accumulated during the robust tourism of the COVID pandemic years, and their allocation for affordable housing does not impact the TDC's operational budget, marketing budget, or reserves.

The authorization for using TDC funds for affordable housing was secured via passage of SB 1456 (2024), signed into law by the Governor on May 31, 2024. Laws of Florida Ch. 2024-219, specifies the following:

- Housing is limited to employees of private sector tourism-related businesses in Monroe County.

- Employees must meet State income eligibility requirements.
- Housing will be deed-restricted for a period of no less than 99 years.
- The use of the funds is limited to the surplus accumulated through Sept 20, 2024, with a maximum amount of \$35M.
- This authorization is limited to Monroe County.

❖ **Artificial Reef Program:**

Monroe County’s new Artificial Reefs Program kicked off this year. Funded with \$15M in state legislative appropriations, this new program is a partnership between the County and FWC to develop a framework to plan, construct, monitor, and maintain artificial reef structures in the Florida Keys. The benefits of these reefs are for the ultimate good of the State of Florida, its resources, wildlife, and public welfare.

The program’s first deployment will be thirty-seven 55-foot concrete power poles, donated by the FKEC, to an area referred to as Gulfside Ten Mile Reef, which is approximately 24 nautical miles off Key West in federal waters of the Gulf of Mexico. The permit for this proposed artificial reef site is currently under review by the US Army Corps of Engineers. A solicitation for marine contractors to deploy the poles is currently under development and once the permit is approved and contractor selected, the poles will be deployed; deployment is anticipated for end of 2024.

Exploratory and benthic surveys, along with local stakeholder discussions (e.g., with fishermen, scientists, and resource managers), are currently underway for identifying additional artificial reef sites within state and federal Gulf of Mexico waters, collectively being referred to as the Gulfside Network. Gulfside Ten Mile Reef will be part of this network. Once sites are selected, state and federal permits will be submitted accordingly.

The purpose of this network is to create novel marine habitat in an area where there is otherwise none, provide refuge, feeding, spawning, and recruitment opportunities for a variety of fish and invertebrate species, as well as additional fishing and diving opportunities for various human user groups. These sites will be, generally, 40-60’ deep, located 5-15 miles offshore, and host a variety of artificial reef structures.

Additionally, the County, FWC and Florida Keys National Marine Sanctuary (FKNMS) have formed a partnership for developing a pilot program to deploy habitat support structures within sanctuary waters. This working group is currently identifying target regions, specific habitats, and material/structure types for preliminary testing. This will be followed up with the development of a science plan for the monitoring and evaluation of individual projects where results will inform additional scaled-up artificial reef projects within sanctuary waters. One of the primary objectives of this collaboration is to also create large networks of artificial reef sites within sanctuary waters, on both Gulf and Atlantic sides, to support ontogenetic pathways for marine fishes.

Finally, extensive networking is being done with scientists, stakeholders, artificial reef directors for other coastal counties in Florida, state and federal agencies, resource managers, educators, non-profit organizations, and environmental consultants for forming what will become an advisory council to the Artificial Reefs Program.

❖ **Mooring Fields Progress:**

This past year, funded with a \$1.6M legislative appropriation for the design and engineering, Monroe County Marine Resources staff, in collaboration with the consulting firm Geosyntec, completed all environmental surveys, engineering, and design work, and applied for environmental permits for the Man of War Harbor Mooring Field, which will include 100 moorings. The Florida Department of Environmental Protection (FDEP) issued a Notice of Intent to Use General Permit, completing its regulatory review in April 2024. The permit application with the United States Army Corps of Engineers is currently under review.

For the Boca Chica Mooring Field, which will consist of 40 moorings, all permitting-level environmental surveys have been finished, and engineering and design work is underway.

Construction for both mooring fields is anticipated to commence in 2025. These new moorings will help protect our benthic habitat, reduce vessel abandonment and dereliction, and provide a safe and secure harbor for vessels, enhancing safety for recreational boaters and local liveaboards, many of whom are part of our workforce.

FY 2025 ADOPTED OPERATING BUDGET, MILLAGES AND AD VALOREM

Operating Budget: The FY 2025 Adopted Budget includes an Operating Budget of \$352.2M for the Board and Constitutional Officers, and a Capital Projects budget of \$173.1M.

Millage and Ad Valorem Levy:

- The adopted FY 2025 budget supports the **county-wide millage rate of 2.6929**, lowered 1.0% from 2.7191 from last year. This is the tax rate all property owners will pay on their respective property in the County.
- The adopted budget supports an **aggregate millage rate of 3.3814**, 0.7% lower than last year's rate of 3.4049. The aggregate millage rate is the County wide millage rate combined with all municipal services taxing units millage rates.
- The adopted aggregate millage of 3.3814 generates a total **ad valorem tax levy of \$156,094,919**, the most significant funding source for the County's operations. This represents an 8.69% increase, or \$14.8M, over last year.

Use of Ad valorem:

Of this \$156.1M total ad valorem levy, \$110.5M, or **71% is used for public safety functions** including fire and ambulance protection, law enforcement, Trauma Star, detention center and programs, health department, medical examiner, and state mandated mental health services. This levy also funds \$3.4M in parks programs, and \$2.2M in grants to the health and social service providers in the community, and remits \$3.1M to Fisherman's Hospital, \$1.9M to the Tax Increment Financing Districts in the City of Key West.

The two largest funds supported by ad valorem are: the **General Fund**, which supports the County's general operations and the **Fine and Forfeiture Fund**, which supports the Sheriff's Office's operations, detention center and Trauma Star program. These two funds, with the **Local Health Unit**, are supported by the *county-wide millage*. They support county-wide services.

Four smaller funds are also supported with ad valorem: **Unincorporated Parks and Beaches, Local Road Patrol Law Enforcement, Lower and Middle Keys Fire and Ambulance**, and the **Planning, Code Enforcement, Fire Marshal fund**. These funds are supported by the *general purpose municipal services taxing unit millage*. They support services for unincorporated Monroe.

The ad valorem tax levy of \$156.1M, and specifically the \$14.8M in additional revenue, is applied across each of the ad valorem supported funds as follows:

- **General Fund** (Fund 001, \$43.0M) supports the budgets of the Constitutional Officers (with the exception of the Sheriff) and core Board functions including emergency management, County Attorney, finance functions, judicial local need (offices of the State Attorney, Public Defender and courts), Medical Examiner, Guardian Ad Litem Program, social services, mandated mental health programs, Veterans Affairs, Marathon and Key West animal shelters, UF Extension Services, library system, human services advisory board grants, information technology, maintenance and operations of County facilities, and Board administrative operations.
 - Increase of \$5.9M in the General fund to cover higher costs for operations like insurance, utilities, gas, supplies, vendor contract CPI increases, increases to mandatory County cost shares for Medicaid and mental health programs, group insurance and personnel costs for BOCC and Constitutional Officers' budget (except for Sheriff's Office which is included in Funds 101 and 149 below).
- **Fine and Forfeiture Fund** (Fund 101, \$79.5M) supports the Sheriff's Office operations, law enforcement functions and the detention center.

- Increase of \$5.4M in Fine and Forfeiture supports higher operational and personnel costs for the Sheriff's employees and the Monroe County Detention Center.
- **Local Health Unit** (\$1.76M) supports the Monroe County Health Department.
 - Increase of \$154K to Local Health Unit for the Health Department's service expansion, staff and supplies.
- **Lower and Middle Keys Fire and Ambulance** (Fund 141, \$17.9M)
 - \$2.2M increase in Lower and Middle Keys Fire and Ambulance Fund funds the 24 new firefighters previously funded SAFER grant.
- **Local Road Patrol Law Enforcement** (Fund 149, \$6.6M)
 - \$356K increase in Sheriff's Local Patrol Law Enforcement for increased operational and personnel costs.
- **Planning, Code Enforcement, Fire Marshal fund** (Fund 148, \$381K)
 - \$381K for Planning, Code Enforcement and Fire Marshal Fund for increased operational and personnel costs.
- **Unincorporated Parks and Beaches Fund** (Fund 147, \$3.5M). There is no change in this fund.

The adopted FY 2025 municipal services millage rate is 2.2131, 1.4% higher than last year, and reflects the increased costs for the 24 firefighters that were previously funded with a SAFER grant.

Additionally, the **Middle Keys Healthcare Municipal Service Taxing Unit** (Fund 104, \$3.3M) also reflects an increase of \$385K. This revenue is generated by a millage rate that is automatically set at .5000 for this taxing unit, per Ordinance 012-2018 adopted by the Board of County Commissioners. *The ordinance has a maximum of 10 years, and the contract has a limit of a \$15M payout. With this year's budget we will have paid Fisherman's Hospital \$14M of the \$15M contracted.*

Reserves: The adopted FY 2025 budget maintains the Board's requirement for a 4-month operating minimum in the General Fund and the 3-month minimums in the other funds. Strong fund balances are instrumental in ensuring that we remain financially positioned for economic uncertainty, future storm events and other possible challenges to our economy and our revenue sources for the rest of this year and into next year.

REVENUES AND EXPENDITURES

❖ **Revenues:**

For the adopted FY 2025 budget of \$715M, revenue sources are comprised of the following. Combined these revenues make possible the Board's and Constitutional Officers' operations and investments in infrastructure and capital projects:

- Ad valorem revenue: \$154.3M (21.6% of all revenue sources)
 - * *The total ad valorem levy is \$156.1M. However, we remit \$1.76M of this to the Monroe County Health Department, therefore the County's budgeted ad valorem amount is \$154.3M.*
- Sales tax revenue: \$103M (14.4%)
- Charges for services: \$110M (15.4%)
- Grants, shared revenue and PILT: \$26M (3.5%)
- Miscellaneous permits, fees, fines: \$15M (2%)
- Interfund transfers/excess fees/debt proceeds: \$61M (9%)
- The balance of revenue is fund balance forward (reserves, rolled over funding across all of our 47 funds): \$244M (34.1%)

Operating Revenue Sources: The primary revenue sources for operations include the ad valorem levy (discussed in detail in the previous section), the state-shared half-cent sales tax, and the tourist impact tax. The half-cent sales tax, the county's second-largest revenue source after the ad valorem levy, supports the

general fund, parks, and Fund 148, benefiting both incorporated and unincorporated services. The tourist impact tax also contributes to operating expenses.

Capital Budget Revenue: The main revenue source for the county's capital budget is the 1-cent infrastructure sales tax.

Revenue Forecasting: Accurate forecasting of sales tax revenue for the upcoming year is crucial. We closely analyze current activity and trends. Year-to-date monthly revenues for both the half-cent sales tax and the tourist impact tax show a leveling off compared to last year, with some months experiencing slight declines. Consequently, we anticipate and budget for a slight reduction in revenue from these sources compared to the current year. This conservative approach helps mitigate unexpected budget impacts and prevents mid-year operational or service disruptions.

Revenue Estimates for This Year:

- Half-cent sales tax: \$16.1M (compared to \$16.7M last year)
- Tourist impact tax: \$7.5M (compared to \$7.6M last year)

Despite forecasting slightly lower revenue, we believe these sources remain strong. Examining the trend from 2019 to present shows steady growth, except during the COVID-affected years (2020-2021 significant decline due to closures, and 2021-2022 significant increase due to reopening). In 2019, the last year unaffected by COVID, the revenues were \$12.5M and \$5M, respectively.

One-Cent Infrastructure Surtax:

- Fiscal Year 2022: Highest annual revenue at \$34.3M
- Fiscal Year 2023: Revenue declined to \$32.7M
- Fiscal Year 2024: State estimate is \$33.6M, but monthly revenues have consistently fallen short of the previous year. The proposed budget assumes this trend will continue, estimating \$31.5M for FY 2025, which is 1.3% lower than the estimate for 2024.

State Revenue Estimates: The State's revenue estimates guide our forecasting. These estimates provide insights into statewide economic conditions and revenue trends. However, the State does not release its annual FY 2025 revenue estimates until late July. If significant differences arise between the State's estimates and our local projections, appropriate adjustments will be made.

Monitoring and Updates: For the remainder of the summer, we will continue to monitor, scrutinize, and update our revenues and expenditures while awaiting the State's estimates.

❖ **Expenditures:**

For the adopted FY 2025 budget of \$715M, expenditures fall into the following categories:

- Operating budget: \$352.2M
 - Operating budget for the Board of County Commissioners: \$229M
 - Operating budgets for Sheriff's Office and the other constitutional officers: \$123M
- Capital Budget: \$173M
- Tourist Development Council Budget: \$116M
- Budget transfers, reserves and cash balance: \$74M

The adopted FY 2025 budget reflects increases to the BOCC operating budget of \$10.4M, the Constitutional Officers' budgets of \$5.5M, and an increase to the Law Enforcement Trust Fund of \$1M.

The Capital budget grew by \$42M and this is covered in the next section (and the TDC budget decreased by \$9.3M by spending down excess fund balance.)

The increase to the operating budgets of the Board and Constitutional Officers are attributable to:

- **Higher programming and** services costs such as the new increase to solid waste contracted services, new EOC rent payments to Marathon Airport, vendor contract CPI increases, new commercial lease for social services, animal shelter contract increases, higher county mental health cost share, higher

county Medicaid cost share, higher Tax Increment payments and increases for health department and Fisherman's Hospital.

- **Higher operating and maintenance costs** such as utilities, insurance, equipment and supplies for the network of county and constitutional officers' facilities. The MCSO detention center's contracted maintenance services increased, as have the costs for its utilities and repairs.
- **Higher personnel costs:** Personnel costs include COLA/merit raises for the employees of the BOCC and Constitutional officers, higher rates for workers compensation, retirement and group insurance. The increase to personnel costs also includes the salaries and personnel additional costs of the 24 firefighters previously funded with the SAFER grant.

The Constitutional Officers: Sheriff's Office, Clerk, Property Appraiser, Supervisor of Elections have also budgeted for COLA / merit increases. Each officer's respective proposals are as follows:

- BOCC: 3.4% COLA and 1.6% Merit (\$2.6M, with \$1.4M charged to ad valorem)
- Sheriff: 7% COLA for union and 5% COLA for non-union (\$1.94M)
- Clerk of Courts: 5% COLA (\$385K)
- Property Appraiser: 5% COLA (\$183,802)
- Supervisor of Elections: 2% COLA and 3% Merit (\$84,627)

ADOPTED FY 2025 CAPITAL PLAN

FY 2025 Adopted Capital Budget: The adopted Capital Projects budget for FY 2025 is \$173 million, a \$42M or 31% increase from last year. This increase is primarily due to expenses related to two major projects: the Key West International Airport Concourse A project (\$11M) and the purchase of three new Trauma Star helicopters (\$25M). After these projects are completed, there will be a significant reduction in the capital budget next year. An additional increase to the capital plan is the local match for the Twin Lakes Road Resilience project of \$5M.

Funding Sources: The Capital Budget is mainly supported by the Infrastructure Sales Tax fund (Fund 304). Additional funding comes from fuel taxes (Fund 102), special assessments from various funds, and minimal impact fees. This budget is not supported with property taxes.

Public Safety Projects:

- Purchase of three new Trauma Star helicopters
- New fire station in Sugarloaf
- New fire truck, ambulance, and fire hydrants
- Ambulance for Ocean Reef
- Repairs and upgrades to the MCSO Detention Center

Transportation Projects:

- New terminal for Key West Airport
- Twin Lakes Road Resilience Project
- Stillwright Point Road Resilience Design
- Conch Key Road Resilience Design
- Flagler Avenue Road Resilience Design
- Big Coppitt Road Resilience Design
- Winston Waterways Road Resilience Design
- Key Deer Blvd Road repair
- Ocean Bay Embankment Repair
- Bridge projects: Harbor Drive Bridge and Seaview Drive Bridge replacements, No Name Key and Tom's Harbor Channel Bridge repairs, Tubby's Creek Bridge replacement, Mosquito Creek Bridge replacement, and Card Sound Bridge replacement planning and design

Parks and Facilities: The adopted budget includes upgrades to several county parks and facilities most funded with ARPA monies, funding for land acquisition, and the initial payment on the South Cliff Estates county employee affordable housing project.

Wastewater Debt Service: The Capital Budget includes ongoing debt service payments for wastewater infrastructure. Although the infrastructure has been completed, repayments for the Cudjoe Regional Wastewater system (\$9.4M annually) will continue until FY 2039, and for the Big Coppitt Wastewater system (\$682K annually) until 2030.

Non-Local Funding: Sixteen (16) capital projects in this year's plan are funded wholly or partly with non-local funding. For these projects totaling \$110M, staff secured \$66M in grant funding.

Additionally, the Capital plan excludes numerous projects because they are wholly funded with non-local monies such as:

- Canal restoration projects completed with Stewardship and Restore Act funding.
- Community resilience projects (non-road elevation like new jetties) funded with RF and DEP grants.
- Facilities and Parks upgrades funded wholly with ARPA funding and TDC grants, and partially with HMGP grant.
- New artificial reef program, vessel pump out program, and mooring fields engineering are all funded with state legislative appropriations.
- The recently completed Emergency Operation Center, costing \$37M, was almost entirely funded with non-local funding.

NEXT STEPS

As the Acting County Administrator, I am deeply grateful for the confidence the Board has placed in me to manage the organization and oversee the development of this proposed budget. This budget is not just a financial document; it is a reflection of our collective commitment to the community we serve.

I would like to extend my heartfelt thanks to the Board of County Commissioners, our dedicated staff, and the public for their invaluable partnership throughout this process. Your collaboration and input have been instrumental in shaping a budget that upholds our shared values and priorities.

The adopted FY 2025 budget for Monroe County demonstrates a careful and strategic approach to managing the County's finances amidst economic uncertainties. It emphasizes public safety with investments in the Trauma Star Program, new fire rescue personnel, and infrastructure enhancements. It prioritizes prudent spending and maintaining low property taxes, while addressing the challenges of inflation and rising costs.

I would like to extend special recognition and personal thanks to the Director of the Office of Management and Budget and her staff for the development of this budget and her continuing judicious guidance.

For the 25th consecutive year, the nationally recognized Government Finance Officers Association has awarded the Distinguished Budget Presentation Award to Monroe County for its excellent annual budget document. This award is the highest form of recognition in governmental budgeting and represents a significant achievement by the County's Office of Management and Budget.

I am proud of this budget which builds on the hard work and success of previous years and reflects promise for future years. It is a testament to our ongoing efforts to maintain financial stability and enhance the quality of life for all residents of Monroe County. Together, we continue to build a future for our community that is bright, safe and full of opportunity.

Respectfully submitted,



Kevin Wilson
Acting County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Monroe County Board of County Commissioners
Florida**

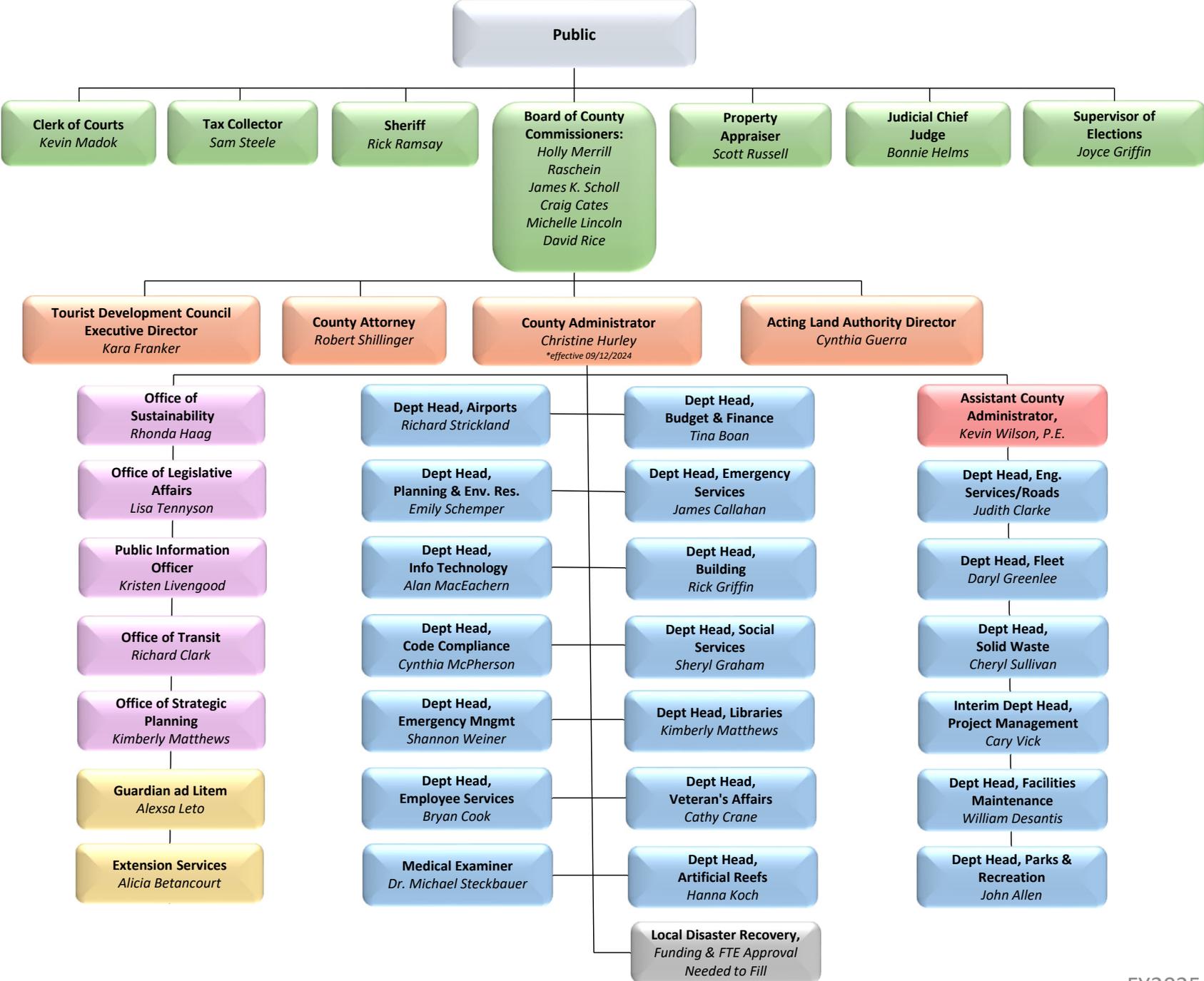
For the Fiscal Year Beginning

October 01, 2023

Christopher P. Morrill

Executive Director

Monroe County Organizational Chart





Statistical and Supplemental Data

GEOGRAPHIC AREA

Monroe County is the southernmost county in Florida and the United States. It is made up of the Florida Keys and portions of the Everglades National Park and Big Cypress National Preserve. These parks are mostly uninhabited mainland areas. Most known are the Florida Keys with its string of islands connected by U.S. Highway 1, which ends in Key West, 150 miles southwest of Miami. Key West is the largest island in the chain with a natural deep-water harbor.

In total area, Monroe County is comprised of 3,738 square miles, 27% land area and 73% water area². The Florida Keys proper are an elongated, curved bow like chain of low-lying rocky islands over 120 miles in length. They extend from the southeastern tip of the Florida peninsula to the Dry Tortugas and lie between the Gulf of Mexico and the Atlantic Ocean. Just miles offshore on the Atlantic, side of the keys is the only living coral reef in the continental United States. No point, in the keys, is more than four miles from water.

HISTORY

1513- On his search for the “Fountain of Youth”, Spanish Explorer Juan Ponce de Leon first landed near St. Augustine and then sailed south passing along the Florida Keys. The “Age of Exploration” helped create a trade route between Europe and Central and South America with a port stop in Cuba, which is 90 miles south of Key West.

1822-A small naval depot was created in Key West to help rid the area of pirates. Due to its’ location between the Atlantic Ocean and the Gulf of Mexico and a deepwater channel, Key West today remains an important military post.

July 2, 1823-An act of the Territorial Legislature established Monroe County as the 6th county in the Florida territory. Monroe County was named after then President James Monroe, our 5th U.S. President, who served between 1817 and 1825.

1828-The City of Key West was incorporated and became the county seat. Population at that time was less than 600 people and the main industries were salvaging shipwrecks from the reef and fishing.

Late 1800’s-The economy in Key West evolved from ship salvaging to cigar production. At the height of the cigar industry there were approximately 200 cigar factories in Key West producing 100 million hand rolled cigars annually². One of those cigar factories, the E. H. Gato Building, today is home to Monroe County government offices.

1912-The Florida Keys were changed when Henry Flagler’s railroad (Florida East Coast Railway) was completed, and the first train arrived from Miami to Key West. This meant that the islands were connected by rail instead of using a ferry system to get from island to island.

By 1930- Manufacturing competition from Tampa and Ybor City put an end of Key West’s hand rolled cigar industry.

The Hurricane of 1935 ended rail service in the Keys when portions of the tracks in the Upper and Middle Keys were destroyed. Due to costs, those tracks were never rebuilt. Still today, you can see a rail bridge at Bahia Honda State Park.

¹Source: Bureau of Economic and Business Research, www.bibr.ufl.edu/data

²Source: en.wikipedia.org/wiki/KeyWest

1938-The United States Government rebuilt the rail lines as an automobile highway and became an extension of U.S. Highway 1. This meant that there was a highway along the East Coast of the United States linking Key West to Maine. Tourism was able to evolve into the major industry that it is today.

1940's-At the beginning of World War II, the U.S. Navy increased its presence around Key West. Naval Air Station (NAS) Key West is now a training site for Navy pilots. Trumbo Annex is now a docking area for the U.S. Coast Guard. Truman Annex was a submarine pen and used for the Fleet Sonar School².

1969-The first cruise ship docked at the Navy's pier in the Truman Annex². Key West is now a port of call for many cruise ships.

Demographics

Monroe County is Florida's 38th most populous county with 0.4% of Florida's Population

Population ¹	1990	2000	2010	2020	Census	
	Census	Census	Census	Census	2010 vs 2020	% change
Unincorp. Area	52,032	36,036	33,044	38,634	5,590	16.9%
Key West	24,832	25,478	24,649	26,444	1,795	7.3%
Marathon		10,255	8,297	9,689	1,392	16.8%
Islamorada		6,846	6,119	6,988	988	16.1%
Key Colony Beach	977	788	797	790	(7)	-0.9%
Layton	183	186	184	210	26	14.1%
Population Total	78,024	79,589	73,090	82,874	9,784	13.4%

Islamorada incorporated in 1998

Marathon incorporated in 2000

2020 Census Demographic Profile

General Characteristics ³		Social Characteristics ³	
Total Population	82,874*	Population 25 years & over	63,921*
Male	42,845	High school graduate or higher	93.6%
Female	37,740	Bachelor's degree or higher	37.8%
Median Age	48.3 years	Civilian population (18 years & over)	66,330
Under 5 years	3,718	Civilian veterans	9.3%
Under 18 years	12,862	Place of Birth- Native	65,470
65 years & over	19,297	Foreign Born	17,404
Housing Characteristics ⁴		Economic Characteristics ⁴	
Total Housing Units	53,961	In labor force (18 years & older)	56,022
Occupied Units	36,436	Median household income (2022)	\$80,111
Owner occupied units	15,589	Median family income (2022)	\$95,165
Renter occupied units	20,847	All ages in poverty (2022)	13.2%
Average household size	2.29*	Children ages 5-17 in families in poverty	14.2%
Vacant Units	17,525		

²Source: [en.wikipedia.org/wiki/Key West](https://en.wikipedia.org/wiki/Key_West)

³Source: [U.S. Census Bureau QuickFacts: Monroe County, Florida](https://www.census.gov/quickfacts/monroe-county-florida) (Demographics are based on U.S. Census Bureau percentage estimates)

⁴Source: [http://edr.state.fl.us/Content/area-profiles/county/monroe.pdf](https://edr.state.fl.us/Content/area-profiles/county/monroe.pdf)

*Some 2024 statistics are not available. Census is taken every 10 years; 2020 statistics are shown above.

2020 Census Demographic Profile (cont.)

Registered Voters⁵, as of 12/5/2024

Party Affiliation	
Republican	24,821
Democrat	14,875
Other	<u>14,001</u>
Total	53,697

Personal Bankruptcy Filing Rate⁴

(per 1,000 population)	Monroe County	Florida
2019	1.10	2.07
2020	1.11	2.05
2021	0.72	1.49
2022	0.61	1.14
2023	0.58	1.16

Total Personal Income ⁴			Per Capita Income ⁴		
	in Dollars (\$000s)	% Change		in Dollars (\$000s)	% Change
2022	9,734,563	7.7	2022	119,138	8.4
2021	9,038,740	15.0	2021	109,873	15.9
2020	7,857,445		2020	94,837	

Economy

2024 Quarterly Census of Employment and Wages⁶

Industry	Establishment	Employment	2024 Q2 Total Wages	Average Weekly Wage
Total, All Industries	5,110	46,368	\$684,301,191	\$1,114
<u>Goods- Producing</u>	<u>716</u>	<u>4,088</u>	<u>\$60,456,493</u>	<u>\$1,145</u>
Construction	578	3,346	\$49,950,186	\$1,156
Manufacturing	93	616	\$8,947,799	\$1,135
Natural Resources	45	126	\$1,588,508	\$915
<u>Services- Producing</u>	<u>4,308</u>	<u>36,744</u>	<u>\$502,276,281</u>	<u>\$1,041</u>
Trade, Transporting & Utilities	1005	7,790	\$94,897,745	\$927
Prof. & Bus. Services	951	3,345	\$60,819,626	\$1,384
Leisure & Hospitality	840	18,439	\$214,802,924	\$887
Financial Activities	587	2,131	\$50,260,427	\$1,795
Other Services	403	1,602	\$19,490,590	\$962
Education & Health Services	332	2,979	\$52,320,251	\$1,340
Information	74	443	\$8,701,031	\$1,124
Unclassified	116	64	\$983,687	\$1,189

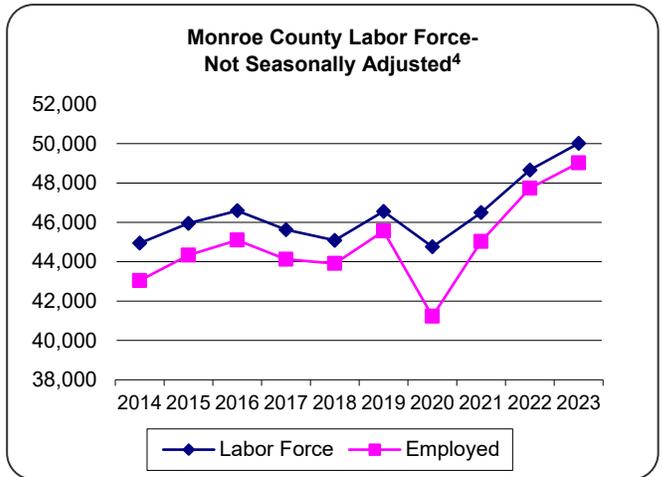
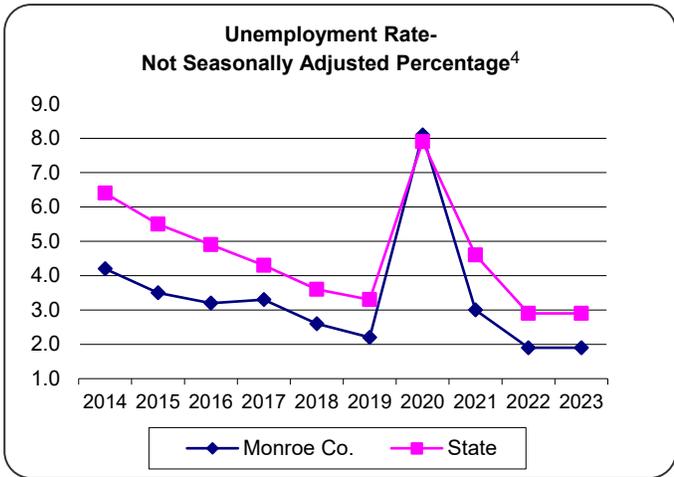
⁴Source: <http://edr.state.fl.us/Content/area-profiles/county/monroe.pdf>

⁵Source: www.keys-elections.org

⁶Source: [Quarterly Census of Employment and Wages : U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/news.release/quarterly/cen/qcewz2na.htm)

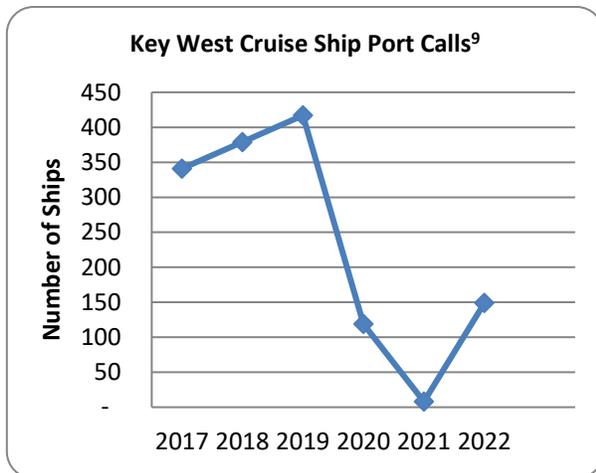
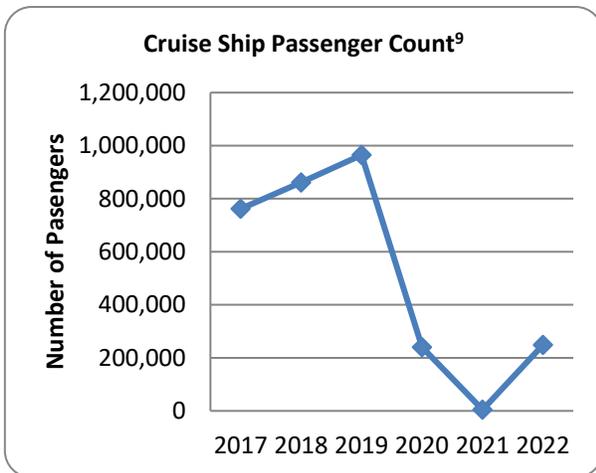
*Some 2024 statistics are not available. Census is taken every 10 years; 2020 statistics are shown above.

Economy (cont.)



Tourism

Monroe County visitors have many transportation options when travelling to the Florida Keys. Below are the annual passenger numbers for visitors who traveled by Cruise Ship, Ferry, or Airline.

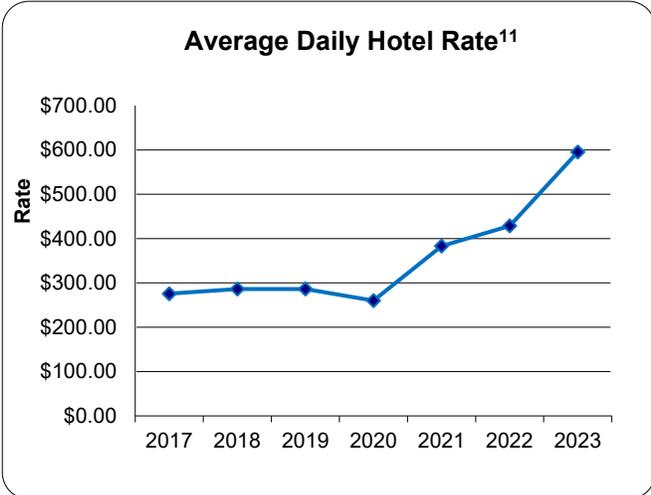
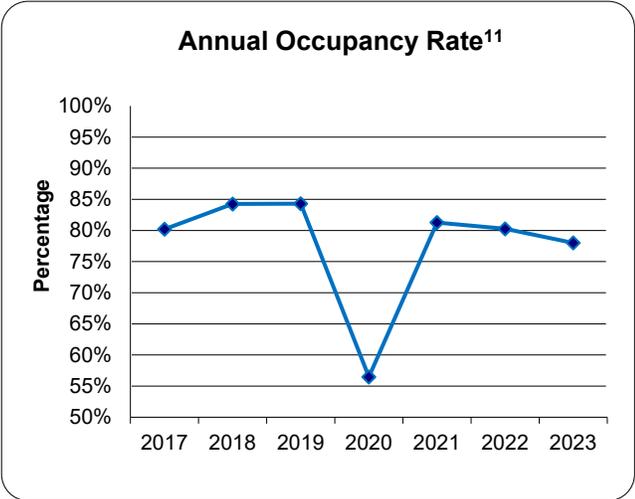
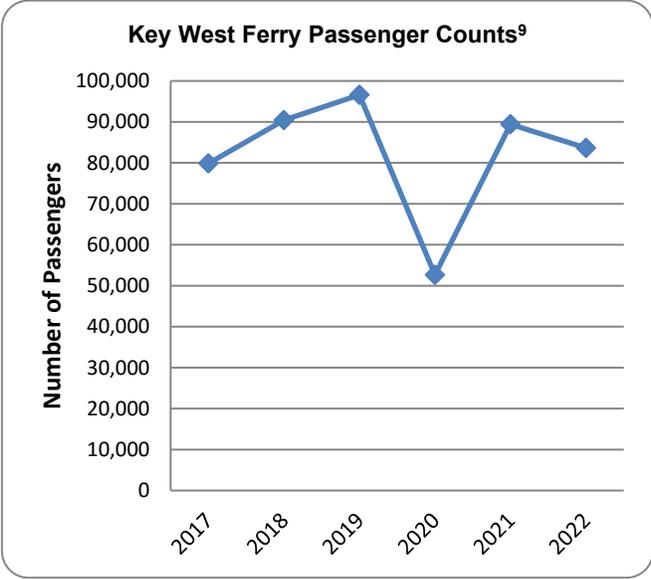
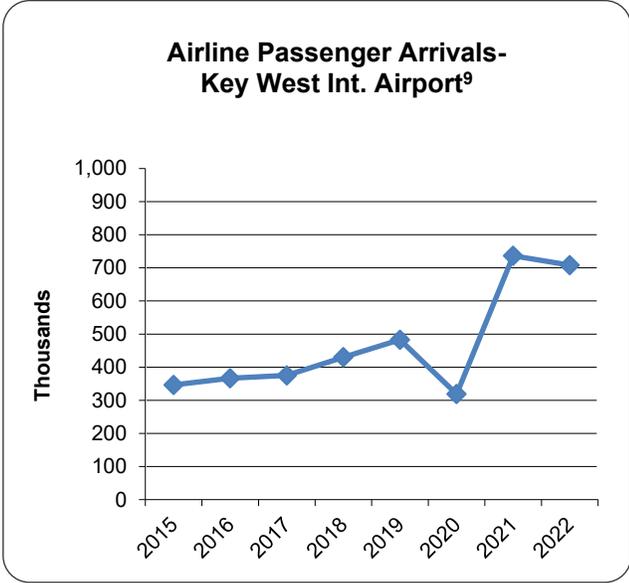


⁴Source: <http://edr.state.fl.us/Content/area-profiles/county/monroe.pdf>

⁹ Source: Key West Chamber of Commerce, Statistic Data – Key West Port Operations & Key West International Airport

*Some 2024 statistics are not available. Cruise Ship figures indicated above are 2022 statistics.

Tourism (cont.)



In the Monroe County Tourist Development Council (TDC) 2023 Visitor Profile Survey, it reports that overall satisfaction with Florida Keys vacations remains very high. The average visitor satisfaction rating for 2023 was 4.62 out of 5. Approximately 93% of the visitors surveyed rated their vacation either a 4 or 5.

The average length of stay was 4.9 nights, with the trip costing an average of \$1,667 per person. While here, the top participated activity was dining out. Other top recreational activities include (in order by participation) beach activities, bars/nightlife, visiting museums/historical areas, viewing wildlife, sightseeing and attractions, boating, snorkeling, cultural events, spas/health clubs/gyms, fishing, weddings/commitment ceremonies, and scuba diving.

⁹ Source: Key West Chamber of Commerce, Statistic Data – Key West Port Operations & Key West International Airport

¹⁰ Source: Monroe County Tourist Development Council; Smith Travel Research

¹¹Source: Key West Travel Guide, Tourism Statistics www.keywesttravelguide.com

Some 2024 statistics are not available. Some figures indicated above are 2023 statistics.

Other Facts

Monroe County State Sales Tax Collections¹²

	Gross Sales	Taxable Sales	State Sales & Use Taxes
7/22-6/23	7,134,369,940	5,243,231,510	390,246,935
7/21-6/22	7,324,092,495	5,486,726,113	406,207,201
7/20-6/21	5,703,373,148	4,221,894,862	257,539,084
7/19-6/20	4,782,491,132	3,342,706,107	203,883,260
7/18-6/19	5,232,512,685	4,044,940,455	230,083,271
7/17-6/18	4,680,068,337	3,358,031,918	208,600,875
7/16-6/17	4,811,031,306	3,521,222,202	215,361,842
7/15-6/16	4,679,821,159	3,408,318,490	209,018,818
7/14-6/15	4,639,892,553	3,295,372,957	199,765,993

Local Government Tax Receipts¹²

	Local Option Sales Tax	Tourist Development Tax	Convention & Tourist Impact Tax	Voted One Cent Local Gas Tax-Ninth Cent	Non-Voted Local Option Gas Tax
7/22-6/23	76,217,156	62,243,893	15,560,973	590,887	3,507,066
7/21-6/22	79,566,905	70,085,725	17,521,431	592,071	3,549,490
7/20-6/21	59,905,027	48,734,898	12,183,725	594,277	3,486,137
7/19-6/20	47,759,754	33,877,387	8,469,347	529,421	3,183,894
7/18-6/19	54,122,523	40,489,002	10,122,251	574,214	3,439,926
7/17-6/18	48,053,284	33,392,514	8,348,129	542,887	3,250,973
7/16-6/17	50,561,934	38,305,461	9,576,365	567,527	3,399,004
7/15-6/16	49,309,449	37,206,759	9,301,690	566,314	3,407,401

Assessed Value and Estimated Actual Value of Taxable Property¹³

Year	Real Property		Commercial Personal Property	Less: Tax Exempt Property	Total Taxable Assessed Value
	Residential Property	Commercial Property			
2023	\$41,040,535,401	\$15,023,105,251	\$1,078,616,469	\$6,408,896,780	\$50,733,360,341
2022	\$36,121,015,298	\$13,693,661,334	\$957,309,313	\$6,273,257,855	\$36,808,540,247
2021	\$30,178,704,674	\$11,595,018,803	\$905,787,545	\$6,196,506,934	\$31,733,227,216
2020	\$29,530,266,065	\$10,917,353,093	\$878,507,996	\$6,106,170,011	\$30,167,680,090
2019	\$27,883,537,936	\$10,875,740,917	\$826,204,701	\$6,061,363,626	\$28,464,940,007
2018	\$26,059,270,000	\$10,808,503,930	\$716,716,873	\$6,015,518,781	\$26,553,651,764
2017	\$25,238,536,707	\$10,315,713,392	\$709,815,884	\$11,257,153,269	\$25,006,912,714
2016	\$23,134,080,788	\$9,674,350,023	\$728,961,085	\$10,505,834,921	\$23,031,556,975
2015	\$21,153,226,046	\$9,577,152,035	\$729,104,179	\$9,863,211,411	\$21,596,270,849
2014	\$17,903,163,790	\$8,713,264,820	\$740,963,901	\$8,241,122,698	\$19,116,269,813

Government Structure

Governing Body	Board of County Commissioners (BOCC)
# of Elected Officials	5
Length of Terms	4 Years
Mayor	Chosen annually by fellow commissioners at November meeting
Chief Administrative Position	County Administrator
Form of government	Constitutional County
Date originally established constitutionally	July 3, 1823

¹² Source: www.myflorida.com/dor/taxes - as of December 2024, the State of Florida did not have full year data available for their FY ending 06/30/2024

¹³ Source: Monroe County Comprehensive Financial Report 2023

Other Facts

County Employees FTEs

Board of County Commissioners	618.75
Sheriff	492.50
Clerk of Circuit Court	101
Tax Collector	61
Property Appraiser	41
Judicial Administration	28
Tourist Development Council	21.5
Supervisor of Elections	12
Public Defender	2
State Attorney	0

*Positions funded by BOCC

Education¹⁴

High Schools	3
Middle Schools	0
Elementary Schools	4
Middle/Elementary Schools	4
Charter/Other	6
# of Students	8,939
Community College	1
# of Campuses	3

Recreation

# of Federal National Park System's ¹¹	1
Dry Tortugas Park - 2023 Attend.	84,285
# of State Parks ¹¹	11
County Owned Parks	17
County Owned Beaches	3
Miles of roads maintained	312
County Owned Bridges	27

Police Protection

# of stations	5
Road Patrol and Detectives	180
Corrections	175
Support	94
Funded by other Sources	58
Court Security	21

Fire & Ambulance Services*

# of stations	10
# of vehicles/apparatus	57
# of employees	179.02

Fire & Ambulance Services*(Cont.)

# of volunteers	51
*(for unincorporated areas)	
# of positions at Key West Airport	13
Trauma Star Medical Helicopter	
# of employees	20

Health Care

# of Hospitals	3
# of Beds	217

County Owned Pool- Jacob Aquatic Ctr.	1
# of Libraries	5

County Owned Boat Ramps	7
-------------------------	---

of Registered Boats -Pleasure Boats¹³

Monroe County - 2023	27,766
Monroe County - 2022	27,052

of Registered Boats -Commercial Boats¹³

Monroe County - 2023	2,847
Monroe County - 2022	2,822

¹¹ Source: <https://irma.nps.gov/Stats/Reports/Park/DRTO>

¹³ Source: <https://www.flhsmv.gov/>

¹⁴ Source: www.keysschools.com/

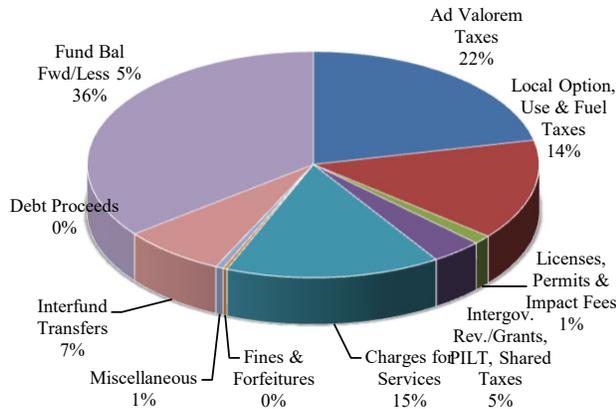
*Some 2024 statistics are not available.

Introduction to County Budgeting

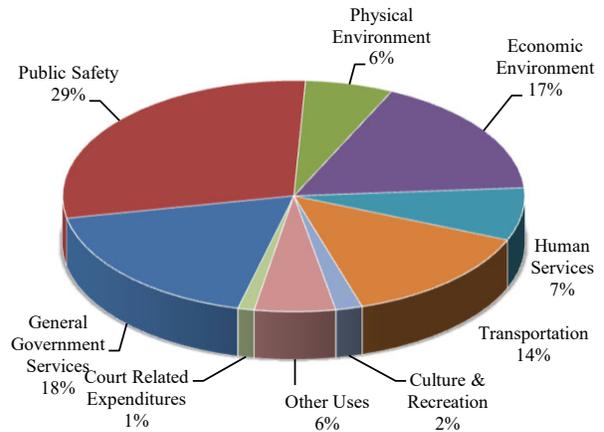
Balancing the County Budget

Unlike the federal government, Florida law states a county must have a balanced budget. The amount of the adopted revenues must equal the expenditures for 47 funds. When OMB "balances the budget," the revenues must balance the appropriations for each fund and thereby for the entire budget. This means Monroe County has no budget deficit.

**Where the Money Comes From (Sources)
FY2025 - All Funds**



**Where the Money Goes (Uses)
FY2025 - All Funds**



Sources	FY2024 Adopted	FY2025 Adopted	% of Total
Ad Valorem Taxes	139,701,120	154,208,223	21.5%
Local Option, Use & Fuel Taxes	105,844,391	103,025,000	14.4%
Licenses, Permits & Impact Fees	9,126,139	9,113,559	1.3%
Intergov. Rev./Grants, PILT, Shared Taxes	26,294,269	26,085,000	3.6%
Charges for Services	103,010,416	110,030,601	15.4%
Fines & Forfeitures	2,137,500	2,137,500	0.3%
Miscellaneous	4,293,031	3,935,100	0.5%
Interfund Transfers/Excess Fees	40,800,803	52,880,119	7.4%
Debt Proceeds	13,306,800	0	0.0%
Fund Bal Fwd/Less 5%	222,796,835	254,299,083	35.5%
Total Sources	\$667,311,304	\$715,714,185	100.0%

Uses	FY2024 Adopted	FY2025 Adopted	% of Total
General Government Services	133,127,160	128,926,674	18.0%
Public Safety	172,652,345	206,877,078	28.9%
Physical Environment	39,630,721	44,048,671	6.2%
Economic Environment	130,050,509	121,085,434	16.9%
Human Services	47,618,915	52,629,735	7.4%
Transportation	80,069,941	100,145,558	14.0%
Culture & Recreation	14,865,204	13,382,611	1.9%
Other Uses	40,686,230	40,431,536	5.6%
Court Related Expenditures	8,610,279	8,186,888	1.1%
Total Uses	\$667,311,304	\$715,714,185	100.0%

Introduction to County Budgeting

Defining a Budget

In simple terms, a budget is an entity's plan for its financial resources. It is an estimate of proposed expenses for a given period and the proposed means of paying for them. Two basic components of the budget are the revenue (source of funds) and the expenditure (uses of funds).

Defining Revenue and Expenditure

Revenue is an increase in the financial resources of a government. Some examples of local government revenues are property taxes, assessments, permits and fees, licenses, fines, charges for service, grants, and payments from other governments. Monroe County has a large variety of revenue sources.

An expenditure is a decrease in the financial resources of a government. Expenditures include, for example, current day-to-day expenses such as salaries, utilities, professional service contracts, material costs, payment of principal and interest on long term debt and bonds, purchase of vehicles, equipment or property and construction costs.

Budget Structure – Fund Accounting

An important concept in government accounting and budgeting is subdividing the budget into what are called "funds". This is called fund accounting. Fund accounting allows a government to budget and account for funds restricted by law or policy. These funds allow the County to segregate certain revenues and then account for expenditures from these revenues.

The County budget currently has 47 funds. These funds can be compared to a company spreading its business among 47 banks. The County uses these funds for example, to make payments on different types of County debt or to track fees collected to pay for certain County services.

Each of these funds must balance - that is, revenues must equal expenditures - and each must be separately monitored. The County budget, adopted each year by the Board of County Commissioners (BOCC), is actually the total of the separate funds or accounts.

Rationale for the Budget Structure

Monroe County produces its budget in conformance with rules and regulations developed for local governments. While it does not take an accountant to understand a local government budget, the reader should understand the County develops its budget in accordance with uniform accounting concepts and budgeting standards. Some of the more important standards are:

National Accounting Standards - Just as businesses follow what are known as generally accepted accounting principles (abbreviated as "GAAP"), governments follow national standards for financial reporting. A government using consistent standards can look at itself over time to measure its financial strengths. Comparative measures of performance can then be made with other units of government. Some of the standards Monroe County uses are those of the Government Finance Officers Association (GFOA) and the Governmental Accounting Standards Board (GASB).

State of Florida Budgeting Standards - The State of Florida establishes budgeting and financial rules for local Florida governments. This is Chapter 216 of the Florida Statutes. An example of a rule, is the time frame of the annual budget cycle. The fiscal year for counties begins October 1st and ends September 30th of the following calendar year. Another example is its rule about how a county adopts a budget and how a county sets property tax rates.

Federal and State Grant Requirements - Monroe County receives grants from several federal and state agencies. To insure the County uses these funds for specific programs, these agencies require the County to keep these grant funds separate from other County revenues. This segregation requires a more complex financial structure to manage these "restricted" dollars.

Introduction to County Budgeting

Local Budgeting Standards - Finally, the Board of County Commissioners establishes uses for some fees collected by the County to insure they are spent on specific programs. Impact fees and permit fees are examples of revenues with such self-imposed restrictions. These fees are adopted by the BOCC and can be found in the Monroe County Book of Code of Ordinances, Part 1 General Ordinances.

An Important Revenue – Property Taxes

A "property tax," more specifically called an "ad valorem" tax, is a tax based on the value of the property. We derive the term, "ad valorem" from the Latin phrase meaning "according to value."

In Florida, there are three factors for calculating the amount of property tax assessed on a piece of real estate: the value of the property, the amount of the value exempted from tax, and the tax rate. Each county's Property Appraiser's Office calculates property values and Florida law dictates the exemptions. The tax rates are set by the various local governments authorized to collect property taxes according to Florida law. The tax roll can be found in the Revenue Sources & Trends section.

The ad valorem tax rate is expressed in "mills." A mill equals \$0.001. The rate at which the tax is charged is called the "millage rate". If the ad valorem tax rate is 8 mills, the "millage rate" is 8 mills. This means that per dollar of property value, a property or ad valorem tax of \$0.008 is paid. It is much easier to think of the rate as how many dollars of tax will be paid per thousand dollars of property value. For example, if the property is valued at \$10,000 and the millage rate is 8 mills, you would pay \$8 per \$1,000 value or \$80. The adopted millage rates can be found later in this chapter.

The Monroe County Board of County Commissioners' set the Ad Valorem Millage rate for the General Fund, Fine & Forfeiture, Middle Keys Health Care, Lower & Middle Keys Fire Rescue, General Purpose MSTU, Parks and Beaches and Municipal Policing Funds along with the County's portion of the Health Department.

Other Major Revenue Sources

Revenue sources that are authorized by the Florida legislature include Constitutional and County Fuel Taxes, County Revenue Sharing Program, Local Government Half-Cent Sales Tax Program, and State Housing Initiative Partnership Program (SHIP). Other revenue sources that are authorized by local governments include Communications Services Tax, Local Business Tax, One Cent Infrastructure Surtax, Motor and Diesel Fuel Taxes and Tourist Impact Tax. These local revenues sources are approved by the Monroe County BOCC.

Other Sources of County Revenues

Also Monroe County raises revenues from sources such as licenses and permits, other federal and state sources, charges for services, fines and forfeitures, grants, rents and interest.

It is important to understand the County has the ability to combine property taxes with other revenues to support a broad range of activities. The County also uses property taxes and other revenues to supplement programs receiving grant funds from the state and federal government. If grant or other funding decrease, the County must decide whether to raise tax revenues to support these various programs rather than reduce service.

The Dual Roles Florida Counties Serve

In Florida, a county may serve a dual role. It can provide some services to all county residents regardless of whether or not the residents live in a city. These services are called "countywide" and use the *Countywide Property Tax* as a means of financing. It may also provide municipal-type services to residents in the unincorporated areas. These areas are portions of the county, which are not incorporated as cities. These services are called "MSTU" services and use *Municipal Services Taxing Unit Property Tax* as one of the means of financing these services.

Introduction to County Budgeting

Multiple Taxing Authorities - Florida law allows a county to charge one property tax rate countywide for services provided to the entire county population. State law also requires a county to charge another property tax rate in only the unincorporated area for the city-type services supplied by the county. If you look carefully at your annual tax bill, you will see several lines for the various property taxes:

The General Revenue Fund - The “General Revenue Fund” line in your tax bill is a county-wide tax that finances a diverse number of services such as environmental protection, shelter and care for impounded animals, general assistance for the indigent, public facilities maintenance, and libraries. It also pays for a variety of administrative functions required of a large organization: computer systems, communications purchasing, budget, human resources, finance and legal services.

The Law Enforcement, Jail, Judicial Fund - The “Law Enforcement, Jail, Judicial Fund” line on your tax bill is a countywide tax that pays for operation of the Sheriff’s Department, jail maintenance and the County’s court support system and the state mandated program, Juvenile Justice Cost Sharing.

The Health Clinic - This is a countywide tax used to support the operation of the County’s public health clinic.

The General Purpose MSTU - Another name for the property tax on the unincorporated area is the *Municipal Services Taxing Unit Property Tax*, or General Purpose MSTU tax. This line in your tax bill pays for services normally provided by municipalities. MSTU services includes land use planning, zoning, fire marshal, code compliance, emergency medical and fire service administration, and maintaining county parks.

There are also separate property taxes levied for special assessment tax districts such as *Middle Keys Health Care, Fire and Ambulance, Mosquito Control and South Florida Water Management*. Monroe County also taxes for the operation of its schools under the separate authority of the *School Board*.

Special Assessment Property Tax

A non-ad valorem assessment, also called a special assessment, is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties. The value of the property is not considered when calculating a special assessment. Instead, the cost of the facility or the service is allocated to the properties in a defined area. This allocation is based on the degree to which the property will reasonably benefit from the facility or service. It is important to note that Monroe County is not the only jurisdiction levying these special assessments in the unincorporated area. There are a number of separate special assessment districts and with the ability to levy these assessments.

Other Governments in Monroe County

One frequent misunderstanding is that the Monroe County Board of County Commissioners oversees the local school system. While school boards in other states have their budgets approved by the county commissioners or the county board of supervisors, school districts in Florida are *separate taxing authorities*. The property tax levy for the school system is separate from the County’s on the annual tax bill. Other units of government which levy property tax separately from Monroe County are the *Mosquito Control District* and a multi-county district -- the *South Florida Water Management District*. There are also five cities in the county: Key West, Islamorada, Marathon, Layton and Key Colony Beach. These cities have separate budgets and revenue sources.

Tracking the County’s Budget

With approximately 5,000 line items and dozens of organizations within its purview, Monroe County relies on computers with sophisticated budgeting software to help with budgeting and accounting.

Like many counties in Florida, the Monroe County Clerk of the Circuit Court performs the day-to-day accounting such as writing checks to vendors, processing payroll and prepares financial statements

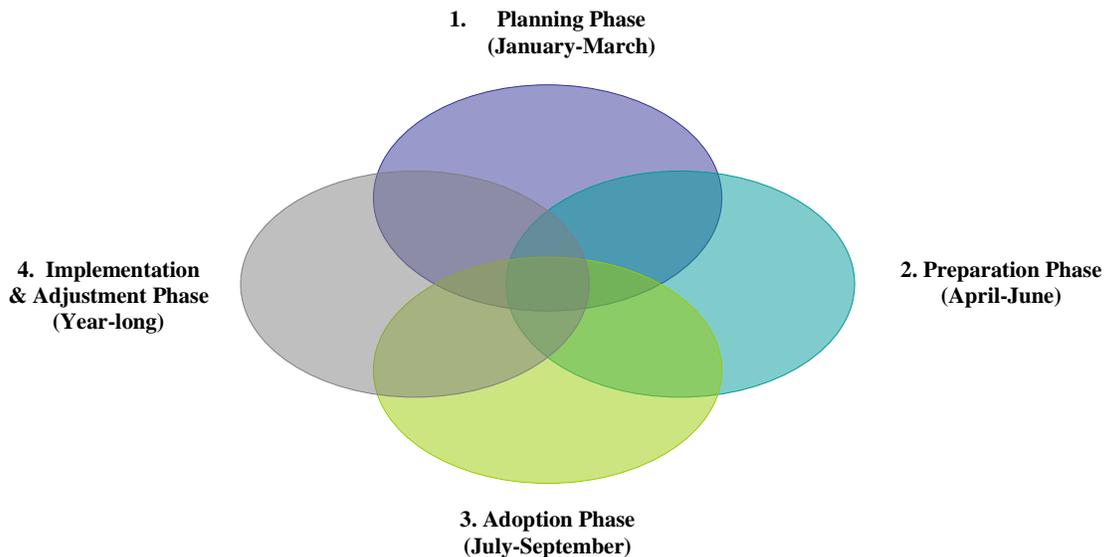
Introduction to County Budgeting

(ACFR) . The Monroe County Office of Management and Budget (OMB) under the County Administrator prepares the budget using a computerized budget preparation system (GovMax).

Developing the Budget

The process of compiling the annual budget is actually a year-round activity. The basis for the process is a framework of statutory deadlines established by the State of Florida. The County Administrator and the OMB Department staff establish the remainder of the process. County administration sets interim deadlines to insure necessary information is collected, priorities are determined, and recommendations can be made by the County Administrator to the Board of County Commissioners. The County Administrator has been designated to serve as the official budget officer for Monroe County, to the Board of County Commissioners, which, in turn establishes tax rates and adopts the annual budget.

While the process may change somewhat from year to year, an examination of the process illustrates the many steps to adopting an annual budget. An annual budget, including all such funds as required by law, shall be prepared and approved each fiscal year. The budget process is conducted in accordance with Chapters 125, 129, 200 and 218 of the Florida Statutes as amended. Monroe County processes the budget in four basic phases. Some budgeting activities like estimating revenues and estimating expenditures can happen in all phases. The four basic phases are:



Planning Phase – (January – March) Early in the budget process, OMB staff prepares budget instruction packages which are used by County departments to submit their annual budget requests. Departments are asked to develop statistical measures to describe the levels of services they offer. Management evaluates the statistical measures to determine what service can be maintained at a particular level of operational funding. During the planning phase, departments are also asked to estimate their capital needs for the upcoming fiscal year as well as estimated needs for an additional six years. These estimates form the basis for the long-range *Capital Projects Plan*.

Preparation Phase – (April – June) During the preparation phase, all departments are required to key in their operating and capital expenditure budgets in Govmax and submit an electronic copy of their proposed budget. Internal service fund departments determine their proposed revenue and expense budgets. All Constitutional Officers submit their budgets by June 1st, as required by law.

Also during this phase, OMB reviews revenue collection for all funds and perform expenditure analysis for all departments. Using prior year fund balances, as reported in the ACFR, along with estimated revenues and expenditures, the current year's estimated ending fund balance is then calculated. In determining each fund's revenue budget, a calculation of a certain percentage of the estimated ending

Introduction to County Budgeting

fund balance added with potential revenue receipts along with less 5% (according to state statute) are used to balance or equal requested departmental expenditures.

The County Administrator also conducts a series of budget review meetings with the Department Directors and a decision on a proposed *Tentative Budget* is presented to the BOCC. During the Engineer/Project Management budget review, the capital plan is discussed and a workshop meeting with the BOCC is held to present all capital funded projects.

Adoption Phase (July-September) - The County Administrator presents a proposed *Tentative Budget* to the County Commissioners at the regularly scheduled July BOCC meeting. Later in July, a Special Budget Meeting is held, (as defined by State Statutes) and the BOCC announces and adopts tentative property tax millage rates and operating and capital budgets. The adopted tentative millage rates (in accordance with State "Truth-in-Millage" "TRIM" requirements) must be sent to the Property Appraisers office by August 4th so that proposed tax notices can be mailed to all property owners by August 24th.

The BOCC schedules two public budget hearings in September, to be held at the government centers in Key Largo and Key West. The Proposed Operating and Capital Budget and Tax Notices must be advertised 2-5 days before the last public hearing, as described in the State TRIM guidelines. The *Adopted Budget* and all final millages need to be approved by a majority of commissioners, at the last public hearing.

The multi-year *Capital Projects Plan* which is approved during the September public hearings should not be confused with the capital budget. The capital budget represents the first year of the capital projects plan and is legally approved as a part of the *Adopted Budget*. Projects and financing sources listed in the *Capital Projects Plan* beyond the current year are not authorized until the annual budgets for those "out years" are legally adopted in the process described above.

All policy workshops, BOCC meetings, as well as public hearings, are televised live and videotaped for re-broadcast on the County's channel 76 on local cable stations and also can be acquired thru the County's website video archive. Also, on the website is a budget summary of the adopted operating and capital budgets. Florida Statute requires that the budget be posted to the County's website within 30 days of adoption and remain there for a minimum of 2 years.

Implementation and Adjustment

Before Oct. 1st, OMB will send the adopted revenue and expenditure budgets to Finance so that the budget information can be uploaded into the Clerk's finance system (Workday). On Oct. 1st, the *Adopted Budget* is implemented. During the rest of the fiscal year, OMB monitors actual versus budgeted spending along with bringing in unanticipated revenues into the budget. These changing dynamic circumstances usually require some type of budget adjustment within any departmental budget. Any changes to the adopted budget are handled by requests sent to OMB.

Budget Transfer Request - OMB reviews the request to determine what type of transfer needs to be performed and if there is sufficient funds to be transferred. Before sending a request to OMB, proper authorized signatures must be written on the request form. There are three types of Budget Transfers that each require certain action, they are:

1. Budget transfers within the same department. These are keyed into the Clerk's Finance system.
2. Any adjustments that require movement of budgeted funds between departments or from Reserves, must be approved by the BOCC, in the form of a resolution.
3. If the transfer cannot be made because of insufficient budgeted funds, a formal budget amendment is required with a properly noticed public meeting. First, OMB needs to obtain BOCC approval to advertise a budget amendment in a publicly read newspaper and to hold a public hearing. After board approval, OMB has 60 to 90 days to hold a publicly noticed BOCC meeting. Generally, these public hearings are held during a regular monthly BOCC meeting.

Introduction to County Budgeting

The revised budget must appear in a publicly read newspaper, between 2-5 days prior to the meeting. Florida Statute requires that the amendment must be posted to the County's website within 5 days of adoption and remain there for a minimum of 2 years.

Unanticipated Resolutions - When unbudgeted revenues are received, (for example: Grants, Donations or Court Fees, etc.) a resolution will be prepared for BOCC approval with appropriate revenue codes and expenditure accounts.

All resolutions prepared by OMB, have supporting documentation to backup the reasoning behind the budgetary change. Approval of all prepared OMB resolutions are listed on the monthly BOCC meeting agenda under one agenda item entitled, "Approval of Various Resolutions for the Transfer of Funds and Resolutions for the Receipt of Unanticipated Revenue". Unless, the resolution is a formal budget amendment that requires a public hearing.

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Monroe County for its annual budget for the fiscal year beginning October 1, 2023. This was the 25th consecutive year that Monroe County has received this prestigious award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements by using GFOA recommended policies and practices. We again, have submitted this document to GFOA to be reviewed by other nationwide GFOA members and they will determine if the Fiscal Year 2025 Adopted Budget Book will be eligible to receive another Distinguished Budget Presentation Award.

Finding Information About the Budget

Monroe County's budget is available in draft form any time after presentation of the tentative budget by the County Administrator to the Board of County Commissioners in July. Based on the County Administrator's recommendations, OMB produces a budget summary. Changes may be made in the **COUNTY ADMINISTRATOR'S TENTATIVE BUDGET PRIOR** to the public budget hearings in September.

In accordance with Florida law, the County also advertises a summary budget in a newspaper of general circulation prior to final adoption. After the Board of County Commissioners approves the budget in September, OMB publishes a pdf version of the final budget on the County's website. Information on where detailed budget documents are available for public review, can be obtained by calling the Monroe County OMB Department at (305) 292-4473.

Budget information is also available on the County's web site www.monroecounty-fl.gov.

The following is the schedule for the Fiscal Year 2025 Annual Operating and Capital Budget:

**MONROE COUNTY BOARD OF COUNTY COMMISSIONERS
BUDGET CALENDAR, FISCAL YEAR 2025**

Adopted Timetable

Date 2024,	Day	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
February 21,	Wednesday	Board of County Commissioners	Approval of the FY 2025 Budget Timetable. Regular BOCC meeting Key West	
April 15,	Monday	Senior Management Team, TDC Executive Director	OMB deadline for submission- <u>budget</u> requests for all Internal Service Funds, Capital and departments including TDC, GAL and Medical Examiner.	
May 10,	Friday	TDC Executive Director, State Attorney, Housing Authority, Judicial, and Health Department	Deadline for other agencies budgets to OMB.	
On or before June 1,	Saturday	Constitutional Officers	Submission of budget requests to the County Administrator.	Section 129.03(2) Florida Statutes
June 10-13,	Monday-Thursday	Human Service Advisory Board	This is the last date to receive input from the Human Service Advisory Board.	
June 25-June 28,	Tuesday-Friday		FAC 2024 Annual Conference & Exposition	
July 1,	Monday	Property Appraiser	The Property Appraiser certifies, to each taxing authority, the taxable value within the jurisdiction of the taxing authority on Form DR-420.	Section 129.03(1) Florida Statutes
July 1-31		Board of County Commissioners	The Board of County Commissioners' (BOCC) Budget Officer delivers a tentative budget to the board. No meeting required.	Section 129.03(3) Florida Statutes
July 12-15,	Friday-Monday		National Association of Counties (Naco) Annual Conference www.naco.org	
July 16,	Tuesday	Board of County Commissioners	Special Meeting for discussion of Budget. Announcement of Proposed Millage Rates and selection of dates, times and places for public hearings. Approval to advise the Property Appraiser of proposed millage rates.10 A.M. Marathon	Sections 129.03(3)(a) and 200.065(2)(b) Florida Statutes
August 4,	Sunday	Office of Management and Budget	Last day to advise the Property Appraiser of the Proposed Millage Rates, current year rolled-back rate and the date, times and place of the Tentative Budget Hearing. Certifies the completed DR-420, DR-420MMP and any additional forms and returns to the Property Appraiser.	Section 200.065(2)(b) Florida Statutes
No later than August 24,	Saturday	Property Appraiser	Property Appraiser mails out the Notice of Proposed Property Taxes to each taxpayer listed on the current year assessment roll. (TRIM Notices)	Sections 200.065(2)(b) and 200.069 Florida Statutes
September 4,	Wednesday	Board of County Commissioners	First Public Hearing Adoption of Tentative Budget and Millage Rate 5:05 P.M. Key West	Sections 129.03(3)(c), 200.065(2)(c) and 200.065(2)(e), Florida Statutes
September 7,	Saturday	Office of Management and Budget	Budget Ad to be published in newspaper for final budget hearing.	Section 200.065(2)(d), Florida Statutes
September 11,	Wednesday	Board of County Commissioners	Final Public Hearing (Regular BOCC meeting day) Adoption of Final Budget and Millage Rate 5:05 P.M. Key Largo	Sections 129.03(3)(c), 200.065(2)(d) and 200.065(2)(e), Florida Statutes
Following final budget adoption		Board of County Commissioners	Notify the Sheriff, in writing, of the specific action taken on the proposed fiscal year 2024-2025 budget appropriations of the Sheriff.	Section 30.49(4), Florida Statutes
September 14,	Saturday	Office of Management and Budget	Within 3 days of Final Hearing, the Resolution adopting final millage and budget to Property Appraiser, Tax Collector and the Dept. of Revenue.	FL Administrative Code 12D-17.003(f)
October 11,	Friday	Office of Management and Budget	Within 30 days of adoption of final millage and budget, submit TRIM package (DR-487) to Dept. of Revenue. Certify final millages to Property Appraiser via DR-422 and DR-422DEBT (if any debt). Post summary budget on website.	Section 129.03(3) Florida Statutes FL Administrative Code 12D-17.003(h)

GOALS & POLICIES

Introduction

Monroe County's short and long-term goals and policies are developed during the budget process each year. The BOCC discusses trends, capital projects and policy priorities at public meetings held during the budget planning phase and these priorities are further refined and clarified during the budget preparation and adoption phases of the budget process in the late spring and summer of each year. The BOCC tries to strike a prudent balance between service needs and financial ability to pay for those services. Following is discussion of the primary goals and policies adopted by the BOCC:

County-wide Long-term Goals and Policies

The County developed and received approval from the State of Florida for the *Monroe County Year 2030 Comprehensive Plan (Comp Plan)* and the *Monroe County Land Development Code*. Major goals articulated in the Comp Plan update are:

Future Land Use - Monroe County shall provide an effective and efficient balance of future anticipated growth in order to enhance the quality of life, maintain community character, economic development, ensure the safety of County residents and visitors, and protect valuable natural resources.

- Address the Permit Allocation System for new residential development, known as the Residential Rate of Growth Ordinance (ROGO) System, in light of the build-out challenges facing Monroe County (number of building permit allocations available versus the balance of privately held vacant parcels).
- Policy and land acquisition strategies to reduce the total inventory of privately owned vacant land and balance growth management, habitat protection, retirement of development rights, reduction of density & intensity, and the future build-out of the Florida Keys.
- Evaluate policies to assure non-conforming structures, that are part of the "community character" are preserved.
- Update the residential and nonresidential Permit Allocation and Point Systems to provide for additional positive points for lot aggregation, land dedication and energy/water conservation.
- Ensure that all development and redevelopment taking place does not result in a reduction of the level-of-service (LOS) requirements established and adopted by the comprehensive plan.
- With input from the business community and other stakeholders, develop an Economic Sustainability Element, which focuses upon and promotes redevelopment, considers the increasing cost of climate adaptation and the protection of property.
- Continue to implement military compatibility policies.
- Encourage working waterfront preservation and enhancement.

Conservation and Coastal Management – To promote the conservation, use, and protection of natural resources and to plan for, and where appropriate, restrict development activities where such activities would damage or destroy coastal resources; threatened and endangered species habitat; and protect human life and limit public expenditures in areas that are subject to destruction by natural disaster.

- Protect and preserve lands containing species listed under the Endangered Species Act and supporting the efforts of federal agencies, state agencies, and private non-profit conservation organizations, to acquire land for conservation purposes.
- Continue to implement the Tier System to protect upland habitat and direct growth to infill areas.
- Continue to protect native upland vegetation and marine and freshwater wetlands and, where possible, restore and enhance these habitats.
- Implement the Marina Siting Plan and notify marine facilities which do not have an on-site pumpout station, as identified through the Monroe County Marine Facility Survey or other best available data sources, of the requirement to provide an on-site pumpout station and associated signage.

- Continue to develop strategies to reduce adverse impacts on water quality and living marine resources associated with recreational boating.
- Evaluate and identify potential sites for the installation of mooring fields.
- Work with state and federal partners to improve impaired water quality in many canal systems in the Florida Keys.
- Support existing vessel discharge regulations, including the No Discharge Zone regulations of the Florida Keys National Marine Sanctuary, and encourage use and expansion of sewage pump-out facilities throughout Monroe County.
- Work cooperatively with USFWS and the FEMA to review permit applications for compliance with the Federal Endangered Species Act through the “Permit Referral Process” within the floodplain regulations.

Traffic Circulation - To provide a safe, convenient, efficient, and environmentally compatible motorized and non-motorized transportation system for the movement of people and goods in Monroe County. The Florida Department of Transportation (FDOT) is responsible for maintaining and improving U.S.1 and in Key West, South Roosevelt Boulevard/S.R.A1A. The county’s Public Works/Engineering Division are responsible for maintaining and improving county roads along with planning, overseeing and administering road and bridge improvement/repair contracts.

- Incorporate the FDOT’s Five Year Work Program into the Capital Improvement Schedule.
- Maintain the level of service (LOS) standard for U.S.1.
- Continue to coordinate with FDOT and municipalities in the review of the systematic traffic monitoring program to monitor traffic volumes and travel speeds of U.S. 1.
- Develop a Transportation Strategy Master Plan, incorporating an intermodal transportation system and considerations of climate change implications.

Mass Transit - To support the development of a coordinated surface transportation system for residents, visitors and transportation disadvantaged people within Monroe County.

- Continue to develop strategies to reduce trips on U.S. 1 and develop an intermodal transportation system that incorporates vehicles and alternative transportation modes such as mass transit and bicycle/pedestrian facilities.
- Encourage the provision of transit service for all visitors and residents to major trip generators.
- Continue to coordinate with the municipalities to further facilitate mass transit in the Florida Keys.

Ports, Aviation and Related Facilities - Monroe County shall provide a safe, convenient, efficient, and environmentally compatible motorized and non-motorized transportation system for the movement of people and goods in the County.

- Preserve existing airports, airstrips and related activities, and coordinate surface transportation access to existing and new public airport facilities.
- Facilitate port facilities that relieve traffic on U.S. 1 or serve as an alternative to U.S. 1 for delivering goods and services.
- Preserve and enhance existing ports and port related activities.

Housing – To adopt programs and policies to facilitate access by all current and future residents to adequate and affordable housing that is safe, decent, and structurally sound, and that meets the needs of the population based on type, tenure characteristics, unit size, and individual preferences.

- Provide guidance for the development of plans and policies to meet housing deficits and summarize existing and future housing needs.

- Continue to coordinate with the municipalities and Department of Economic Opportunity (DEO) regarding the provision of affordable housing.
- Continue to expand participation in Federal and State housing assistance programs to rehabilitate owner and rental housing for very low, low, median and moderate-income residents by seeking grants, loans, and technical assistance in conjunction with the Monroe County Housing Authority.

Potable Water - The County shall support Florida Keys Aqueduct Authority (FKAA) in the fulfillment of their statutory obligation and authority to provide for a safe, high quality and adequate supply, treatment, distribution, and conservation of potable water to meet the needs of present and future residents.

- Ensure that at the time at certificate of occupancy or its functional equivalent is issued, adequate potable water supply, treatment, and distribution facilities are available to support the development at the adopted level of service standards.
- Address the capacity issue related to fire flows with installation and maintenance of fire hydrants.
- Maintain a 10-year Water Supply Work Plan that identifies alternative water supply projects, traditional water supply projects, conservation, and reuse necessary to meet the Monroe County Unincorporated Area water supply needs, consistent with the South Florida Water Management District Lower East Coast Regional Water Supply Plan and the Florida Keys Aqueduct Authority 20-year Water System Capital Improvement Master Plan.

Solid Waste - The County shall provide for the adequate collection, disposal and resource recovery of solid waste in an environmentally sound and economically feasible manner to meet the needs of present and future County residents. The County's Solid Waste Department oversees the solid waste disposal and recovery program.

- Continue to work towards achieving a 75 percent diversion rate of the municipal solid waste stream through recycling.
- Monitor the haul out contract with Waste Management Inc. (WMI).
- Monitor contract to remove, crush and haul abandoned vehicles and vessels.
- Maintain, develop and improve the County's recycling program.

Sanitary Sewer - The County shall provide for the adequate, economically sound collection, treatment, and disposal of sewage which meets the needs of present and future residents while ensuring the protection of public health, and the maintenance and protection of ground, nearshore, and offshore water quality. The County has adopted a *Monroe County Sanitary Wastewater Master Plan*.

- Continue construction of the Cudjoe Regional Waste Water System.
- Continue to ensure compliance with wastewater treatment standards.

Drainage - Monroe County shall provide a stormwater management system, which protects real and personal properties, public health and safety, and which promotes and protects groundwater and nearshore water quality. The County has adopted a *Stormwater Master Plan*, a *Stormwater Management Ordinance* and prepared a *Manual of Stormwater Management Practices*.

- Review and update, as necessary, the County's stormwater management regulations and Stormwater Master Plan (consistent with the National Pollution Elimination Discharge System Best Practices and Low Impact Development principles).
- Continue to review the standards for detention and retention volumes for surface water to ensure they achieve minimum water quality standards.

Natural Groundwater Aquifer Recharge - The County shall protect the quality and quantity of water in the potable water aquifer and in the freshwater lens systems to ensure public health, conserve the public water supply, and preserve ecosystems dependent upon freshwater.

- Continue to work cooperatively with Miami-Dade County to encourage land use planning and development controls which shall protect the recharge area of the Florida City Wellfield from potential sources of groundwater contamination, saltwater intrusion and over-extraction.

Recreation and Open Space - Monroe County shall provide a recreation and open space system to conserve valuable natural resources and to provide recreational opportunities adequate to serve the present and future population of Monroe County, including residents and visitors.

- Continue to work towards making available adequate and accessible active recreation facilities at county-owned resource-based and community-based neighborhood and community parks consistent with the adopted level of service standards and the Recreational Guidelines.
- Undertake the development of a Parks and Recreation Management and Maintenance Master Plan for each existing county-owned park.
- Ensure access to publicly owned recreation and open space areas, including the handicapped and disabled.
- Continue to coordinate with State and federal entities for the potential use of State and federal lands.

Intergovernmental Coordination - The County shall promote and encourage intergovernmental coordination and collaboration between the County, the County municipalities, neighboring Miami-Dade and Collier counties, regional, state, and federal governments, providers of utility services and private entities in order to anticipate and resolve present and future concerns and conflicts.

- Continue to increase the effectiveness, efficiency, and responsiveness of government; provide for consistency in decisions and actions between various departments and agencies; and to improve citizen awareness and participation.
- Continue to maintain procedures designed to provide effective public participation and to provide real property owners with notice of all official actions which will regulate the use of their property.
- Implement policies to require community meetings to emphasize the importance of citizen participation as early as possible in the planning and development review process.

Capital Improvements - Monroe County shall provide and maintain, in a timely and efficient manner, adequate public facilities for both existing and future populations, consistent with available financial resources. The Capital Improvement Element (CIE) provides for review criteria of capital improvements, coordination with the budget, level of service standards, and concurrency management.

- Annually update the Five-Year Schedule of Capital Improvements. Propose revisions to the Schedule, including those addressing the replacement and renewal of capital facilities, which are evaluated and updated in accordance with the following considerations (not listed in order of priority):
 1. consistency with the relevant elements of the Comprehensive Plan
 2. the elimination of public hazards
 3. consider sea level rise projections as they relate to transportation and bridging projects in particular
 4. the County's need for financial expenditures for infrastructure improvements within or proximate to vulnerable areas
 5. the elimination of existing deficiencies
 6. financial feasibility including the impact on the annual operating and capital budgets
 7. the location in relation to the Future Land Use Map
 8. accommodation of the demands from redevelopment and new development

9. the consistency of the improvement relative to the plans of state agencies and the South Florida Water Management District; and
 10. the availability of other revenue sources including, but not limited to, FDOT Project funding and FDOT Traffic Operations funds from District Dedicated Revenue (DDR) sources.
- Continue to schedule capital improvements necessary to correct existing deficiencies, to accommodate projected future growth, and to replace obsolete and worn-out facilities, in accordance with an adopted Capital Improvements Program.

Energy and Climate (new) - Monroe County shall coordinate with the municipalities; regional, State, and federal government agencies, nongovernmental organizations and private organizations to exchange data and develop coordinated strategies to address energy conservation and impacts from climate change.

- Encourage collaborative intergovernmental practices to reduce greenhouse gas emissions (GHGs) by at least 20% below the 2005 levels.
- Consider climate change impacts such as increased temperatures, sea level rise, potentially shifting habitat and ecosystem types and the need to withstand increased storm surge in evaluating public infrastructure decisions.
- Consider incorporating a planning, design and permitting standard for infrastructure and public facilities that may include a sea level rise assumption of 3"-7" by 2030 as developed by the Southeast Regional Climate Compact.
- Continue to identify criteria to define adaptation action areas (AAA).
- Work cooperatively with municipalities and transportation agencies to identify and evaluate transportation strategies to address energy and climate issues.
- Continue to identify actions to promote and support increased energy efficiency measures and the proportion of electricity generated by alternative and renewable energy, including, but not limited to solar, wind, biofuels and other sources. Monroe County shall incorporate these actions into its facilities and operations as well as its fleet.

County-wide Short-term Goals and Policies

In order to achieve long-term goals, several key short-term goals and associated policies are established by the BOCC each budget year. The key short-term goals are:

- Update wastewater treatment plants at County owned facilities to comply with State DEP regulations.
- Maintain fund contingencies, reserves and fund balances forward for each of the ad valorem tax supported funds.
- Maintain and continue to strengthen the Internal Service Funds: Risk Management and Group Insurance.
- Implementation of the Monroe County 2030 Comprehensive Plan.
- Enhanced code compliance for transient rentals.
- Improve efficiency and capabilities of Building and Planning Permitting Process with new permitting software which includes Electronic Plan Review.
- Further enhance and upgrade the County's finance system, computer network and security.
- Construct/Renovate fire facilities throughout Monroe County
- Provide outstanding Fire, Life Safety & Property Protection
 - Improve ISO ratings
- Renovations for Courthouse facilities
- Design and build mooring fields in the Keys
- Improving County's cultural facilities:

- Construction of roadway improvement projects and bridges:
 - Twin Lakes
 - Stillwright Point
 - Seaview Drive Bridge
 - Harbor Drive Bridge
 - Sugarloaf Boulevard Bridge
 - Card Sound Road Tubby's Creek Bridge
 - Card Sound Road Mosquito Creek Bridge
 - Conch Key Roads SLR
- Key West International Airport and the Florida Keys Marathon International Airport projects:
 - EYW Customs Phase 3B
 - EYW Commercial Apron & Taxiway A
 - EYW West Overflow Apron Parking
 - EYW Concourse A
 - EYW Outbound Baggage System Upgrades
 - MTH Runway Relocation
 - MTH Hurricane Impact Windows
 - MTH Mitigation Site Monitoring

Long-Range Financial Planning

Monroe County's long-range financial planning efforts include the following:

- One-time capital equipment purchases, infrastructure/facility projects, or other special projects are submitted via 5-year CIP requests. All CIP requests and supporting documentation are reviewed and analyzed by the budget office and consolidated into a proposed 5-year CIP document, which is presented to the BOCC for consideration.
- Fund balances are projected for the county's capital funds by capturing five years of historical; current fiscal year; and four additional out years of budget planning data. This process provides decision makers with crucial information and helps ensure financially sound decision making.
- Continued development of the county-wide 5-year CIP, which addresses capital infrastructure and project needs.
- Prioritization of 5-year capital improvement projects and alignment with the county's strategic plan goals.
- Current priority long-range goals:
 - Roads Adaptation Plan 2020-2050.
 - Develop a Canal Masterplan to guide canal restoration projects and activities.
 - Implementation of 5-year GreenKeys Sustainability Action Plan:
 - Prepare for sea level rise
 - Water Quality
 - Stormwater
 - Allow County to be a leader throughout the country in sustainability efforts

These long-range financial planning efforts influence the county's current year budget as well as future budgets.

Strategic Goals and Strategies

Monroe County Strategic Planning Process: Strategic to Tactical

Effective strategic planning is more than a document; it is a process and a culture. As a complex organization and community, this process is most effectively managed through the use of a Community Strategy and an Organizational Strategy. The Monroe County BOCC 2020 Strategic Plan is a 30,000-foot view of the largest issues, concerns and challenges facing our entire Key's Community. The Plan is a commitment from the BOCC to the community to explore and address these priorities over the next five years with the purpose of deliberating shaping our community's future. It is the Strategic Plan for our Community.

Monroe County has also created a strategic plan for our Organization: the Management Plan. This Plan, in contrast to the BOCC Plan, is focused internally with the purpose of ensuring a high-function team of excellent public servants able to accomplish the ambitious goals our leadership and community have set out for us. The Management Plan outlines the County Administrator's ideal characteristics of our culture and highlights critical areas for improvement or need within the organization.

Once these long-term, big vision Strategic Plans are in place, the next step is to determine the short-term initiatives and actions each department and employee will take to accomplish the strategy. These tactical goals and actions allow for an annual, dynamic, and Commission and/or Administrator approved approach to the large and complex strategic priorities identified in the Strategic and Management Plans. These fiscal year based tactical initiatives also become the building blocks for priority-based budget and resource allocation.

Department Plans:

All departments create an annual Department Plan that outline their goals and actions for the coming fiscal year and how they align with the priorities of the Board of County Commissioners and the County Administrator, as set forth in the 2020 Monroe County Strategic Plan and the Administrator's Management Plan. Specifically, in addition to their regular responsibilities and services, each department establishes annual:

- 1) Initiatives that will further the BOCC Strategic Plan's Priorities and Areas of Concern
- 2) Goals and Actions that will strengthen our intentional Organizational Culture and focus resources and efforts to the County Administrator's Areas of Focus as provided in the Management Plan.

These initiatives, goals and actions are detailed in the annual Monroe County Tactical Plan. This document outlines that fiscal year's action and implementation plan for the BOCC Strategic Plan and the County Administrator's Management Plan and will be utilized in annual budget process to accomplish priority and initiative-based resource allocation. The Monroe County Tactical Plan serves to provide a concise view of the tactical implementation of our County's strategic vision for the coming fiscal year and is available on the County's website at <http://monroecounty-fl.gov/strategicplanning>

Individual Plans:

Strategic Goals and Strategies

The BOCC Strategic Plan, Management Plan and Department Plan all provide individual employees with inspiration and direction as they develop their Individual Performance Plan; which serve as a foundation for their yearly performance evaluation. Employees individual goals and/or actions support and can draw from components of all the plans (under the guidance of their supervisor). For example, an employee's Department may have identified a large vision goal that contributes to a BOCC identified priority or a fall under a Management Plan cultural trait or area of focus. If that employee has an active role in the implementation of the goal or initiative, that becomes a logical action to include in their Individual Plan. However, if an employee will not be participating in the initiative/goal their Department has included in their plan, that employee is still able to identify an Organizational Culture trait or Area of Focus from the County Administrator's vision that they can build individual actions for their personal plan. This structure allows for each and every employee within the County to align their actions to the larger vision in a manner that is meaningful for their vital and unique role and responsibilities. This creates empowerment and maximizes individual creativity while ensuring all County resources are synergistic and aligned.



This multi-plan, external and internal, strategic and tactical process approach to strategic planning ensures the needs and priorities of the County as a Community and an Organization are addressed. Finally, the staff, administration, Commission and Community are able to follow our progress through our online performance measurement report; thus, creating a transparent, accountable and meaningful process that will result in positive Community and organizational improvement.

Monroe County Board of County Commissioner's Strategic Plan

A Five-Year Plan

Our Vision:



Creating a Better Life Every Day for Everyone in the Florida Keys

Our Mission:

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

Strategic Goals and Strategies

Finding Balance: Quality of Life, Economy & Environment

1. Quality of Life: Areas of Concern & Priority

- a. Community Character-
 - i. Smart Growth
 - ii. Respectful Redevelopment
 - iii. Illegal Transient Rentals
 - iv. Collaboration with municipalities and other synergistic agencies
- b. Viability-
 - i. Workforce Housing
 - ii. Traffic and Road Safety on US1
 - iii. Enhanced Public Transportation
 - iv. Address Infrastructure concerns related to Climate Change and future storm resiliency
 - v. Wind and Flood Insurance Rates
- c. Services to All-
 - i. Parks and Recreation
 - ii. Access to water for economy and recreation
 - iii. Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

2. Environment: Areas of Concern & Priority

- a. Conservation-
 - i. Coral Reef conservation
 - ii. Nearshore Water Quality
 - iii. Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)
 - iv. Reduce/Reuse/Recycling of solid waste
- b. Protection-
 - i. Enforcement of Regulatory Statutes: local, state and federal
 - ii. Nearshore Water and Benthic monitoring
 - iii. Pursue Protective Ordinances
 - iv. Canal Protection
- c. Restoration-
 - i. Irma Recovery
 - ii. Canal Restoration
 - iii. Nearshore Water Quality and Benthic Restoration
 - iv. Florida Bay and Everglades projects and advocacy
- d. Resiliency-
 - i. Adaptation plans to help plant, animals and humans adapt to climate change impacts
 - ii. Mitigation plans to help avoid climate change impacts
 - iii. Stormwater Solutions

3. Economy: Areas of Concern & Priority

- a. Workforce-

Strategic Goals and Strategies

- i. Workforce Housing
- ii. Workforce Transportation- Alternative Solutions
- b. Infrastructure-
 - i. Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification
 - ii. Tourism Transportation- Alternative Solutions

Potential Long-term Initiatives:

- Keys-wide campaign to promote resident and visitor caretaking of our environment
- Transportation Study with focus on alternative solutions for workforce/tourism travel
- Create a Parks and Recreation Department to maximize our existing resources
- Roads Adaptation Plan 2020-2050
- Develop a Canal Masterplan to guide canal restoration projects and activities
- Stakeholder Conversation Series on BOCC and Community identified priorities to explore shared concerns and build consensus in the hope of finding mutually beneficial solutions

Strategic Goals and Strategies

Actions and Initiatives for Implementation of the BOCC Strategic Plan

The following are the FY2025 recommended actions broken down by their corresponding BOCC Area of Concern and Priority:

Actions that encompass the entire scope of the BOCC Monroe County Strategic Plan:

Action: The *Department of Budget and Finance* will maximize revenue generated through ad valorem taxes, non-ad valorem assessments, sales tax, State and Federal grants, fees for services, and other sources to address all 'Areas of Concern and Priority' that require funding

Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities and appropriations requests related to all 'Areas of Concern and Priority'. Specifically:

- Quality of Life issues including but not limited to short term rentals, affordable/workforce housing, Overseas Heritage Trail, and the protection of wind and flood insurance affordability and availability.
- Environment and conservation issues and programs, including but not limited to legislation related to growth restrictions, Stewardship funding for land acquisition and canal restoration, pump out program funding, derelict vessel reduction, coral reef protection, oil drilling, Endangered Species Act, PILT, FKWQIP, Everglades Restoration.

Action: The *Office of Strategic Planning* will initiate a series of Stakeholder Conversations on any or all 'Areas of Concern and Priority' to explore shared concerns and build consensus in the hope of finding mutually beneficial solutions.

1. Quality of Life: Areas of Concern & Priority

a. Community Character-

i. Smart Growth

1. Action: The *Planning and Environmental Resources Department* will collaborate with FDEP on additional land acquisition for conservation and the retirement of development rights.

b. Respectful Redevelopment

1. Action: Pending a 5-year Capital Improvement Plan (CIP) completion by OMB, the *Planning and Environmental Resources Department* will complete an Impact Fee study.

Strategic Goals and Strategies

iii. Illegal Transient Rentals

1. Action: *Code Compliance* will prioritize vacation rental enforcement, dedicate personnel to utilize software to identify illegal vacation rentals, will enhance the educational component of illegal vacation rental enforcement and work toward encouraging property owners to obtain permits for vacation rentals
2. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities related to quality of life issues including but not limited to short term rentals.

iv. Collaboration with municipalities and other synergistic agencies

1. Action: The *Office of Strategic Planning* will provide Strategic Planning expertise as requested and appropriate to our municipal partners and other local agencies.
2. Action: The *Library Department* will create a community partnership with Florida State Parks to create a program that will offer "Day Use Passes for Checkout" to our patrons

b. Viability-

i. Workforce Housing

1. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities related to quality of life issues including but not limited to affordable workforce housing.
2. Action: The *Planning and Environmental Resources Department* will reserve 36% of ROGO allocations annually for affordable workforce housing units.
3. Action: The *Planning and Environmental Resources Department* will amend the Comprehensive Plan and Land Development Code to require all affordable housing to be workforce housing.

ii. Traffic and Road Safety on US1

1. Action: The *Planning and Environmental Resources Department* will advocate to secure funding for a Transportation Strategy Master Plan, incorporating intermodal transportation options, including mass transit, and climate change considerations to increase transportation effectiveness and efficiency within the County.

iii. Enhanced Public Transportation

1. Action: The *Engineering Services and Roads Maintenance Department* will improve

Strategic Goals and Strategies

existing transportation infrastructure to better serve alternative modes of transportation (bicyclists and pedestrians) as well as vehicular traffic.

2. Action: *Social Services* will increase MCT's ridership across all areas of Monroe County, with a focus on increasing ridership in and around the Middle Keys, by a minimum of twenty (25) new registered riders.

iv. Address Infrastructure concerns related to Climate Change and future storm resiliency

1. Action: The *Engineering Services and Roads Maintenance Department* will develop county transportation infrastructure in a manner that considers and incorporates sea level rise adaptation and storm resiliency
2. Action: The *Project Management Department* will develop a plan to standardize and harden critical facilities back up generation.
3. Action: *Emergency Management* will improve communications network redundancies as identified in the Hurricane Irma After Action Report by developing an ARES (Amateur Radio Emergency Services) communications network utilizing local volunteer radio operators to be deployed throughout the County during disaster.
4. Action: *Information Technology* will provide technical guidance and search for innovative alternatives to improve Monroe County's technical infrastructure for future storm resiliency
5. Action: *Information Technology* will develop and confirm design applicable planning for Monroe County's planned EOC Operations Center
6. Action: The *Library Department* will work with Emergency Management, IT, and the County PIO to equip all Library buildings to serve as communication hubs before, during and after disaster situations. These hubs would be utilized as locations to collect and disseminate information to the public, providing internet access for communication purposes, and more as appropriate and applicable.
7. Action: The *Office of Sustainability* will implement the following initiatives:
 - a. Collection of mobile LiDAR elevation data for County roads and buildings
 - b. Applications for Vulnerability Assessment Analysis Grants
 - c. Participation in SE FL Climate Compact planning activities related to the Regional Climate Action Plan
 - d. Host Climate Leadership Summit
 - e. Engagement of the community to help the County better understand the

Strategic Goals and Strategies

residents' concerns about sea level rise and the efforts needed to be taken to make the County more resilient.

- f. Applicable GreenKeys Project:
 - i. Electric Vehicle Charging Stations
 - ii. Community Outreach Workshops
 - iii. Update vulnerability assessments on County facilities
 - iv. Conduct feasibility study for alternative energy at County
 - v. Develop adaptation alternatives for vulnerable County facilities Ph.1
 - vi. Identify intact corridors for future tidal wetland migration corridors as a potential criterion for future land purchase and flood mitigation initiatives Phase 1
 - vii. Create a database of all elevation data for County and utility facilities and assets
 - viii. Develop a ranking process to identify the most vulnerable neighborhoods and establish levels of service each road gets based upon a tolerable level of nuisance flooding.
 - ix. Countywide Roads Elevation Vulnerability Analysis and Capital Plan to evaluate the impacts of sea level rise on 311 miles of County roads and development of conceptual designs for elevation

v. Wind and Flood Insurance Rates

1. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities related to the protection of wind and flood insurance affordability and availability.
2. Action: The *Building Department* will submit a repetitive loss study, drainage maintenance plan developed by the Engineering Department, and a stormwater facility analysis that projects impacts to drainage features based on sea level rise to FEMA to apply for a Class 4 Community Rating System (CRS) score
3. Action: The *Building Department* will explore the application of freeboard up to three feet (3') total. This freeboard requirement would mandate up to an additional three (3) feet of height over and above the Base Flood Elevation requirements for all development in Special Flood Hazard Areas (SFHAs) in Monroe County.
4. Action: The *Public Information Office* will develop and publish a hurricane preparation guide for Monroe County residents, inform the public of resiliency programs via the EM website, and create how-to videos for storm preparation.

Strategic Goals and Strategies

c. Services to All-

i. Parks and Recreation

1. Action: Creation of Recreation division within the Parks & Beaches Department.

ci. Access to water for economy and recreation

1. Action: The *Planning and Environmental Resources Department*, in cooperation with the *Project Management Department*, will set aside BIF funding to prioritize the restoration of public boat ramps with the County.

cii. Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/ Opioid Crisis, Homelessness, Children/Teens in crisis

1. Action: The *Veterans Affairs Department* will provide satellite services reaching the Veteran population of the middle keys.
2. Action: The *Project Management Department* will assess current implementation status of ADA Master Plan and create multi-year completion calendar.
3. Action: *Social Services* will ensure processing times for all Health Care Responsibility Act applications (HCRAs) that exceed the state requirement in 100% of cases.
4. Action: The *Department of Budget and Finance* will facilitate grant funding focused on quality of life, medical services, and core services
5. Action: The *Guardian ad Litem* will ensure the provision of the highest quality of advocacy for children through increased funding that will allow for the recruitment and retention of adequate qualified staff and volunteers
6. Action: The *Library Department* will provide a schedule of programs and speakers, especially from inside the County, dealing with the Services to Special Needs Populations
7. Action: The *Library Department* will update print information (brochures) and train staff on programs available for social assistance at the Federal and State level, such as Florida Department of Children and Families/Access Florida for food stamps and other assistance, Florida Department of Economic Opportunity for Unemployment Compensation, SafeLink Wireless for mobile phones, etc.

Strategic Goals and Strategies

9. Action: The *Library Department* will prioritize community workforce support by: training staff on employment databases local career services, resume creation, and provide well equipped business, homework and job centers.

2. Environment: Areas of Concern & Priority

a. Conservation-

i. Coral Reef conservation

1. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to coral reef protection.

ii. Nearshore Water Quality

1. Action: The *Planning and Environmental Resources Department* will increase the annual number of vessel sewage pump outs to further improve and protect water quality.
2. Action: *Code Compliance* will dedicate personnel to ensure wastewater connection compliance.

iii. Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)

1. Action: The *Solid Waste Department* will collaborate/work with other County Agencies & Municipalities to improve the environment by identifying areas and neighborhoods throughout Monroe County that are repeated illegal dumpsites.
2. Action: *Code Compliance* will work with Florida Keys Aqueduct Authority (FKAA) and Key Largo Wastewater Treatment District (KLWTD) to ensure properties are connected to central wastewater upon availability
3. Action: *Corrections Facilities* will reduce water consumption by installing I-Con water control equipment on all toilets, showers and sinks

iv. Reuse/Reduction/Recycling of solid waste

1. Action: The *Solid Waste Department* will educate, inform and enhance the role that Reduce/ Reuse/ Recycling of Solid Waste plays in our daily life, by helping to initiate programs in the schools and community to bring awareness of why, how and the benefits of recycling.

Strategic Goals and Strategies

2. Action: The *Project Management Department* will develop a plan to encourage construction site recycling

b. Protection-

i. Enforcement of Regulatory Statutes: local, state and federal

1. Action: *Code Compliance* will establish an annual meeting between local, state and federal enforcement agencies operating in Monroe County, to review regulatory changes from each annual legislative session
2. Action: The *County Attorney's Office* will increase compliance with enforcement of County codes by initiating litigation for violations determined to be out of compliance.
3. Action: *Code Compliance* will focus on the adjudication of the remaining Irma related cases for unsafe structures, work without permits, work beyond the scope of permit, and land clearing

ii. Nearshore Water and Benthic monitoring

1. Action: *Extension Services* will teach a volunteer-based water quality-monitoring program for local citizens and school groups to test local waters for dissolved oxygen, pH, salinity, turbidity, nitrate, phosphate and temperature.
2. Action: The *Office of Sustainability* will engage in Reasonable Assurance Document "RAD" water quality monitoring to help determine which areas in the County meet and do not meet State water quality standards.
3. Action: The *Office of Sustainability* will engage in water quality monitoring to measure the effects that water quality in canals may have on nearshorewaters.
4. The *Planning and Environmental Resources Department* will prioritize removal of derelict and sunken vessels Keys-wide.

iii. Pursue Protective Ordinances

1. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to growth restrictions, Stewardship funding for land acquisition and canal restoration, pump out program funding, derelict vessel reduction, coral reef protection, oil drilling, Endangered Species Act, PILT, FKWQIP, Everglades Restoration.

Strategic Goals and Strategies

iv. Canal Protection

1. Action: The *Office of Sustainability* will continually employ new technologies as appropriate and funding is available to support the ongoing work of canal restoration

c. Restoration-

i. Irma Recovery

1. Action: The *Department of Budget and Finance* will continue to analyze projections, actual expenses, insurance proceeds and FEMA reimbursements to ensure funding is available to repair and replace County assets that were damaged from Hurricane Irma
2. Action: The *Project Management Department* will complete the repair of damage done to County facilities during Hurricane Irma
3. Action: The *Planning and Environmental Resources Department* will implement planned housing assistance projects related to Hurricane Irma recovery.
4. Action: The *Office of Sustainability* will implement Irma Marine Debris Removal, Hurricane-related Sediment Removal and Monitoring contracts based upon funds appropriated and canals approved by NRCS or FDEP.
5. Action: The *Public Information Office* will work with all departments to make sure the public is informed of programs and grants that promote Hurricane Irma Recovery.

ci. Canal Restoration

1. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation canal restoration.
2. Action: The *Office of Sustainability* will finalize the Canal Masterplan to guide canal restoration projects and activities
3. Action: The *Office of Sustainability* will hire an engineering firm to prepare engineering specifications and grant applications to apply for state and federal grants

Strategic Goals and Strategies

to restore canals

iii. Nearshore Water Quality and Benthic Restoration

1. Action: The *Office of Sustainability* will implement a new Reasonable Assurance Document “RAD” water quality monitoring program in partnership with FDEP to help determine which areas in the County meet and do not meet State water quality standards.
2. Action: The *Office of Sustainability* will implement a new water quality monitoring program to measure the effects that water quality in canals may have on nearshore waters.

iv. Florida Bay and Everglades projects and advocacy

1. Action: The *Office of Legislative Affairs* will advance Monroe County’s federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to Everglades Restoration.

d. Resiliency-

i. Adaptation plans to help plant, animals and humans adapt to climate change impacts

1. Action: The *Planning and Environmental Resources Department* will initiate the process to define and identify proposed Adaptation Action Areas (AAAs) or a similar concept in order to help address climate change impacts.

ii. Mitigation plans to help avoid climate change impacts

1. Action: The *Project Management Department* will create mitigation plans to help avoid climate change impacts
2. Action: The *Office of Sustainability* guides the County in becoming more environmentally sustainable through Climate mitigation measures to reduce the County’s energy footprint and resulting impact on the climate. Initiatives include:
 - a. Development of sustainability policy formulation and plan development
 - b. Energy management and reduction initiatives listed in the GreenKeys Plan
 - c. Alternative energy and fuel source options
 - d. Green purchasing policy development and guidance
 - e. Sustainable capital development processes.

Strategic Goals and Strategies

iii. Stormwater Solutions

1. Action: The *Planning and Environmental Resources Department* will initiate and review Storm Water Management Regulations for consistency with best management practices, in anticipation of adopting updated regulations.
2. Action: *Fleet Management* will expand the Department's current Storm Water Pollution Prevention Plan (SWPP) into a comprehensive departmental program that includes County-wide training of fleet personnel and annual documentation of preventative actions used in maintaining hazard storage areas that can be used as a best practice by others in the community.

3. Economy: Areas of Concern & Priority

a. Workforce-

i. Workforce Housing

1. Action: The *Planning and Environmental Resources Department* will begin the public input process for implementation of inclusionary housing requirements for nonresidential and transient/hotel development and redevelopment within the County.

ii. Workforce Transportation- Alternative Solutions

1. Action: Office of Transit will continue to oversee the Conch Connect rideshare program and explore other possible transportation options.

b. Infrastructure-

i. Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

1. Action: The *Facilities Maintenance Department* will initiate a Park, Beach and Boat Ramp Informational Signage Project (i.e.- static signage, interactive information kiosks, integration with the County's mobile app) in collaboration with Project Management, Sustainability, Environmental Resources, Extension Services, PIO and others as appropriate to improve the quality of our facilities and our resident and visitors' experience.
2. Action: The *Office of Legislative Affairs* will advance Monroe County's federal and state legislative priorities related to quality of life issues.

Strategic Goals and Strategies

3. Action: The *Public Information Office* will promote the County's mobile app and add County park, beach and boat ramp information to the app.
 4. Action: The *Project Management Department* will complete the final phase of the drainage project at East Martello
 5. Action: The *Department of Airports* will complete critically necessary capital projects to better serve our passengers.
 6. Action: The *Library Department* will provide improved access to cultural artifacts, especially those reflecting the unique qualities of Keys history including updating the format of our oral history, lecture and event collection.
 7. Action: *Extension Services* will develop and maintain a community volunteer educational effort
 8. Action: The *Planning and Environmental Resources Department* will expand environmental restoration and maintenance efforts on County owned and managed properties.
- ii. Tourism Transportation- Alternative Solutions
1. Action: The *Department of Airports* will increase the total number of available airline seats
 2. Action: The *Department of Airports* will increase total number of destinations served.

Strategic Goals and Strategies

Monroe County's Management Plan

Together, we have created a vision for our Community's future and the areas of priority we must address to make that future a reality. That focus on our Community is outlined in the BOCC Strategic Plan. The Monroe County Management Plan, in contrast, is focused internally with the purpose of ensuring a high-function team of excellent public servants able to accomplish the ambitious goals our leadership and community have set out for us. The Management Plan outlines the County Administrator's ideal characteristics of our culture and highlights critical areas for improvement or need within the organization. Just as the BOCC's has created a Strategic Plan for our Community, the Management Plan is the strategic plan for the Organization.

As you begin to dissect the characteristics of an excellent organization you quickly realize how intrinsically linked most of the concepts are and how characteristics of a strong culture create solutions to many of our greatest challenges. Shaping an intentional culture where staff are **Professional, Productive, Empowered** and **Collaborative** is inextricably tied to the current challenge we face of **Workforce Recruitment and Retention**, our desire to embrace **Innovation** and the always essential need to **Increase Efficiencies**.

When staff feel empowered and supported in a collaborative environment, they are more likely to remain in our organization. As we embrace innovation, not just technology, but also by encouraging forward-thinking approaches to our work, we create an environment that draws new employees who want to be a part of our cutting-edge work. These concepts, when implemented into the workplace, up-level our professionalism and drive us to be more productive as we see our efforts accomplishing real change. Finding increased efficiencies becomes less onerous as we increase our collaboration across teams, departments and between colleagues who are empowered and supported to utilize their knowledge and creative to incorporate solutions at every level of the organization. As you see, all of these concepts are linked in a way where implementation of one can create improvement in another.

As public servants we are entrusted with an incredible responsibility to serve Monroe County with excellence in all things every day. This sentiment is reflected in our Vision statement "Making a Better life every day for everyone in the Florida Keys". This also means making our organization culture one where Monroe County staff feel a sense of pride and accomplishment in the work that they do.

When someone says "The County did/said/acted..." They mean us. Each of us. To those we serve, each and every employee embodies 'the County'. Whether it be in a BOCC meeting, driving down US1 in a County vehicle, during an onsite permitting inspection, the Library reference desk, grabbing a quick lunch at a local sandwich shop wearing your County shirt or listening to a group of concerned residents during a townhall. WE are Monroe County. In that moment...in that interaction with the public...how we respond or react is the impression that those residents will take away as their impression of 'the County'. This is a tremendous responsibility and it falls on all of us. We ARE Monroe County...YOU are Monroe County and it is my honor to guide and support you in that effort.

Strategic Goals and Strategies

Organizational Culture

What is Organizational Culture? Organizational Culture is best described as our organization’s personality. It combines our vision, values, mission, daily mood, our customer’s experience, and our expectations. Our culture is what shapes the work experience for every employee. It can determine if our employees are happy or unhappy in their work life and if we serve the public with excellence or apathy. A great culture will create a high functioning team of people who work together to meet the expectations of our Commissioners, Community and ourselves.

The reality is that every organization has a culture- including ours. Creating an intentional culture is about making choices based upon what type of an organization we want to be. Monroe County’s culture focuses on four cornerstone traits. We strive for an organization in which staff are:

Professional, Empowered, Productive, and Collaborative

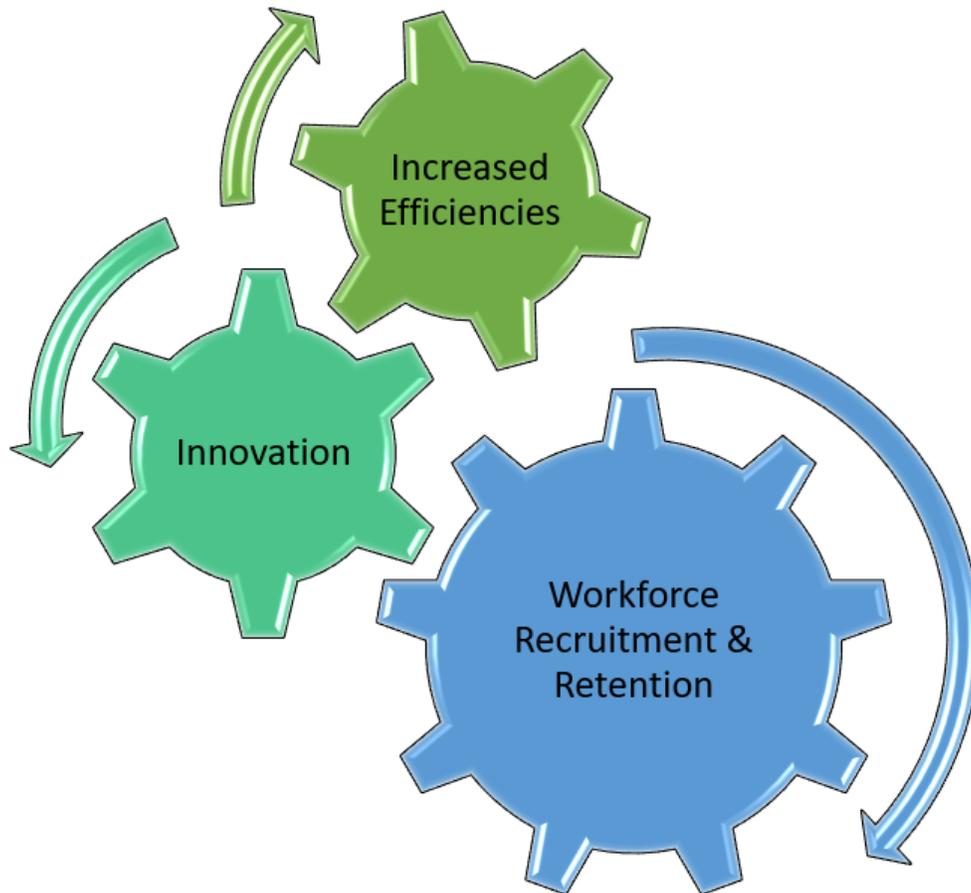


Strategic Goals and Strategies

County Administrator's

Areas of Focus for Improved Operations:

As our BOCC Strategic Plan focuses on those areas of concern and priority for our Commissioners and Community, our organization must determine areas of concern and priority that will continue to improve how we function and serve the public. For the FY2025 Management Plan, the following areas have been identified as those needing the most immediate attention and solutions:



Financial Policies

Background

The Monroe County Board of County Commissioners (“BOCC”) recognizes its responsibility to manage the tax-payers money in a financially prudent way to promote fiscal sustainability and accountability while ensuring the health, safety and welfare of the citizens. The BOCC believes that sound financial management principles require that sufficient funds be retained by the County to provide a stable financial base at all times. To retain this stable financial base, the County needs to maintain a fund balances sufficient to fund all cash flows of the County, to provide financial reserves for unanticipated expenditures and/or revenue shortfalls for an emergency nature, to provide funds for the disparity in timing between property tax collection, sales tax distributions as well as other revenues and expenditures, and to secure and maintain investment grade bond ratings.

General Financial Policy

The Operating Budget authorizing the expenditure of county funds will be adopted annually by the BOCC at the fund level.

The Budgeted expenditures and reserves of each fund including the reserve for contingencies, reserve for cash, cash carry forward, and all other purposes will equal the sum of projected beginning balances for the fiscal year and all revenues which reasonably can be expected to be received during the fiscal year. That is, the budget shall be balanced; the total estimated revenue including balances brought forward, shall equal the total of the appropriations and reserves.

The Office of Management & Budget (OMB) shall estimate 100% of all revenue reasonably anticipated from all sources, a 5% holdback for non-collection will be applied. This will be the basis for budgeted revenue (95% of anticipated receipts).

Budgetary Control Policy

Adoption and amendment of the budget during each fiscal year will be in accordance with the laws of Florida.

- Transfers among expenditures and revenue accounts may be made during the fiscal year within a cost center. All transfers must be approved by OMB or the County/Assistant County Administrator.
- The BOCC has increased the level of control for cost center (departmental) budgetary changes by requiring a County Commission resolution for cost center transfers.

Revenue Policy

The use of Ad Valorem tax revenues will be limited to the General Fund, Fine & Forfeiture Fund, General Purpose Municipal Service Taxing Unit funds, Local Road Patrol Law Enforcement District, Lower & Middle Keys Fire & Ambulance Dist.1, and Municipal Service Taxing Districts.

The use of Gas taxes will be limited to the Road & Bridge Fund for operating and capital projects as authorized by statute.

Tourist Development Tax Proceeds will be appropriated in accordance with the formula contained in the Tourist Development Tax Ordinance.

All other Sales Tax Revenue will be used as statutorily authorized.

The use of revenues that have been pledged to bondholders will conform in every respect to the bond covenants that commit those revenues.

Fee revenues will be anticipated for purposes of budget preparation conservatively using schedules that have been adopted by the Board and historical collection rates.

Cash balances remaining in any fund at year-end will stay in that fund for subsequent years.

Revenues that are reasonably expected to be unexpended and unencumbered at the end of the fiscal year

Financial Policies

shall revert to fund balance.

Special Revenues collected for specific purpose will be used as statutorily authorized.

Impact Fee Revenue shall always be used for projects related to “growth” and not be used to correct existing deficiencies.

Capital Improvement Projects Policy

The Capital Improvement Plan (CIP) Budget showing estimated annualized costs of capital projects will be updated on an annual basis.

A capital project may not be added or deleted without approval of the Board.

An adopted capital project may not be amended or changed more than necessary to fulfill the original intent of the project. No funds may be added or deleted which change the outcome of the project without Board approval.

COMPREHENSIVE FUND BALANCE POLICIES

The Governmental Accounting Standards Board (“GASB”) issued Statement No. 54, Fund balance Reporting and Governmental Fund Type Definitions (“GASB-54”). One objective of this standard was to improve, including the understandability, the usefulness of fund balance information by providing clear fund balance classifications. GASB-54 abandons the reserved, unreserved, and designated classifications of fund balance and replaced them with five classifications: non-spendable, restricted, committed, assigned, and unassigned. The requirements of this statement are effective for the BOCC’s financial statements for the fiscal year ending September 30, 2011.

GASB-54 requires local governments to focus on the constraints imposed upon resources when reporting fund balance in governmental funds. The fund balance classifications indicate the level of constraints placed upon how resources can be spent and identify the sources of those constraints. The following five classifications serve to inform readers of the financial statements of the extent to which the County is bound to honor constraints on the specific purposes for which resources in a fund can be spent.

Definitions

Non-spendable Fund Balance- Fund balance reported as “non-spendable” represents fund balance that is (a) not in a spendable form such as prepaid items or (b) legally or contractually required to be maintained intact such as an endowment.

Restricted Fund Balance- Fund balance reported as “restricted” consists of amounts that can be spent only on the specific purposes stipulated by law or by the external providers of those resources.

Committed Fund Balance- Fund balance reported as “committed” are self-imposed limitations set in place prior to the end of the fiscal period. These amounts can be used only for the specific purposes determined by a formal action of the BOCC, which is the highest level of decision-making authority, and that require the same level of formal action to remove the constraint.

Assigned Fund Balance- Fund balance reported as “assigned” consists of amounts that are subject to a purpose of constraint that represents an intended use established by the BOCC or by their designated body or official. The purpose of the assignment must be narrower than the purpose of the General Fund. Formal action is not necessary to impose, remove, or modify a constraint in Assigned Fund Balance. Additionally, this category is used to reflect the appropriation of a portion of existing fund balance to eliminate a projected deficit in the subsequent year’s budget.

Unassigned Fund Balance- Fund balance reported as “unassigned” represents the residual classification of

Financial Policies

fund balance and includes all spendable amounts not contained within the other classifications.

Policy on committing funds

In accordance with GASB-54, it is the policy of the Monroe County Board of County Commissioners (“BOCC”) that fund balance amounts will be reported as “Committed Fund Balance” only after formal action and approval by BOCC. The action to constrain amounts in such a manner must occur prior to year-end; however, the actual dollar amount may be determined in the subsequent period.

For example, the BOCC may approve a motion prior to year-end to report within the year-end financial statements, if available, up to a specified dollar amount as Committed Fund balance for capital projects. The exact dollar amount to be reported as Committed Fund Balance for capital projects may not be known at the time of approval due to the annual financial audit not yet being completed. This amount can be determined at a later date when known and appropriately reported within the year-end financial statements due to the governing body approving this action before year-end.

It is the policy of the BOCC that the County may commit fund balance for any reason that is consistent with the definition of Committed Fund Balance contained within GASB-54. Examples of reasons to commit fund balance would be to display intentions to use portions of fund balance for future capital projects, stabilization funds, or to earmark special General Fund revenue streams unspent at year-end that are intended to be used for specific purposes.

After approval by the BOCC, the amount reported as Committed Fund Balance cannot be reversed without utilizing the same process required to commit the funds. Therefore, in accordance with GASB-54, it is the policy of the BOCC that funds can only be removed from the Committed Fund Balance category after motion and approval by the BOCC.

Policy on Committed General Fund Balance

The BOCC has the responsibility of responding to emergency disaster and will set a goal of \$10 million dollars in disaster reserve funds to ensure adequate cash flow is available in post-disaster situations. In the event these funds fall below the set amount, an action plan to begin the replenishment to the appropriate level will be addressed in the ensuing budget year.

Policy on assigning funds

In accordance with GASB-54, funds that are intended to be used for a specific purpose but have not received the formal approval action at the governing body level may be recorded as Assigned Fund Balance. Likewise, redeploying assigned resources to an alternative use does not require formal action by the governing body. GASB-54 states that resources can be assigned by the governing body or by another internal body or person whom the governing body gives the authority to do so, such as a committee or employee of the County. Therefore, having considered the requirements to assign fund balance, it is the policy of the BOCC that the County Administrator will have the authority to assign fund balance of this organization based on intentions for use of fund balance communicated by the BOCC.

Policy on Unrestricted General Fund Balance

Unrestricted fund balance is the amount of fund balance that the BOCC has placed constraints on its use (committed or assigned fund balance) plus the fund balance that does not have any specific purpose identified for the use of those net resources (unassigned fund balance).

It is the goal of the BOCC to achieve and maintain an unrestricted General Fund balance equal to four months of budgeted expenditures. The County considers a balance of less than four months to be a cause for concern, barring unusual or deliberate circumstances, and a balance of more than six months as excessive. An amount in excess of six months is to be considered for reservation to accumulate funding for capital projects and equipment, and /or to reduce the tax levy requirements, and shall be determined in conjunction with the annual budget process. In the event that the unrestricted General Fund balance is less

Financial Policies

than the policy anticipates, the County shall plan to adjust budgeted resources in the subsequent fiscal years to restore the balance. Appropriation from unrestricted General Fund balance shall require the approval of the BOCC and shall be only for one-time expenditures, such as capital purchases, and not for ongoing expenditures unless a viable plan designated to sustain the expenditures is simultaneously adopted.

Cash and Cash Equivalents

Cash balances for the majority of funds are pooled for investment purposes. Earnings from such investments are allocated to the respective funds based on applicable cash participation by each fund. The investment pools are managed such that all participating funds have the ability to deposit and withdraw cash as if they were demand deposit accounts and therefore all balances representing participants' equity in the investment pools are classified as cash equivalents on the Board's financial statements. For investments which are held separately from the pools, those which are highly liquid (including restricted assets), which an original or remaining maturity of 90 days or less, are considered to be cash equivalents.

Investments

Florida Statute 218.415 authorizes local governments to invest its funds pursuant to a written investment plan. The County's Investment Policy (policy) allows investment of surplus funds and the Clerk of the Court as the Chief Financial Officer acts as the County's Treasury Manager. The County invests in various conservative funds that are generally backed by the full faith and credit of the United States.

The County's Investment Policy limits credit risk by restricting authorized investments to the following: Florida Local Government Surplus Funds Trust Fund Investment Pool administered by Florida's State Board of Administration (a 2a7-like pool), direct obligations of the United States or its agencies and instrumentalities, money market mutual funds, and Intergovernmental Investment Pools authorized by the Florida Statutes. The Policy requires that investments in federal instrumentality debt be guaranteed by the full faith and credit of the U.S. Government sponsored agency, and that investments in money market mutual funds have a rating of AAAM or AAAM-G or better by Standard & Poor's (S&P) or other nationally recognized rating agency.

The Policy requires bank deposits secured as provided by Chapter 280, Florida Statutes. This law requires local governments to deposit funds only in financial institutions designated as qualified public depositories by the Chief Financial Officer of the State of Florida.

The Policy requires execution of a third-party custodial safe keeping agreement for all purchased securities, and requires that securities be held in the County's name.

The Policy limits the investment of three months of operating expenditures to twelve months. The Policy limits the investment of non-current operating funds to five years.

Long-Term Obligations

In the government-wide financial statements, and proprietary fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the application governmental activities, business-type activities, or proprietary fund type statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the straight-line method that approximates the effective interest method. Bonds payable are reported net of the applicable bond premiums or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.

Measurement Focus

All Governmental Funds and Expendable Trust Funds are accounted for using a current financial resources measurement focus. Only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases and decreases in net current assets.

Financial Policies

All Proprietary Funds are accounted for on a flow of economic resources measurement focus. All assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases and decreases in net total assets.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All governmental funds, expendable trust, and agency funds are accounted for on the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become available and measurable. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for (1) unmatured interest on general long-term debt, which is recognized when due; (2) prepaid items, which are reported only on the Balance Sheet and do not affect expenditures; and (3) the long term portion of accumulated sick pay, vacation pay, and compensatory time, which is not recorded as an expenditure.

All proprietary funds are accounted for using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Budgetary Basis

Annual budgets are prepared to be consistent with the modified accrual basis of accounting. There are certain exceptions where it is known that final expenditures will be less than the initial budget. The budget reflects the exclusion of five percent of anticipated collections of certain general revenues, in accordance with Florida Statutes. Actual revenues may exceed the budget. Since budgeted expenditures represent a ceiling, actual expenditures normally fall short of the budget. The excess revenues and under expenditures, carry forward as fund balance to the following year. For Proprietary Funds, depreciation expenses are not budgeted, but are recorded and reported for financial purposes.

All annual appropriations lapse at fiscal year-end. Under the County's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be re-appropriated and honored the subsequent fiscal year.

Budgetary Control

Separate accounting systems and budgets are maintained by the Board of County Commissioners, Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, and Clerk of Courts. Florida Statutes require that the County adopt a balanced budget. Managerial budgetary control for the Board of County Commissioners is maintained at the fund, department and account level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders, which result in an overrun of cost center balances, are not released until additional appropriations are made available. Encumbrances at fiscal year-end are canceled and, if required, are then re-encumbered in the new budget year based on allowable appropriations.

Expenditures by the Constitutional Officers who maintain separate budgets are controlled by appropriations in accordance with budget requirements set forth in Florida Statutes.

Long-Range Financial Planning

Long-Term Planning

The Five-Year Forecast is a tool that can be used for long-range financial planning and budgeting purposes. It is a series of estimates. There are a large number of variables involved in the development of a multiple year financial forecast, and a number of assumptions for each of those variables. There are many unknown variables, for example, the rate of future growth in assessed valuation of taxable properties. Sound financial management requires that the County plan for the future by identifying potential issues in advance and working to devise solutions rather than waiting for problems to develop.

While forecasts are based upon historic trends, current conditions, and expectations regarding the future there is significant uncertainty as the County is dependent upon a complex local, national and world economy and with sales tax as a major revenue source is dependent upon consumer sentiment and disposable income. The forecast is useful to understand what the future financial condition of the County could be based upon a set of reasonable assumptions. However, actual experience will differ from the assumptions - impacting financial results. The County will make strategic adjustments to changing conditions. For example, if revenue is trending under budget, the County will take actions to modify expenditures mid-year.

The most significant, general risks to the forecast include economic slowdown/recession, major natural disaster, significant changes to primary employers, and unavoidable cost increases.

General Fund – Five Year Forecast

Below are the main forecast assumptions used to forecast the Five-Year Financial Plan:

Forecast Assumptions
Property Tax revenue assumes the same millage rate and a conservative 5% property value growth.
Flat Sales Tax revenue for FY2025, then 2% revenue growth in out-years.
1% to 4% revenue growth for other revenues.
Employee performance-based compensation increases estimated at 2% per year.
FTEs are projected to remain flat.
Increases in Employer provided retirement contributions to FRS.
Actual expenditures are generally under budget each year. Estimated annual 2% inflation-based increases.

The following chart outlines the County's Five-Year Forecast of General Fund revenues and expenditures for FY2025 through FY2029. These projections are based upon a series of conservative assumptions and do not reflect actions the County may take during each budget cycle.

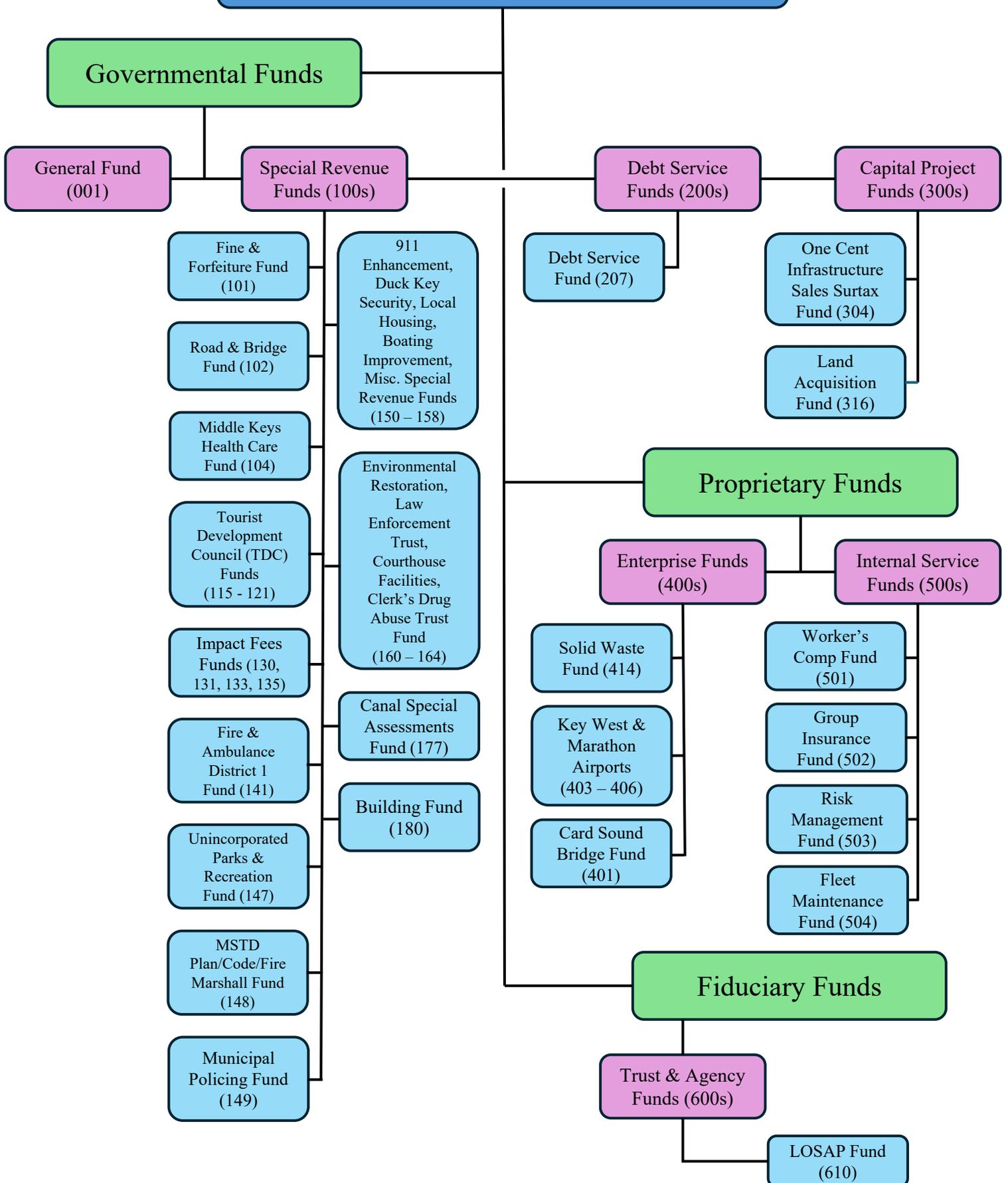
In conclusion, the steps taken in the FY2025 budget cycle were necessary to continue to have a healthy and stable financial outlook.

Long-Range Financial Planning

General Fund Five-Year Financial Forecast FY 2025-2029

	FY2025 Adopted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected
Revenues:					
Ad Valorem Taxes	43,000,935	45,150,982	47,408,532	49,778,959	52,267,907
Tourist Impact Taxes	7,500,000	7,650,000	7,803,000	7,959,060	8,118,242
Licenses and Permits	500,000	515,000	530,450	546,364	562,755
Payment in Lieu of Taxes	1,425,000	1,425,000	1,425,000	1,425,000	1,425,000
State Shared Sales Tax	4,000,000	4,120,000	4,243,600	4,370,908	4,502,036
State Shared Revenue 1/2 Cent	11,360,000	11,700,800	12,051,824	12,413,379	12,785,781
Other State Shared Revenue	400,000	412,000	424,360	437,091	450,204
Charges for Services	775,000	798,250	822,198	846,864	872,270
Transfer In - Const. Excess Fees	5,250,000	5,407,500	5,569,725	5,736,817	5,908,922
Other Interfund Transfers	11,966,034	5,115,016	5,268,467	5,426,522	5,589,318
All Other Revenue*	780,000	787,800	795,678	803,635	811,672
Less 5%	(3,487,047)	(3,898,367)	(4,053,719)	(4,215,904)	(4,385,240)
Fund Balance Forward	3,457,528	10,386,041	9,068,108	7,651,474	6,130,708
Total Revenue	86,927,450	89,570,022	91,357,223	93,180,169	95,039,575
Appropriations:					
Personnel Services	27,188,721	27,732,496	28,287,146	28,852,889	29,429,947
Operating Expenses	35,867,645	36,584,998	37,316,698	38,063,032	38,824,293
Capital Outlay	2,167,877	2,211,235	2,255,460	2,300,570	2,346,582
Aids to Other Government Agencies	18,211,817	18,576,054	18,947,576	19,326,528	19,713,059
Interfund Transfers	200,000	200,000	200,000	200,000	200,000
Debt Service					
Total Operating Expenditures	83,636,060	85,304,783	87,006,880	88,743,019	90,513,881
Other Uses (Cash Balance)	3,291,390	4,265,239	4,350,343	4,437,150	4,525,694
Total	86,927,450	89,570,022	91,357,223	93,180,169	95,039,575
Estimated Surplus/(Deficit)	4,015,665	(1,855,563)	(367,421)	1,222,827	2,920,680
Surplus/(Deficit) as a Percentage of Operating Budget	5%	-2%	0%	1%	3%
Fund Balance	51,827,625	49,972,062	49,604,641	50,827,468	53,748,148
Hurricane Reserves	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
Total Minimum Fund Balance	41,827,625	39,972,062	39,604,641	40,827,468	43,748,148
Months of Operating	6.00	5.62	5.46	5.52	5.80
BOCC Policy Minimum of 4 Months					

Monroe County Budgetary Funds



BUDGET SUMMARY BY FUND TYPE

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE FUND	INTERNAL SERVICE	TRUST & AGENCY FUNDS	TOTAL ALL FUNDS	% of Budget
REVENUES - All Sources									
TAXES:									
AD VALOREM TAXES	43,000,935	111,170,288						154,171,223	22%
DELINQUENT AD VALOREM TAXES	10,000	27,000						37,000	0%
SALES & USE TAXES	8,000,000	63,525,000		31,500,000				103,025,000	14%
TOTAL COUNTY TAXES	51,010,935	174,722,288		31,500,000				257,233,223	
LICENSES & PERMITS		5,828,159		2,685,400	600,000			9,113,559	1%
INTERGOVERNMENTAL RESOURCES:									
FEDERAL SOURCES	1,425,000							1,425,000	
STATE SOURCES	15,760,000	8,900,000						24,660,000	
OTHER SOURCES								0	
TOTAL INTERGOVERNMENTAL RESOURCES	17,185,000	8,900,000						26,085,000	4%
CHARGES FOR SERVICES	775,000	22,483,781			47,395,016	39,376,804		110,030,601	15%
FINE & FORFEITURES	5,000	2,132,500						2,137,500	0%
MISCELLANEOUS REVENUES:									
INTEREST INCOME	315,000	397,100	15,000	55,000	795,000	100,000	1,000	1,678,100	
OTHER	450,000	350,000			50,000	1,380,000	27,000	2,257,000	
TOTAL MISCELLANEOUS REVENUES	765,000	747,100	15,000	55,000	845,000	1,480,000	28,000	3,935,100	1%
DEBT PROCEEDS-Non Voted Debt									
				0				0	0%
TOTAL GROSS REVENUES	69,740,935	214,813,828	15,000	34,240,400	48,840,016	40,856,804	28,000	408,534,983	
LESS ALLOWANCE FOR NON-COLLECTION	(3,487,047)	(10,539,340)	(750)	(1,712,020)	(2,442,001)	(24,000)	(1,400)	(18,206,558)	-3%
NON-REVENUE SOURCES:									
INTERFUND TRANSFERS	17,216,034	1,816,000	23,008,795	839,290	10,000,000			52,880,119	
CASH BALANCE FORWARD	3,457,528	95,727,398	985,750	65,897,533	82,968,877	23,429,655	38,900	272,505,641	
TOTAL NON-REVENUE SOURCES	20,673,562	97,543,398	23,994,545	66,736,823	92,968,877	23,429,655	38,900	325,385,760	45%
TOTAL ALL REVENUE	86,927,450	301,817,886	24,008,795	99,265,203	139,366,892	64,262,459	65,500	715,714,185	100%
EXPENDITURES by FUNCTION									
GENERAL GOVERNMENT	52,594,673	10,586,616	23,008,795	6,781,815	2,691,000	4,729,040	48,000	100,439,939	14%
PUBLIC SAFETY	3,498,246	135,365,870		48,062,360	7,081,768	12,728,834		206,737,078	29%
PHYSICAL ENVIRONMENT	1,402,873	5,523,586		1,427,016	35,695,196			44,048,671	6%
TRANSPORTATION	1,017,583	10,373,155		12,923,336	75,831,484			100,145,558	14%
ECONOMIC ENVIRONMENT	1,142,752	117,609,682		2,303,000				121,055,434	17%
HUMAN SERVICES	9,714,627	3,486,444				39,428,664		52,629,735	7%
CULTURE/RECREATION	6,838,434	5,704,127		840,050				13,382,611	2%
COURT RELATED EXPENDITURES	7,326,872	860,016						8,186,888	1%
OTHER USES:									
Budgeted Transfers	200,000	3,350,365		22,927,626	13,227,106	726,439		40,431,536	6%
Cash Balance Reserves*	2,816,390	6,204,894	500,000	2,500,000	1,207,910	5,674,482	11,000	18,914,676	3%
Other Reserves*	375,000	2,753,131	500,000	1,500,000	3,632,428	975,000	6,500	9,742,059	1%
TOTAL EXPENDITURES	86,927,450	301,817,886	24,008,795	99,265,203	139,366,892	64,262,459	65,500	715,714,185	100%
*To show the true operating expenditures by function, Reserves were classified as "Other Uses", otherwise they would have been recorded in the Functions.									
EXPENDITURES by CATEGORY									
SALARIES & FRINGE BENEFITS	27,188,721	50,069,388		3,012,519	8,112,993	4,919,880		93,303,501	13%
OPERATING EXPENDITURES	35,867,645	146,962,428		349,583	45,082,751	51,363,158	48,000	279,673,565	39%
CAPITAL EXPENDITURES:									
Capital Outlay - Land				1,094,336				1,094,336	0%
Capital Outlay - Buildings				8,671,891	56,611,000			65,282,891	9%
Capital Outlay - Infrastructure		992,923		19,533,618	7,618,382			28,144,923	4%
Capital Outlay - Equipment	1,002,654	455,838			603,946	551,500		2,613,938	0%
Capital Outlay - Vehicles	313,215	1,974,600		39,566,905	578,376	52,000		42,485,096	6%
Capital Outlay - Software	369,593			108,725	1,000			479,318	0%
Capital Outlay - Books, Pubs, & Lib Material	482,415	30,300						512,715	0%
TRANSFERS OUT:									
Trsf Out to Constitutional Officers	18,211,817	81,117,236						99,329,053	14%
Budgeted Transfers to Other Funds	200,000	3,350,365		22,927,626	13,227,106	726,439		40,431,536	6%
DEBT SERVICE:									
PRINCIPAL PAYMENTS			18,183,728					18,183,728	3%
INTEREST PAYMENTS			4,825,067		2,691,000			7,516,067	1%
RESERVES	475,000	10,659,914	500,000	1,500,000	3,632,428	975,000	6,500	17,748,842	2%
CASH BALANCE RESERVES	2,816,390	6,204,894	500,000	2,500,000	1,207,910	5,674,482	11,000	18,914,676	3%
TOTAL EXPENDITURES	86,927,450	301,817,886	24,008,795	99,265,203	139,366,892	64,262,459	65,500	715,714,185	100%

Fund/Departmental Relationship

The following tables show the relationship between Funds and the Departments that make up the Fund, total dollar amount and percentage of each category:

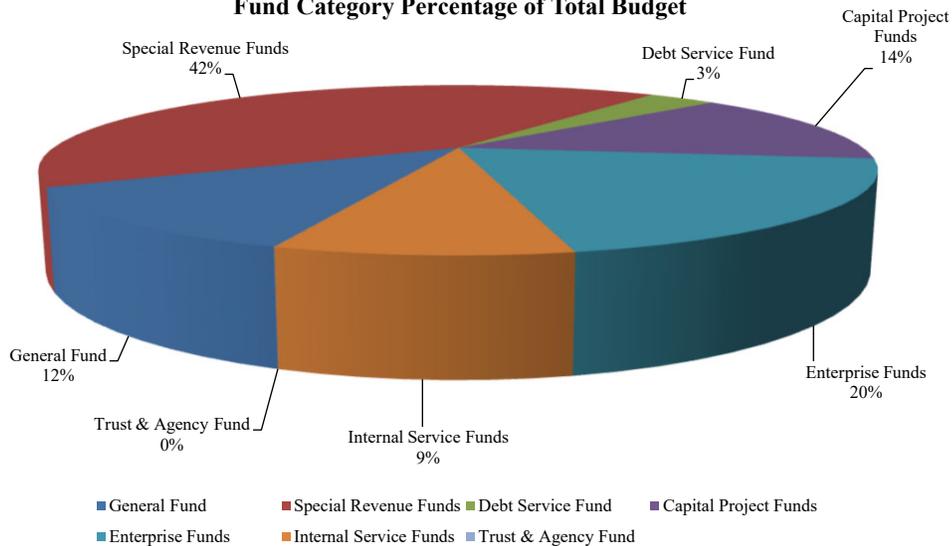
Governmental			
General Fund - 001	Special Revenue Funds 100-180	Debt Service Fund - 207	Capital Project Funds 304-316
BOCC Administration	Trauma Star	Debt Service	County Engineering - Project Mgmt.
County Administration	Sheriff/Municipal Policing		
Budget & Finance	Facility Maint - Corrections		
Employee Services	Fire & Ambulance Central		
Information Technology	Fire Marshal		
Project Mgmt./Facilities	EMS Administration		
Fire & Rescue Coordinator/Fire Academy	County Eng.- Roads & Bridges		
Emergency Management	Road Department		
Welfare Services	Middle Keys Health Care		
Social Svcs- Transportation	Uninc. Parks & Beaches		
Bayshore Manor	Tourist Development Council		
Extension Services	Planning Dept.		
Library Services	Code Compliance		
Veteran Affairs	Environmental Res.		
Guardian Ad Litem	Building Department		
Medical Examiner	County Attorney- Planning/Code/Bldg.		
County Attorney	Marine Resources		
Tax Collector	Tax Collector		
Property Appraiser	Property Appraiser		
Judicial Admin.	Judicial Admin.		
State Attorney			
Public Defender			
Clerk of the Courts			
Supervisor of Elections			

Proprietary	
Enterprise Funds 401-414	Internal Service Funds 501-504
County Engineering - Card Sound Bridge	Worker's Comp
Card Sound Bridge	Group Insurance
Solid Waste	Risk Management
Marathon Airport	Fleet Management
Key West Airport	
Fire & Rescue- KW Airport	

Fiduciary	
Trust & Agency Fund 610	
LOSAP	

General Fund	\$ 86,927,450
Special Revenue Funds	\$ 301,817,886
Debt Service Fund	\$ 24,008,795
Capital Project Funds	\$ 99,265,203
Enterprise Funds	\$ 139,366,892
Internal Service Funds	\$ 64,262,459
Trust & Agency Fund	\$ 65,500
Total Budget	\$ 715,714,185

Fund Category Percentage of Total Budget



Fund Description

Major funds represent significant activities of Monroe County and include any fund whose revenues or expenditures, (excluding other financing sources such as Grants, Revenue Bonds and other uses), constitute more than 10% of the revenues or expenditures of the appropriated budget. Of the County's 47 funds, 3 funds would fall under the category of major governmental funds. The breakdown of the County's fund structure is as follows:

Major Governmental Funds

General Fund accounts for all financial resources that are not captured and accounted for in other funds. Funding sources include Ad Valorem taxes, state shared revenues, rents, inter-fund transfers and other receipts. Expenditures are used for the operation and activities of many Monroe County Departments including Facility Maintenance, Welfare Services, Libraries, Judicial Administration and other County general government functions.

Fine and Forfeiture Fund accounts for the operation and maintenance of the Sheriff's Office (Administration, Law Enforcement, Community Relations, & Corrections), Trauma Star and an unfunded State mandate to share the cost of juvenile detention. The primary revenue source is Ad Valorem taxes. Prisoner housing and Trauma Star fees make up other revenue receipts.

One Cent Infrastructure Sales Surtax Fund accounts for major Physical Environment, General Government, Culture & Recreational and Public Safety projects along with debt service for capital improvement projects and Project Management. In 2022, Monroe County voters approved to extend the Sales Tax to December 31, 2048.

Non-Major Governmental Funds

Road & Bridge Fund accounts for the operation of the Road Department and repair and maintenance of County roads and bridges. State and County fuel taxes make up the major revenue source for this fund.

Middle Keys Health Care MSTU Fund accounts for the purpose of providing indigent health care services and other essential facilities and municipal services. The revenue source is Ad Valorem taxes collected within the taxing unit.

Tourist Development Fund accounts for the operation and activities (advertising, events and brick and mortar projects) of the Tourist Development Council. Local option three-cent bed taxes are the primary revenue receipts for these funds. Funds collected in each district in the County are used in said district.

Impact Fees (Roadway, Parks, Library, Solid Waste, Police Facilities, Fire & EMS and Employee Fair Share Housing) account for capital improvements required to meet the needs of growth of new housing. Projects are BOCC approved and funded by construction permits.

MSTD-Plan/Code Compliance/Fire Marshal Fund accounts for the operation of Planning, Code Compliance and Zoning, Fire & Rescue Administration and Fire Marshal. Revenue sources include: State shared revenue, communication taxes and planning fees.

Municipal Policing covers the over and above the Sheriff's County-wide costs. This fund accounts for other Sheriff's Department services to the unincorporated areas of Monroe County and contracts with municipalities for additional law enforcement services. The primary source of revenue is Ad Valorem taxes, followed by service charges to the municipalities that are under contract.

Fund Description

911 Enhancement, Duck Key Security, Boating Improvement, Miscellaneous Special Revenue, Environmental Restoration, Law Enforcement Trust, Courthouse Facilities and Clerk's Drug Abuse Trust funds account for the restrictive use of fines, fees and special assessments, balanced with operations of each revenue stream.

Debt Service Fund accounts for the accumulation of resources for, and the repayment of general long term debt, interest and related costs. Revenue sources include inter-fund transfers from the One Cent Infrastructure Sales Surtax, KLWWTID ILA, Airport Revenue, Trauma Star Financing, and Waste Water Assessments. From these sources, debt payments are made on the 2016 Revenue Bonds, Cudjoe Clean Water SRF loan, Big Coppitt Clean Water SRF loan, & Trauma Star Lease Financing.

Land Acquisition Fund accounts for land acquisition in Monroe County for conservation and recreational purposes. The focus is protecting Florida's ecological systems, archaeological and historic sites, urban open space and groundwater. Revenue source is One Cent Infrastructure Sales Surtax.

Non-Major Proprietary Funds - Account for the acquisition, operation and maintenance of government facilities and services, which are entirely self-supported by user charges.

Enterprise funds included in this category are: **Card Sound Bridge, Marathon Airport, Key West International Airport and Solid Waste**. Each of these funds will charge a user, a fee for using their respective service.

Internal Service funds include **Worker's Compensation, Group Insurance, Risk Management and Fleet Services**. Each of these funds will charge each County Department or user in order to operate their respective internal service field.

Non-Major Trust and Agency Funds - Account for the assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governmental units.

Fire & EMS LOSAP (Length of Service Award Program) Fund accounts for contributions paid by the BOCC, to fund the pension benefits for eligible volunteer Firefighters and Emergency Medical Services volunteers.

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

General Fund

Fund Number: **001**

Description: The General Fund is the principal fund of the County and accounts for the receipt and expenditure of resources that are traditionally associated with local government and that are not required to be accounted for in another fund.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Animal Shelters	2,028,653	Taxes	51,010,935
Bayshore Manor	641,195	Intergovernmental Revenue	17,185,000
BOCC Administrative	2,511,832	Charges For Services	775,000
BOCC Miscellaneous	1,612,826	Fines And Forfeits	5,000
Budgeted Transfers	200,000	Misc. Revenues	765,000
Clerk of Courts	10,046,015	Other Sources	17,186,515
County Administrator	791,071		
County Attorney	2,359,695	Total Revenue	86,927,450
Emergency Management	1,651,513		
Employee Services - Personnel	852,675		
Extension Services	316,330		
Facilities Maintenance	13,323,893		
Fire & Rescue Coordinator/Fire Academy	810,016		
Grants Management	327,833		
Guardian Ad Litem	328,901		
Human Service Advisory Board Funding	2,203,226		
Information Technology	3,803,672		
Judicial Administration	2,450,496		
Libraries	6,532,802		
Medical Examiner	936,717		
Office of Legislative Affairs	695,938		
Office of Management & Budget	1,129,874		
Office of Strategic Planning	132,218		
Office of Sustainability	1,086,543		
Office of Transit	771,076		
Other Non-profit Funding (Not HSAB)	138,141		
Parks & Recreation	175,824		
Property Appraiser	6,201,186		
Public Defender	510,051		
Public Information Officer	195,250		
Public Works Management	262,711		
Purchasing	502,023		
Quasi-external Services	230,000		
Reserves	3,066,390		
Social Service Transportation	1,388,004		
State Attorney	830,117		
Supervisor of Elections	2,947,589		
Tax Collector	9,675,020		
Veteran Affairs	1,087,752		
Welfare Services	2,172,382		
Total Budget	86,927,450		

Affordable Housing Programs

Fund Number: **100**

Description: This fund accounts for revenues and expenditures of various low income housing programs. The fund is administered by the Executive Director of the Monroe County Housing Authority on behalf of Monroe County.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Housing Assistance	290,000	Misc. Revenues	3,000
Reserves	27,850	Other Sources	314,850
Total Budget	317,850	Total Revenue	317,850

Monroe County Board of County Commissioners

Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

Fine & Forfeiture Fund

Fund Number: **101**

Description: This fund accounts for the operation and maintenance of the Sheriff's Office, Detention Facility, County Court Security, Trauma Star and Juvenile Justice Detention Cost Share Program (State Mandate).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
BOCC Miscellaneous	2,153,000	Taxes	79,558,598
Budgeted Transfers	35,000	Charges For Services	10,390,500
Correction Facilities	4,491,686	Fines And Forfeits	82,500
Emergency Medical Air Transport	12,638,113	Misc. Revenues	255,000
LEEA	75,000	Other Sources	2,350,222
Monroe County Sheriff	70,973,592		
Reserves	2,270,429	Total Revenue	92,636,820
Total Budget	92,636,820		

Road And Bridge Fund

Fund Number: **102**

Description: This fund accounts for the operation and capital improvements of the County's Road Department. The two major revenue sources include: State Shared Fuel Taxes, as defined and distributed by Section 9 (c), Art. XII, State Constitution and Section 206.47(6), Florida Statutes (F.S.) and Local Option Fuel Taxes, as defined and distributed by Sections 336.021 and 336.025, F.S. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	408,919	Taxes	3,025,000
Office of Sustainability	100,000	Intergovernmental Revenue	3,750,000
Reserves	1,950,000	Charges For Services	3,700
Road Department	9,674,640	Misc. Revenues	25,000
		Other Sources	5,329,859
Total Budget	12,133,559	Total Revenue	12,133,559

Middle Keys Health Care MSTU

Fund Number: **104**

Description: This fund accounts for expenditures related to providing indigent health care services and other essential facilities and municipal services from funds derived from taxes levied and collected within the taxing unit.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
BOCC Miscellaneous	3,336,887	Taxes	3,340,042
Property Appraiser	51,145	Misc. Revenues	800
Tax Collector	100,172	Other Sources	147,362
Total Budget	3,488,204	Total Revenue	3,488,204

TDC District Two Penny

Fund Number: **115**

Description: To account for the expenditures of advertising, promotions, and special events of the County Tourist Development Council. Primary revenue source is a Bed Tax.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	72,713	Taxes	9,762,000
TDC Special Projects	946,172	Other Sources	1,953,226
TDC Two Penny Events	10,696,341		
Total Budget	11,715,226	Total Revenue	11,715,226

**Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary**

TDC Admin & Promo 2 Cent

Fund Number: **116**

Description: To account for the expenditures of advertising, promotions, and special events of the County Tourist Development Council. Primary revenue source is a Bed Tax.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	114,278	Taxes	20,238,000
TDC Two Penny Generic	25,933,972	Other Sources	5,810,250
Total Budget	26,048,250	Total Revenue	26,048,250

TDC District 1 Third Cent

Fund Number: **117**

Description: To account for the Local Option Three Cent Bed Tax in District One (Key West City limits).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	54,392	Taxes	14,844,000
TDC District 1 Third Penny	20,045,142	Other Sources	21,512,367
TDC District 4 Third Cent	16,256,833	Total Revenue	36,356,367
Total Budget	36,356,367		

TDC District 2 Third Cent

Fund Number: **118**

Description: To account for the Local Option Three Cent Bed Tax in District Two (Key West to the west end of the Seven Mile Bridge).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	14,975	Taxes	2,604,000
TDC District 2 Third Cent	2,747,307	Other Sources	2,597,107
TDC District 4 Third Cent	2,438,825	Total Revenue	5,201,107
Total Budget	5,201,107		

TDC District 3 Third Cent

Fund Number: **119**

Description: To account for the Local Option Three Cent Bed Tax in District Three (West end of the Seven Mile Bridge to the Long Key Bridge).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	13,595	Taxes	5,130,000
TDC District 3 Third Cent	8,058,513	Other Sources	10,541,912
TDC District 4 Third Cent	7,599,804	Total Revenue	15,671,912
Total Budget	15,671,912		

TDC District 4 Third Cent

Fund Number: **120**

Description: To account for the Local Option Three Cent Bed Tax in District Four (Long Key Bridge to Mile Maker 90.939).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	13,002	Taxes	2,766,000
TDC District 4 Third Cent	8,953,069	Other Sources	6,200,071
Total Budget	8,966,071	Total Revenue	8,966,071

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

TDC District 5 Third Cent

Fund Number: **121**

Description: To account for the Local Option Three Cent Bed Tax in District Five (Mile Maker 90.940 to the Dade/Monroe County line and any mainland portions of Monroe County).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	26,318	Taxes	4,656,000
TDC District 4 Third Cent	4,585,161	Other Sources	8,009,737
TDC District 5 Third Cent	8,054,258		
Total Budget	12,665,737	Total Revenue	12,665,737

Governmental Fund Type Grants

Fund Number: **125**

Description: This fund is used to account for various State and Federal grants.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Office of Sustainability	414,008	Other Sources	414,008
Total Budget	414,008	Total Revenue	414,008

Impact Fees Fund - Roadways

Fund Number: **130**

Description: This fund accounts for roadway impact fees (Licenses & Permits) collected within the County's Impact Fee Districts. Funds are used for the capital expansion of the county's major road network system in the district from where the moneys are collected. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Impact Fees Roadways	598,515	Licenses And Permits	41,500
Total Budget	598,515	Misc. Revenues	1,000
		Other Sources	556,015
		Total Revenue	598,515

Impact Fees Fund - Parks & Recreation

Fund Number: **131**

Description: This fund accounts for park impact fees (License & Permits) collected within the County's Impact Fee Districts. Funds are used for the capital expansion of the county's community park facilities in the subdistrict from which the moneys have been collected. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Impact Fees Parks & Recreation	647,270	Licenses And Permits	21,000
Total Budget	647,270	Other Sources	626,270
		Total Revenue	647,270

Impact Fees Fund - Solid Waste

Fund Number: **133**

Description: This fund accounts for solid waste impact fees collected within the County's Impact Fee Districts. The funds can be used for the purpose of construction and expansion of solid waste facilities in Monroe County and also the purchase of new incinerators and equipment. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Impact Fees Solid Waste	137,615	Other Sources	137,615
Total Budget	137,615	Total Revenue	137,615

**Monroe County Board of County Commissioners
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Impact Fees Fund - Fire & EMS

Fund Number: **135**

Description: This fund accounts for fire facility impact fees collected within the County's Impact Fee Districts. Funds can be used for the capital expansion of the County's fire facilities including wells and hydrants. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Impact Fees Fire & EMS	184,490	Licenses And Permits	6,200
Total Budget	184,490	Other Sources	178,290
		Total Revenue	184,490

Fire & Ambulance, District #1 - Lower and Middle Keys

Fund Number: **141**

Description: This fund accounts for revenues and expenditures related to District One Fire and Ambulance services.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	1,173,110	Taxes	17,904,577
Fire & Rescue Central	17,460,660	Intergovernmental Revenue	35,000
Property Appraiser	268,290	Charges For Services	1,000,000
Reserves	1,100,000	Misc. Revenues	85,000
Tax Collector	536,838	Other Sources	1,514,321
Total Budget	20,538,898	Total Revenue	20,538,898

Unincorporated Svc District - Parks & Recreation

Fund Number: **147**

Description: This fund accounts for unincorporated parks and recreation operations.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	331,776	Taxes	3,547,165
Parks & Recreation	4,989,074	Intergovernmental Revenue	1,280,000
Reserves	250,000	Charges For Services	100,000
Tax Collector	106,385	Misc. Revenues	17,500
Total Budget	5,677,235	Other Sources	732,570
		Total Revenue	5,677,235

Unincorporated Svc District - Planning, Building, and Zoning

Fund Number: **148**

Description: This fund accounts for revenue and expenditures related to unincorporated planning, code compliance, zoning, fire and rescue administration and Fire Marshal.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Code Compliance	2,382,925	Taxes	880,951
County Attorney	1,206,969	Intergovernmental Revenue	3,360,000
Environmental Resources	1,224,704	Charges For Services	3,351,500
Fire & Rescue Coordinator/Fire Academy	2,167,533	Fines And Forfeits	1,400,000
Fire Marshal	996,003	Misc. Revenues	50,000
Planning Commission	88,225	Other Sources	3,208,537
Planning Department	3,464,494	Total Revenue	12,250,988
Planning Refunds	25,000		
Property Appraiser	60,634		
Reserves	634,501		
Total Budget	12,250,988		

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

Municipal Policing

Fund Number: **149**

Description: This fund accounts for Sheriff's Office operation for services to unincorporated Monroe County and contracts with municipalities (Marathon, Islamorada, & Layton) for additional services, over and above the Sheriff's Countywide costs.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	14,338	Taxes	6,465,955
Monroe County Sheriff	11,980,293	Charges For Services	5,758,081
Property Appraiser	107,114	Misc. Revenues	40,000
Reserves	1,000,000	Other Sources	1,036,369
Tax Collector	198,660		
Total Budget	13,300,405	Total Revenue	13,300,405

911 Enhancement Fee

Fund Number: **150**

Description: This fund accounts for fees levied for the 911 emergency phone system.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Communications	600,300	Charges For Services	600,000
		Misc. Revenues	300
Total Budget	600,300	Total Revenue	600,300

Duck Key Security District

Fund Number: **152**

Description: To account for the revenues and expenditures in providing security services for the Duck Key District. Special assessment revenues (Licenses & Permits) are collected from Duck Key property owners as pursuant to Florida Statute 125.01(q)(1) and codified by Monroe County Ordinance 005-1992.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
BOCC Miscellaneous	115,000	Licenses And Permits	119,459
Reserves	45,000	Misc. Revenues	500
Tax Collector	1,100	Other Sources	41,141
Total Budget	161,100	Total Revenue	161,100

Local Housing Assistance Trust Fund

Fund Number: **153**

Description: This program is funded by an increase in the documentary stamps, as approved by the State Legislature in the Affordable Housing Act. The revenue available to Monroe County is administered by the Director of Social Services through the State Housing Initiatives Partnership Program (SHIP).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Housing Assistance	3,235,927	Intergovernmental Revenue	475,000
		Misc. Revenues	185,000
Total Budget	3,235,927	Other Sources	2,575,927
		Total Revenue	3,235,927

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Affordable Housing Initiatives

Fund Number: **155**

Description: To account for the revenues and expenditures related to affordable housing initiatives. The Monroe County Land Development Code Section 139-1(h) allows for a trust fund to be established and maintained with funds earmarked for the purpose of furthering affordable housing initiatives in municipalities and unincorporated areas of the county

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Planning Department	78,578	Other Sources	78,578
Total Budget	78,578	Total Revenue	78,578

Boating Improvement Fund (BIF)

Fund Number: **157**

Description: To account for revenues and expenditures providing boating-related activities, for removal of vessels and floating structures deemed a hazard to public safety and health, and for manatee and marine mammal protection and recovery. An annual vessel registration fee is collected as authorized by Florida Statute 328.66 and Monroe County Ordinance 034-2002.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Marine Resources	1,160,211	Charges For Services	680,000
Reserves	475,000	Misc. Revenues	2,000
		Other Sources	953,211
Total Budget	1,635,211	Total Revenue	1,635,211

Miscellaneous Special Revenue Fund

Fund Number: **158**

Description: To account for revenues and expenditures earmarked for specific purposes. Included are funds to be used exclusively for court-related and court technology needs as defined in Section 29.008(1)(f)2 and (h), F.S. for the state trial courts, state attorney, public defender, and criminal conflict and civil regional counsel in the county. These funds are collected pursuant to Section 28.24 (12)(e)1, of the Florida Statutes. Traffic Education Funds are collected pursuant to County Ordinance 21-2002.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
BOCC Administrative	171,152	Other Sources	3,257,832
BOCC Miscellaneous	93,000		
Budgeted Transfers	539,290	Total Revenue	3,257,832
Building Department	70,000		
Communications	140,000		
Court Technology Fund	132,066		
Environmental Resources	48,800		
Judicial Administration	26,900		
Libraries	30,000		
Monroe County Sheriff	90,000		
Office of Sustainability	1,021,540		
Parks & Recreation	26,300		
Public Defender	146,000		
Reserves	571,227		
State Attorney	150,000		
Welfare Services	1,557		
Total Budget	3,257,832		

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

Environmental Restoration Fund

Fund Number: **160**

Description: This fund accounts for expenditures related to habitat restoration and improvement purposes set forth in the Monroe County Comprehensive Plan and Land Development Regulations. Revenues are collected as part of a mitigation penalty as imposed by Monroe County Resolution #345A-1999.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Environmental Resources	1,454,223	Fines And Forfeits	650,000
Parks & Recreation	11,483	Misc. Revenues	5,000
Reserves	210,268	Other Sources	1,020,974
Total Budget	1,675,974	Total Revenue	1,675,974

Law Enforcement Trust (600)

Fund Number: **162**

Description: To account for the funds used for the purpose of training police officers and supporting personnel in the prevention, investigation, detection, and identification of crime. Law Enforcement Trust Funds (LETf) revenues are authorized by Florida Statutes 775.083 and 893.135.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Law Enforcement Trust	4,199,666	Misc. Revenues	25,000
Reserves	23,750	Other Sources	4,198,416
Total Budget	4,223,416	Total Revenue	4,223,416

Court Facilities Fees Trust (602)

Fund Number: **163**

Description: To account for revenues collected upon the institution of any civil action, suit or proceeding to be used exclusively in providing and maintaining existing and future courthouse facilities that are used for Circuit and County Court systems.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Judicial Administration	405,050	Charges For Services	450,000
Reserves	95,000	Misc. Revenues	1,000
Total Budget	500,050	Other Sources	49,050
		Total Revenue	500,050

Clerk's Drug Abuse Trust (603)

Fund Number: **164**

Description: To account for assessments collected for drug abuse programs and to disburse assistance grants for drug abuse treatment and/or educational programs which meet the standards for qualification of such programs by the Department of Health and Rehabilitative Services.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
BOCC Miscellaneous	55,000	Charges For Services	30,000
Reserves	10,000	Misc. Revenues	1,000
Total Budget	65,000	Other Sources	34,000
		Total Revenue	65,000

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Canal Special Assessments

Fund Number: **177**

Description: This taxing unit was created to provide the maintenance of local improvements for Canal #266 in Big Pine Key. The fund has been expanded to provide maintenance for additional canals.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Canals	168,000	Licenses And Permits	120,000
Reserves	25,000	Other Sources	74,048
Tax Collector	1,048		
Total Budget	194,048	Total Revenue	194,048

Building Fund

Fund Number: **180**

Description: This fund is used to account for Building Department operations related to restricted building fee revenues.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	538,659	Licenses And Permits	5,520,000
Building Department	6,470,657	Charges For Services	120,000
Building Refunds	80,000	Misc. Revenues	50,000
County Attorney	50,607	Other Sources	1,549,923
Reserves	100,000		
Total Budget	7,239,923	Total Revenue	7,239,923

Debt Service Fund

Fund Number: **207**

Description: To account for accumulation of resources for, and payment of, interest and principal on long-term debt.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
2003 Revenue Bond	23,008,795	Misc. Revenues	15,000
Reserves	1,000,000	Other Sources	23,993,795
Total Budget	24,008,795	Total Revenue	24,008,795

One Cent Infrastructure Surtax

Fund Number: **304**

Description: The One Cent Infrastructure Sales Tax Fund accounts for capital improvement projects funded by the Infrastructure Surtax (also called the One Cent Local Option Sales Tax) revenue. This local sales tax is defined by Sections 212.054-.055 of the Florida Statutes.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	22,927,626	Taxes	31,500,000
Culture & Recreation Capital Projects	840,050	Licenses And Permits	2,685,400
Economic Environment Capital Projects	2,303,000	Misc. Revenues	50,000
General Gov Cap Projects	2,061,523	Other Sources	63,935,467
Other Capital Projects	675,785		
Physical Environment Projects	100,000	Total Revenue	98,170,867
Public Safety Capital Projects	48,062,360		
Public Works Management	4,277,187		
Reserves	4,000,000		
Transportation Capital Projects	12,923,336		
Total Budget	98,170,867		

Monroe County Board of County Commissioners

Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

Land Acquisition

Fund Number: **316**

Description: This fund accounts for the revenues and expenditures related to Land Acquisition.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Physical Environment Projects	1,094,336	Misc. Revenues	5,000
Total Budget	1,094,336	Other Sources	1,089,336
		Total Revenue	1,094,336

Card Sound Bridge

Fund Number: **401**

Description: This fund accounts for the revenue and expenditures related to operations of the Card Sound toll bridge. Collection of tolls was imposed by Monroe County Resolution #54A-1967.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Budgeted Transfers	79,776	Charges For Services	2,500,000
Card Sound Road	836,934	Misc. Revenues	10,000
County Engineering General	209,389	Other Sources	5,922,236
Reserves	487,755	Total Revenue	8,432,236
Road Department	6,818,382		
Total Budget	8,432,236		

Marathon Airport

Fund Number: **403**

Description: This fund accounts for the revenue and expenditures related to the operations of the Marathon Airport.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Budgeted Transfers	137,385	Charges For Services	1,450,000
Marathon Airport	3,514,192	Misc. Revenues	50,000
Reserves	210,000	Other Sources	2,361,577
Total Budget	3,861,577	Total Revenue	3,861,577

Key West International Airport

Fund Number: **404**

Description: This fund accounts for the revenue and expenditures related to the operations of the Key West Airport.

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Budgeted Transfers	5,477,280	Charges For Services	13,610,000
Fire & Rescue Key West Airport	2,413,583	Misc. Revenues	50,000
Key West Airport	27,224,695	Other Sources	21,530,558
Reserves	75,000	Total Revenue	35,190,558
Total Budget	35,190,558		

General Airport Revenue Bond

Fund Number: **405**

Description: This fund is used to account for the Principal, Interest and Other Debt Service Costs of The Airport Terminal Project

Appropriations by Department	FY 2025 Adopted	Revenue Source	FY 2025 Adopted
Key West Airport	36,711,000	Misc. Revenues	500,000
Key West Airport Debt Service - Interest & Other Debt Costs	2,691,000	Other Sources	41,766,750
Reserves	2,864,750	Total Revenue	42,266,750
Total Budget	42,266,750		

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

PFC & Oper Restrictions

Fund Number: **406**

Description: This fund accounts for all PFC (Passenger Facility Charge) funded projects & demonstrates compliance with the bond issue covenants for the KWIA (Key West International Airport).

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	7,297,463	Charges For Services	2,000,000
Marathon Airport	185,077	Misc. Revenues	75,000
PFC	5,000,000	Other Sources	10,522,463
Reserves	114,923		
Total Budget	12,597,463	Total Revenue	12,597,463

MSD Solid Waste Management

Fund Number: **414**

Description: This fund is restricted in use to collection, disposal, and recycling of solid waste. The primary funding sources are annual assessments charged to home owners and businesses, franchise fees and tipping scale fees.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	235,202	Licenses And Permits	600,000
Reserves	1,087,910	Charges For Services	27,835,016
Solid Waste	35,695,196	Misc. Revenues	160,000
		Other Sources	8,423,292
Total Budget	37,018,308	Total Revenue	37,018,308

Worker's Compensation

Fund Number: **501**

Description: The Worker's Compensation Fund accounts for the operation of the County's worker's compensation program. Fund revenues are generated through internal charges to departments.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	69,064	Charges For Services	2,432,033
Employee Services - Loss Control	125,562	Misc. Revenues	270,000
Employee Services - Worker's Comp	5,331,200	Other Sources	3,048,793
Reserves	225,000		
Total Budget	5,750,826	Total Revenue	5,750,826

Group Insurance Fund

Fund Number: **502**

Description: The Group Insurance Fund accounts for the operation of the County's self insured group insurance program. Fund revenues are generated through internal charges to departments based upon the number of employees covered under the insurance program. Starting January 1, 2015, all BOCC employees hired prior to May 1, 2012 will start to pay \$25/month for their health insurance. Those hired after May 1, 2012, will continue to contribute \$50/month.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	127,936	Charges For Services	22,735,156
Employee Services - Group Insurance	34,097,464	Misc. Revenues	1,150,000
Reserves	4,574,482	Other Sources	14,914,726
Total Budget	38,799,882	Total Revenue	38,799,882

Monroe County Board of County Commissioners
Fiscal Years 2025 Adopted Fiscal Plan Fund Summary

Risk Management Fund

Fund Number: **503**

Description: The Risk Management Fund accounts for the operation of the County's risk management program. Fund revenues are generated through internal charges to departments.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
County Attorney - Risk Mgmt.	11,351,579	Charges For Services	8,923,226
Employee Services - Loss Control	1,251,693	Misc. Revenues	50,000
Reserves	1,500,000	Other Sources	5,130,046
Total Budget	14,103,272	Total Revenue	14,103,272

Fleet Management Fund

Fund Number: **504**

Description: The Central Services Fund accounts for the operation of the County's Fleet Management program. Fund revenues are generated through internal charges to user departments for fuel usage and annual vehicle maintenance.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
Budgeted Transfers	529,439	Charges For Services	5,286,389
Fleet Management	4,729,040	Misc. Revenues	10,000
Reserves	350,000	Other Sources	312,090
Total Budget	5,608,479	Total Revenue	5,608,479

Fire & EMS LOSAP Trust Fund

Fund Number: **610**

Description: To account for contributions paid by the BOCC, to fund the pension benefits for eligible volunteer Firefighters and Emergency Medical Services volunteers (also called the Fire and EMS Pension Trust Fund). LOSAP is an acronym for Length Of Service Award Program and was implemented on June 21, 1999 by Monroe County Ordinance #026-1999.

<u>Appropriations by Department</u>	<u>FY 2025 Adopted</u>	<u>Revenue Source</u>	<u>FY 2025 Adopted</u>
LOSAP	48,000	Misc. Revenues	28,000
Reserves	17,500	Other Sources	37,500
Total Budget	65,500	Total Revenue	65,500

Definition and the Process of Estimating Fund Balance Changes

Fund Balance Definition for Governmental Funds

Fund balance refers to the difference between current financial assets and liabilities reported in a governmental fund. In simpler terms, dollars available to spend. If some of the funds resources are not available to spend, this would be indicated by “restricting” or “reserving” a portion of fund balance. Credit rating agencies monitor fund balance levels and strongly consider unrestricted fund balance when determining a local government’s creditworthiness. There are five types of fund balance and a definition of those types can be found in the fund balance policy, located under Financial Policies.

Fund Balance is also important to guard against unanticipated events that would adversely affect the financial stability of the County and jeopardize the continuation of necessary public services. The County keeps a \$10 million fund balance in the event of a hurricane or other major events that would put a strain on the General Fund. In the past when Monroe County experienced four hurricanes in one year, there was enough money to pay the upfront costs of a storm and pay normal operating costs, until federal and state aid was received.

In reviewing Monroe County’s adopted budget, the reader will notice that the County’s practice is to appropriate all of the beginning fund balances, and all revenues and other sources of income. As a result, it appears the County intends to spend all available funds by the end the fiscal year. That is not the case.

Although Florida statutes require the appropriation of fund balances as a part of each year’s budget, differences between estimates of spending and actual spending, as well as conservative estimates of revenues will normally result in some surplus funds each year. Monroe County attempts to prepare prudent estimates of revenues and spending each year to ensure the financial stability of our funds.

The process of estimating actual revenues and spending and the projection of fund balances is very difficult but nonetheless, a very important part of the County budget. The County estimates or projects its fund balances throughout the fiscal year using the following process:

First, since the County must prepare its annual budget prior to the time that the previous year’s financial books are closed and audited, we must estimate the projected actual prior-year ending fund balances. These estimates serve as the basis for projecting the coming budget year ending fund balances.

Second, we estimate the percentage of *budgeted* revenues that will actually be received. This percentage is the result of analysis of prior year budget versus actual revenues. Typically, revenues are conservatively estimated and will likely exceed budgeted figures by a small amount each year. For example, under Florida Statutes, only 95% of estimated revenues are appropriated. While a 95% factor may be reasonable for ad valorem collections, where adjustments to the tax roll and discounts for early payment result in collections of about 95%, it tends to understate collections from other revenues. This 5% safety margin results in excess revenues from non-ad valorem revenues.

Third, OMB estimates the percentage of *budgeted* appropriations, excluding budgeted reserves, that will actually be expended. This percentage is the result of analysis of prior year budget versus actual spending. As might be expected, actual spending typically falls below the budgeted amounts by a small fraction each year and there is generally a surplus of budget funds remaining at the end of the year.

The end-of-year fund balances are then calculated by adding the *estimated actual* revenues, and subtracting the *estimated actual* expenditures from the estimated beginning fund balances to yield the projected year-end fund balances.

The projected year-end fund balances are a useful tool because they help predict the financial condition of each fund and help County staff predict and prepare for unusual situations in advance. The estimated balances also help us avoid large swings in taxation and other fee assessments one year over the next and, in the case of capital funds, it helps to monitor the accumulation of capital over a number of years for large infrastructure projects.

The following table summarizes, in the manner described above, the fund balance projections for the major Monroe County funds.

Fund	Audited 9/30/2023 Fund Bal	Fiscal Year 2024 Actual		Projected Impact of Operations Positive/Negative	Unaudited 9/30/2023 Fund Bal	% Change in Fund Balance	Reasons for the changes in FY2024 Fund Balance	Fiscal Year 2025 Estimated Actual		Projected Impact of Operations Positive/Negative	Estimated 9/30/2025 Fund Bal	% Change in Fund Balance	Reasons for the changes in FY2025 Fund Balance
		Revenues	Expenses					Revenues	Expenses				
GENERAL FUND													
001 General Fund	44,259,515	77,731,124	74,178,679	3,552,445	47,811,960	8%	Increase in Constitutional Excess Fee Revenue.	85,236,932	82,321,401	2,915,531	50,727,491	6%	Anticipates no sales tax revenue growth over the current year due to economic uncertainty. We will keep a close watch on revenues & spending, will exercise operational flexibility to adjust the budget mid-year, if and as necessary. The 1/2 cent sales tax revenue allocation has been increased for the general fund and decreased in fund 148 for FY2025
Total General Fund	44,259,515	77,731,124	74,178,679	3,552,445	47,811,960	8%		85,236,932	82,321,401	2,915,531	50,727,491	6%	
SPECIAL REVENUE FUNDS													
100 Affordable Housing Programs	425,939	20,694	0	20,694	446,633	5%		1,200	0	1,200	447,833	0%	
101 Law Enforcement, Jail, Judicial	22,260,441	89,503,902	83,136,500	6,367,402	28,627,843	29%	Excess Fee Revenue exceeded adopted budget.	87,420,360	87,404,999	15,361	28,643,204	0%	Increased Sheriff expenditures including a 7% salary increase for bargaining unit and 5% non-bargaining unit.
102 Roads and Bridges	7,370,281	7,710,946	7,629,702	81,244	7,451,525	1%	Reduction in large road projects/bridges.	7,129,129	9,424,255	(2,295,126)	5,156,399	-31%	Purchase of various Capital Equipment and Vehicles and fat revenue collections.
104 Middle Keys Health Care	22,625	2,960,379	2,757,051	203,328	225,953	899%	Reimbursement to Baptist Health for Un/Under-insured Patients.	3,224,453	3,487,359	(262,906)	(36,953)	-116%	Agreement with Baptist Health expenditures should equal revenue, fund balance being brought forward to be used for reimbursement.
115 TDC Two Penny	22,129,714	11,249,973	9,492,724	1,757,249	23,886,963	8%	Fluctuation in Bed Tax Revenues.	9,762,000	9,176,731	585,269	24,472,232	2%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
116 TDC Two Penny Generic	43,897,528	23,011,038	28,769,329	(5,758,291)	38,139,237	-13%	Increase in District specific advertising expenditures.	20,238,000	14,859,223	5,378,777	43,518,014	14%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
117 TDC District 1 Third Penny	25,799,215	16,165,676	8,985,394	7,180,283	32,979,498	28%	Fluctuation in Bed Tax Revenues.	14,844,000	27,738,618	(12,894,618)	20,084,880	-39%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
118 TDC District 2 Third Penny	3,649,064	2,851,920	1,323,983	1,527,937	5,177,001	42%	Fluctuation in Bed Tax Revenues.	2,604,000	3,891,545	(1,287,545)	3,889,456	-25%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
119 TDC District 3 Third Penny	9,843,272	6,258,405	2,415,580	3,842,825	13,686,097	39%	Fluctuation in Bed Tax Revenues.	5,130,000	11,831,967	(6,701,967)	6,984,130	-49%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
120 TDC District 4 Third Penny	7,886,800	3,445,727	1,832,284	1,613,443	9,500,243	20%	Fluctuation in Bed Tax Revenues.	2,766,000	6,746,643	(3,980,643)	5,519,600	-42%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
121 TDC District 5 Third Penny	8,295,487	5,470,336	3,225,140	2,245,196	10,540,683	27%	Fluctuation in Bed Tax Revenues.	4,656,000	8,460,777	(3,804,777)	6,735,906	-36%	Estimated changes in Bed Tax, post pandemic return to normal. Addition of Public Facilities appropriation and reserves policy.
125 Grants	3,887,664	44,742,172	37,915,303	6,826,869	10,714,533	176%	Timing of reimbursements from Federal & State agencies.	0	0	0	10,714,533	0%	Timing of reimbursements from Federal & State agencies.
130 Impact Fees Fund-Roadways	794,089	139,401	0	139,401	933,490	18%	Bridge and Road Projects	67,647	79,686	(12,039)	921,451	-1%	Bridge and Road Projects
131 Impact Fees Fund-Parks	877,446	56,497	469,142	(412,645)	464,801	-7%	Parks & Recreation Projects	19,950	19,950	0	484,751	4%	Parks & Recreation Projects
133 Impact Fees Fund-Solid Waste	137,615	6,568	0	6,568	144,183	5%	No projects approved for FY2024	5,000	0	5,000	149,183	3%	No projected activity for FY2025
135 Impact Fees Fund-Fire Facilities	194,798	20,577	0	20,577	215,375	11%	No projects approved for FY2024	6,200	0	6,200	221,575	3%	No projected activity for FY2025
141 Fire & Ambulance District 1	7,298,815	18,030,407	16,649,936	1,380,471	8,679,286	19%	Utilized millage rate for Ad Valorem taxes to support increase personnel/operating costs and maintain a healthy fund balance.	18,387,513	19,119,882	(732,369)	7,946,917	-8%	Increased Ad Valorem taxes to support increase personnel/operating costs and maintain a healthy fund balance. Addition of (24) previously grant funded firetriggers.
147 Unincorporated Parks & Beaches	1,722,891	5,422,202	4,888,582	533,620	2,256,511	31%	Addition of new Recreation department.	4,767,893	4,960,246	(192,353)	2,064,158	-9%	1/2 cent sales tax revenue reallocated to General Fund.
148 MST-D-Ping/Bldg./Code/Fire Mar	5,998,816	11,242,476	10,267,757	974,719	6,373,535	16%	Budget increases for personnel/operating expenses.	9,153,575	10,842,833	(1,689,258)	4,684,277	-27%	1/2 cent sales tax revenue reallocated to General Fund.
149 Municipal Policing	2,523,571	12,481,491	11,675,231	806,260	3,329,831	32%	Increased anticipated revenue to pay for Sheriff budget	12,265,416	12,230,916	34,500	3,364,331	1%	Increased anticipated revenue to pay for Sheriff budget
150 911 Enhancement Fund	2,235	936,039	869,854	46,185	48,420	0%	Increase in Special Assessment Revenue.	532,296	531,296	1,000	49,420	0%	Increase in expenditures for security needs.
152 Duck Key Security District	368,249	141,604	109,628	31,976	400,225	9%	Increase in anticipated mitigation fee revenue.	120,334	116,100	4,234	404,459	1%	Reduction in anticipated mitigation fee revenue.
153 Local Housing Asset Trust Fund	3,508,973	779,303	1,240,199	(460,896)	3,048,077	-13%	State and Mortgage Satisfaction Revenue. Timing of reimbursement.	860,000	1,412,549	(752,549)	2,295,528	-25%	State and Mortgage Satisfaction Revenue. Timing of reimbursement.
155 Affordable Housing Initiatives	58,969	230,406	0	230,406	273,376	374%	Increase in Fee Revenue.	0	0	0	273,376	0%	No projected activity for FY2025.
157 Boating Improvement Fund	3,511,683	1,078,306	411,321	666,985	4,178,668	19%	Increased project activity	717,706	846,203	(128,497)	4,050,171	-3%	Increased project activity
158 Misc. Special Revenue Fund	4,581,941	2,374,290	2,338,844	35,446	4,617,387	1%	Timing of funded projects.	1,638,939	1,685,680	(46,751)	4,570,636	-1%	Timing of funded projects.
160 Environmental Restoration Fund	7,938,226	1,428,957	635,656	793,302	8,731,528	10%	Expenditures expected to exceed revenue for FY2024.	739,983	1,254,616	(514,633)	8,216,895	-6%	Conservative revenue and expenditure estimates.
162 Law Enforcement Trust Fund	4,440,797	322,331	95,826	226,505	4,667,302	5%	Increase in operating expenses.	220,000	80,000	140,000	4,807,302	3%	Increase in operating expenses.
163 Court Facilities Fees Trust (602)	5,179,791	898,567	356,728	541,838	5,721,629	10%	Timing of funded projects.	595,026	331,631	263,395	5,985,024	5%	Timing of funded projects.
164 Clerk's Drug Abuse Trust (603)	36,671	50,372	0	50,372	87,043	137%	Special Assessment fees are collected and used for Canal projects.	41,000	45,000	(4,000)	83,043	-5%	Revenue estimates for Building Permit Fees with an increase in operating expenses. Rates will be adjusted for FY2025.
177 Canal Special Assessments	67,809	136,235	25,857	110,378	178,187	163%	Conservative revenue estimates for Building Permit Fees with an increase in operating expenses	121,859	169,048	(47,189)	130,998	-26%	Revenue estimates for Building Permit Fees with an increase in operating expenses. Rates will be adjusted for FY2025.
180 Building Fund	3,521,137	6,971,723	6,719,884	251,840	3,772,977	7%	On-going Debt Service Transfers, General Gov't, Projects, Road Projects, Fund balances fluctuate based on timing of projects, (1st of 2 Year Trauma Star Helicopter Payments)	5,982,323	6,661,977	(679,654)	3,093,323	-12%	On-going Debt Service Transfers, General Gov't, Projects, Road Projects, Fund balances fluctuate based on timing of projects (2nd of 2 Year Trauma Star Helicopter Payments)
Total Special Revenue Funds	207,632,552	276,128,922	244,257,434	31,871,488	239,504,440	15%		213,817,802	243,389,790	(29,571,988)	209,932,812	-12%	
DEBT SERVICE FUNDS													
207 Debt Service	3,531,065	23,583,500	23,010,468	573,032	4,104,097	16%	On-going Debt Service Payments	0	0	0	4,104,097	0%	On-going Debt Service Payments
Total Debt Service Funds	3,531,065	23,583,500	23,010,468	573,032	4,104,097	16%		0	0	0	4,104,097	0%	
CAPITAL PROJECT FUNDS													
304 1 Cent Infrastructure Surtax	91,154,846	36,813,524	49,065,337	(12,251,813)	78,903,033	-13%	On-going Debt Service Transfers, General Gov't, Projects, Road Projects, Fund balances fluctuate based on timing of projects, (1st of 2 Year Trauma Star Helicopter Payments)	35,594,387	91,714,387	(56,120,000)	22,783,033	-71%	On-going Debt Service Transfers, General Gov't, Projects, Road Projects, Fund balances fluctuate based on timing of projects (2nd of 2 Year Trauma Star Helicopter Payments)
306 Clerk's Revenue Note	113,414	0	113,414	(113,414)	0	-100%	Fund Closed in FY2024	0	0	0	0	0%	Expenditures to acquire new land.
316 Land Acquisition (\$10M)	971,405	1,181,635	1,874,579	(692,944)	278,461	-71%	Expenditures to acquire new land.	844,040	1,005,074	(161,034)	117,427	-58%	Expenditures to acquire new land.
Total Capital Projects Funds	92,239,665	37,995,159	51,053,330	(13,068,171)	79,811,494	-14%		36,438,427	92,719,461	(56,281,034)	22,900,460	-71%	
ENTERPRISE FUNDS													
401 Card Sound	6,934,066	2,932,617	1,572,140	1,360,476	8,294,542	20%	Increase in Toll Revenues.	2,643,179	7,869,486	(5,226,307)	3,068,235	-63%	Replacement of Tubby's Creek & Mosquito Creek Bridges
403 Marathon Airport	7,300,340	18,367,067	16,281,726	2,085,341	9,385,681	29%	Increase in Airport operating revenues.	1,427,500	1,670,867	(243,367)	9,142,314	-3%	Increase in required grant match for on going projects.
404 Key West Airport	46,400,101	29,191,067	21,001,581	8,189,486	54,589,587	18%	Increase in Airport operating revenues.	13,660,000	19,650,717	(5,990,717)	48,598,870	-11%	Increase in required grant match for on going projects.
405 General Airport Revenue Bond	37,448,924	24,186,587	43,556,444	(19,369,857)	18,079,067	-52%	Construction of Concourse A Capital Project	20,500,000	37,431,900	(16,931,900)	1,147,167	-94%	Construction of Concourse A Capital Project
406 PFC & Oper Restrictions	12,512,446	2,621,476	377,765	2,243,711	14,756,157	18%	Increase in required grant match for on going projects.	2,532,138	7,297,463	(4,765,325)	9,990,832	-32%	Increase in required grant match for on going projects.
414 MSD Solid Waste	20,104,945	28,897,792	26,358,360	2,539,432	22,644,377	13%	Purchase of Trash Bins moved to FY2025.	28,066,916	31,868,653	(3,801,737)	18,842,640	-17%	Purchase of Trash Bins for residential customers.
Total Enterprise Funds	130,700,822	106,196,606	109,148,017	(2,951,411)	127,749,411	-2%		68,829,733	105,789,086	(36,959,353)	90,790,658	-29%	
INTERNAL SERVICE FUNDS													
501 Worker's Comp	3,073,386	3,711,908	2,453,072	1,258,836	4,332,222	41%	Increase in anticipated claims.	3,042,590	2,984,697	57,893	4,390,115	1%	Reduction in rates, claims estimated to remain flat.
502 Group Insurance	16,534,099	24,644,441	22,096,824	2,547,616	19,081,715	15%	Reduction in anticipated claims.	22,932,226	23,017,191	(84,965)	18,996,750	0%	Reduction in Employee Contributions.
503 Risk Management	5,838,154	9,350,643	8,085,342	1,265,301	7,103,455	22%	Revenue billed based on need for expenses and to maintain stable fund balance.	8,973,226	10,383,764	(1,410,538)	5,692,917	-20%	Expenditure estimates reflects an increase in anticipated insurance costs.
504 Fleet Management	1,398,264	4,827,366	5,258,400	(431,034)	967,230	-31%	Increase in anticipated operating expenditures.	5,296,389	5,228,479	67,910	1,035,140	7%	Decrease in anticipated operating expenditures.
Total Internal Service Funds	26,843,893	42,534,357	37,893,639	4,640,719	31,484,622	17%		40,244,431	41,614,131	(1,369,700)	30,114,922	-4%	
AGENCY TRUST FUND													
610 LOSAP Fire & EMS	811,668	81,878	58,920	2,958	814,626	0%	Actuarial based fund activity	28,000	40,760	(12,760)	801,866	-2%	Actuarial based fund activity
Total Agency Trust Fund	811,668	81,878	58,920	2,958	814,626	0%		28,000	40,760	(12,760)	801,866	-2%	
Grand Total	506,019,190	564,231,546	539,600,486	24,631,059	530,650,249	5%		444,595,325	565,874,629	(121,279,304)	409,370,945	-23%	

Monroe County Board of County Commissioners FY 2025 Adopted Fiscal Plan Revenue Summary

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Taxes</u>						
Ad Valorem Taxes	101,804,646	113,281,539	139,701,120	139,701,120	154,208,223	10.4 %
Sales & Use Taxes	115,184,395	105,404,805	104,844,391	104,844,391	102,025,000	(2.7)%
Local Communications Service Tax	500,157	677,827	500,000	500,000	500,000	0 %
Local Business Tax	548,920	521,849	500,000	500,000	500,000	0 %
Total Taxes	218,038,118	219,886,020	245,545,511	245,545,511	257,233,223	4.8 %
<u>Licenses And Permits</u>						
Building Permits	6,017,568	6,708,840	5,520,000	5,520,000	5,520,000	0 %
Franchise Fees	661,076	746,441	590,000	590,000	600,000	1.7 %
Impact Fees	106,916	88,334	77,200	77,200	68,700	(11.0)%
Special Assessments	1,474,275	2,094,421	2,938,939	2,939,876	2,924,859	(0.5)%
Total Licenses And Permits	8,259,835	9,638,036	9,126,139	9,127,076	9,113,559	(0.1)%
<u>Intergovernmental Revenue</u>						
Federal Grants	29,286,506	57,402,427	-	106,481,536	-	0 %
Fed Pmts In Lieu Of Taxes	1,503,027	1,634,475	1,425,000	1,425,000	1,425,000	0 %
State Grants	11,800,839	32,155,248	-	74,397,336	-	0 %
State Shared Revenues	26,534,422	26,631,692	24,869,269	24,869,269	24,660,000	(0.8)%
Grants from other Local Units	57,455	-	-	25,310	-	0 %
Other Misc Revenues	241,797	799,650	-	-	-	0 %
Total Intergovernmental Revenue	69,424,047	118,623,492	26,294,269	207,198,451	26,085,000	(0.8)%
<u>Charges For Services</u>						
General Government	35,474,574	41,036,836	44,997,183	45,110,597	42,639,804	(5.2)%
Public Safety	26,367,745	18,265,104	17,239,291	18,082,201	17,708,081	2.7 %
Physical Environment	22,672,864	25,045,568	22,528,989	22,528,989	27,835,016	23.6 %
Transportation	19,056,260	16,815,396	15,978,700	16,644,761	19,563,700	22.4 %
Economic Environment	534,968	437,032	460,753	460,753	378,500	(17.9)%
Human Services	27,995	23,660	20,000	20,000	20,000	0 %
Culture/recreation	858,190	873,312	835,000	835,000	760,000	(9.0)%
Court-related Revenues	1,239,412	1,453,256	900,000	900,000	1,050,000	16.7 %
Otr Charges For Svces	18,950	28,934	500	500	25,500	5000.0 %
Other Misc Revenues	39,765	67,658	50,000	50,000	50,000	0 %
Total Charges For Services	106,290,724	104,046,756	103,010,416	104,632,801	110,030,601	6.8 %
<u>Fines And Forfeits</u>						
Court Cases	1,304,988	2,942,540	735,000	735,000	735,000	0 %
Library Fines	1,519	1,703	-	-	-	0 %
Violation-1cl Ordin	1,679,280	1,707,519	1,402,500	1,402,500	1,402,500	0 %
Other Fines And/or Forfeits	10,669	13,515	-	-	-	0 %
Total Fines And Forfeits	2,996,456	4,665,277	2,137,500	2,137,500	2,137,500	0 %

Monroe County Board of County Commissioners FY 2025 Adopted Fiscal Plan Revenue Summary

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Misc. Revenues</u>						
Interest Earnings	(1,882,054)	18,479,444	2,036,031	2,053,331	1,678,100	(17.6)%
Rent/royalties	419,756	416,287	375,000	375,000	350,000	(6.7)%
Sale/comp-loss Of Assets	62,811	39,861	-	-	-	0 %
Contrib From Priv Sources	1,048,533	544,619	-	259,108	-	0 %
Pension Fund Contributions	-	49,500	27,000	27,000	27,000	0 %
Other Misc Revenues	4,132,515	16,851,406	1,855,000	4,960,620	1,880,000	1.3 %
Total Misc. Revenues	<u>3,781,562</u>	<u>36,381,117</u>	<u>4,293,031</u>	<u>7,675,059</u>	<u>3,935,100</u>	<u>(8.3)%</u>
<u>Other Sources</u>						
Interfund Transfer	31,639,625	50,992,415	33,754,803	34,839,859	45,814,119	35.7 %
Debt Proceeds	-	-	13,306,800	23,306,800	-	(100.0)%
Transfer in Excess Fees	9,046,196	10,287,301	7,046,000	7,046,000	7,066,000	0.3 %
Other Non-revenues	-	-	222,796,835	230,783,875	254,299,083	14.1 %
Total Other Sources	<u>40,685,820</u>	<u>61,279,716</u>	<u>276,904,438</u>	<u>295,976,534</u>	<u>307,179,202</u>	<u>10.9 %</u>
County Total Revenue	<u>449,476,562</u>	<u>554,520,414</u>	<u>667,311,304</u>	<u>872,292,933</u>	<u>715,714,185</u>	<u>7.3 %</u>

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund						
<u>Taxes</u>						
Ad Valorem Taxes	22,753,350	25,338,716	37,030,306	37,030,306	43,010,935	16.2 %
Sales & Use Taxes	8,635,689	7,684,859	7,750,000	7,750,000	7,500,000	(3.2)%
Local Business Tax	548,920	521,849	500,000	500,000	500,000	- %
Total Taxes	<u>31,937,959</u>	<u>33,545,423</u>	<u>45,280,306</u>	<u>45,280,306</u>	<u>51,010,935</u>	<u>12.7 %</u>
<u>Licenses And Permits</u>						
Special Assessments	324	-	-	-	-	- %
Total Licenses And Permits	<u>324</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	1,341,218	1,465,818	1,425,000	1,425,000	1,425,000	- %
State Shared Revenues	17,857,616	17,963,562	13,603,242	13,603,242	15,760,000	15.9 %
Other Misc Revenues	123,400	127,688	-	-	-	- %
Total Intergovernmental Revenue	<u>19,322,234</u>	<u>19,557,069</u>	<u>15,028,242</u>	<u>15,028,242</u>	<u>17,185,000</u>	<u>14.4 %</u>
<u>Charges For Services</u>						
General Government	202,521	183,344	195,000	195,000	150,000	(23.1)%
Public Safety	-	3,200	-	-	-	- %
Human Services	27,995	23,660	20,000	20,000	20,000	- %
Culture/recreation	3,510	4,566	5,000	5,000	5,000	- %
Court-related Revenues	488,874	673,908	450,000	450,000	600,000	33.3 %
Otr Charges For Svces	1,050	-	-	-	-	- %
Total Charges For Services	<u>723,950</u>	<u>888,677</u>	<u>670,000</u>	<u>670,000</u>	<u>775,000</u>	<u>15.7 %</u>
<u>Fines And Forfeits</u>						
Court Cases	3,396	3,955	5,000	5,000	5,000	- %
Violation-lcl Ordin	25	25	-	-	-	- %
Total Fines And Forfeits	<u>3,421</u>	<u>3,980</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>- %</u>
<u>Misc. Revenues</u>						
Interest Earnings	(583,820)	1,830,059	315,000	315,000	315,000	- %
Rent/royalties	401,056	383,810	350,000	350,000	350,000	- %
Sale/comp-loss Of Assets	6,917	-	-	-	-	- %
Contrib From Priv Sources	219,638	58	-	-	-	- %
Other Misc Revenues	165,631	1,439,277	100,000	215,635	100,000	- %
Total Misc. Revenues	<u>209,421</u>	<u>3,653,204</u>	<u>765,000</u>	<u>880,635</u>	<u>765,000</u>	<u>- %</u>
<u>Other Sources</u>						
Interfund Transfer	6,409,199	6,492,601	4,966,034	4,966,034	11,966,034	141.0 %
Transfer in Excess Fees	5,887,177	6,697,604	5,250,000	5,250,000	5,250,000	- %
Other Non-revenues	-	-	23,706,864	23,706,864	(29,519)	(100.1)%
Total Other Sources	<u>12,296,376</u>	<u>13,190,205</u>	<u>33,922,898</u>	<u>33,922,898</u>	<u>17,186,515</u>	<u>(49.3)%</u>
Total Administration Revenue	<u><u>64,493,686</u></u>	<u><u>70,838,558</u></u>	<u><u>95,671,446</u></u>	<u><u>95,787,081</u></u>	<u><u>86,927,450</u></u>	<u><u>(9.1)%</u></u>

Affordable Housing Programs

<u>Misc. Revenues</u>						
Interest Earnings	(4,249)	13,896	3,000	3,000	3,000	- %
Total Misc. Revenues	<u>(4,249)</u>	<u>13,896</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>- %</u>
<u>Other Sources</u>						
Other Non-revenues	-	-	314,850	314,850	314,850	- %
Total Other Sources	<u>-</u>	<u>-</u>	<u>314,850</u>	<u>314,850</u>	<u>314,850</u>	<u>- %</u>
Total Administration Revenue	<u><u>(4,249)</u></u>	<u><u>13,896</u></u>	<u><u>317,850</u></u>	<u><u>317,850</u></u>	<u><u>317,850</u></u>	<u><u>- %</u></u>

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Fine & Forfeiture Fund</u>						
<u>Taxes</u>						
Ad Valorem Taxes	55,979,610	62,696,979	74,198,900	74,198,900	79,558,598	7.2 %
Total Taxes	55,979,610	62,696,979	74,198,900	74,198,900	79,558,598	7.2 %
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	73,808	79,188	-	-	-	-%
Total Intergovernmental Revenue	73,808	79,188	-	-	-	-%
<u>Charges For Services</u>						
General Government	39,065	40,410	40,000	40,000	40,000	-%
Public Safety	20,003,997	11,326,422	10,350,000	10,350,000	10,350,000	-%
Otr Charges For Svces	885	266	500	500	500	-%
Total Charges For Services	20,043,947	11,367,098	10,390,500	10,390,500	10,390,500	-%
<u>Fines And Forfeits</u>						
Court Cases	87,228	85,985	80,000	80,000	80,000	-%
Violation-icl Ordin	7,721	5,782	2,500	2,500	2,500	-%
Other Fines And/or Forfeits	10,669	13,515	-	-	-	-%
Total Fines And Forfeits	105,618	105,282	82,500	82,500	82,500	-%
<u>Misc. Revenues</u>						
Interest Earnings	(127,066)	2,273,063	105,000	105,000	105,000	-%
Contrib From Priv Sources	255,351	185,312	-	-	-	-%
Other Misc Revenues	168,680	176,780	120,000	1,250,745	150,000	25.0 %
Total Misc. Revenues	296,964	2,635,154	225,000	1,355,745	255,000	13.3 %
<u>Other Sources</u>						
Transfer in Excess Fees	2,145,698	2,273,206	1,500,000	1,500,000	1,500,000	-%
Other Non-revenues	-	-	1,880,816	1,880,816	850,222	(54.8)%
Total Other Sources	2,145,698	2,273,206	3,380,816	3,380,816	2,350,222	(30.5)%
Total Administration Revenue	78,645,644	79,156,908	88,277,716	89,408,461	92,636,820	4.9 %
<u>Road And Bridge Fund</u>						
<u>Taxes</u>						
Sales & Use Taxes	3,104,405	3,511,727	2,975,000	2,975,000	3,025,000	1.7 %
Total Taxes	3,104,405	3,511,727	2,975,000	2,975,000	3,025,000	1.7 %
<u>Intergovernmental Revenue</u>						
Federal Grants	-	912,396	-	221,604	-	-%
State Shared Revenues	3,925,167	3,880,969	3,765,000	3,765,000	3,750,000	(0.4)%
Total Intergovernmental Revenue	3,925,167	4,793,365	3,765,000	3,986,604	3,750,000	(0.4)%
<u>Charges For Services</u>						
Transportation	5,282	3,736	3,700	3,700	3,700	-%
Otr Charges For Svces	100	-	-	-	-	-%
Total Charges For Services	5,382	3,736	3,700	3,700	3,700	-%
<u>Misc. Revenues</u>						
Interest Earnings	(54,607)	270,932	150,000	150,000	25,000	(83.3)%
Sale/comp-loss Of Assets	19,438	-	-	-	-	-%
Other Misc Revenues	6,442	166,767	-	-	-	-%
Total Misc. Revenues	(28,728)	437,699	150,000	150,000	25,000	(83.3)%
<u>Other Sources</u>						
Other Non-revenues	-	-	4,721,194	4,721,194	5,329,859	12.9 %
Total Other Sources	-	-	4,721,194	4,721,194	5,329,859	12.9 %
Total Administration Revenue	7,006,227	8,746,527	11,614,894	11,836,498	12,133,559	4.5 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Middle Keys Health Care MSTU</u>						
<u>Taxes</u>						
Ad Valorem Taxes	2,155,999	2,507,643	2,955,186	2,955,186	3,340,042	13.0 %
Total Taxes	2,155,999	2,507,643	2,955,186	2,955,186	3,340,042	13.0 %
<u>Misc. Revenues</u>						
Interest Earnings	258	4,093	800	800	800	- %
Total Misc. Revenues	258	4,093	800	800	800	- %
<u>Other Sources</u>						
Transfer in Excess Fees	40,738	44,661	31,000	31,000	31,000	- %
Other Non-revenues	-	-	(147,799)	(147,799)	116,362	(178.7)%
Total Other Sources	40,738	44,661	(116,799)	(116,799)	147,362	(226.2)%
Total Administration Revenue	2,196,995	2,556,397	2,839,187	2,839,187	3,488,204	22.9 %

TDC District Two Penny

<u>Taxes</u>						
Sales & Use Taxes	11,243,667	10,005,686	10,090,500	10,090,500	9,762,000	(3.3)%
Total Taxes	11,243,667	10,005,686	10,090,500	10,090,500	9,762,000	(3.3)%
<u>Misc. Revenues</u>						
Interest Earnings	(98,251)	754,671	-	-	-	- %
Total Misc. Revenues	(98,251)	754,671	-	-	-	- %
<u>Other Sources</u>						
Transfer in Excess Fees	119,016	96,335	-	-	-	- %
Other Non-revenues	-	-	10,989,428	10,989,428	1,953,226	(82.2)%
Total Other Sources	119,016	96,335	10,989,428	10,989,428	1,953,226	(82.2)%
Total Administration Revenue	11,264,432	10,856,692	21,079,928	21,079,928	11,715,226	(44.4)%

TDC Admin & Promo 2 Cent

<u>Taxes</u>						
Sales & Use Taxes	23,299,089	20,733,748	20,909,500	20,909,500	20,238,000	(3.2)%
Total Taxes	23,299,089	20,733,748	20,909,500	20,909,500	20,238,000	(3.2)%
<u>Misc. Revenues</u>						
Interest Earnings	(190,928)	1,393,205	-	-	-	- %
Total Misc. Revenues	(190,928)	1,393,205	-	-	-	- %
<u>Other Sources</u>						
Transfer in Excess Fees	221,029	178,907	-	-	-	- %
Other Non-revenues	-	-	20,198,580	20,198,580	5,810,250	(71.2)%
Total Other Sources	221,029	178,907	20,198,580	20,198,580	5,810,250	(71.2)%
Total Administration Revenue	23,329,189	22,305,860	41,108,080	41,108,080	26,048,250	(36.6)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 1 Third Cent						
<u>Taxes</u>						
Sales & Use Taxes	16,569,471	14,309,261	14,845,900	14,845,900	14,844,000	(0.0)%
Total Taxes	16,569,471	14,309,261	14,845,900	14,845,900	14,844,000	(0.0)%
<u>Misc. Revenues</u>						
Interest Earnings	(183,637)	926,562	-	-	-	-%
Total Misc. Revenues	(183,637)	926,562	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	162,813	128,538	-	-	-	-%
Other Non-revenues	-	-	16,204,654	16,204,654	21,512,367	32.8 %
Total Other Sources	162,813	128,538	16,204,654	16,204,654	21,512,367	32.8 %
Total Administration Revenue	<u>16,548,647</u>	<u>15,364,361</u>	<u>31,050,554</u>	<u>31,050,554</u>	<u>36,356,367</u>	<u>17.1 %</u>

TDC District 2 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	2,731,576	2,502,163	2,464,500	2,464,500	2,604,000	5.7 %
Total Taxes	2,731,576	2,502,163	2,464,500	2,464,500	2,604,000	5.7 %
<u>Misc. Revenues</u>						
Interest Earnings	(28,512)	144,413	-	-	-	-%
Total Misc. Revenues	(28,512)	144,413	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	27,000	22,377	-	-	-	-%
Other Non-revenues	-	-	1,689,887	1,689,887	2,597,107	53.7 %
Total Other Sources	27,000	22,377	1,689,887	1,689,887	2,597,107	53.7 %
Total Administration Revenue	<u>2,730,064</u>	<u>2,668,952</u>	<u>4,154,387</u>	<u>4,154,387</u>	<u>5,201,107</u>	<u>25.2 %</u>

TDC District 3 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	6,191,651	5,686,656	5,558,300	5,558,300	5,130,000	(7.7)%
Total Taxes	6,191,651	5,686,656	5,558,300	5,558,300	5,130,000	(7.7)%
<u>Misc. Revenues</u>						
Interest Earnings	(65,344)	369,784	-	-	-	-%
Total Misc. Revenues	(65,344)	369,784	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	61,378	50,837	-	-	-	-%
Other Non-revenues	-	-	6,635,660	6,635,660	10,541,912	58.9 %
Total Other Sources	61,378	50,837	6,635,660	6,635,660	10,541,912	58.9 %
Total Administration Revenue	<u>6,187,684</u>	<u>6,107,276</u>	<u>12,193,960</u>	<u>12,193,960</u>	<u>15,671,912</u>	<u>28.5 %</u>

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>TDC District 4 Third Cent</u>						
<u>Taxes</u>						
Sales & Use Taxes	3,692,985	3,438,131	3,310,800	3,310,800	2,766,000	(16.5)%
Total Taxes	3,692,985	3,438,131	3,310,800	3,310,800	2,766,000	(16.5)%
<u>Misc. Revenues</u>						
Interest Earnings	(40,678)	239,760	-	-	-	-%
Total Misc. Revenues	(40,678)	239,760	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	36,317	30,772	-	-	-	-%
Other Non-revenues	-	-	3,680,019	3,680,019	6,200,071	68.5 %
Total Other Sources	36,317	30,772	3,680,019	3,680,019	6,200,071	68.5 %
Total Administration Revenue	3,688,623	3,708,662	6,990,819	6,990,819	8,966,071	28.3 %

TDC District 5 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	5,357,073	4,803,224	4,820,500	4,820,500	4,656,000	(3.4)%
Total Taxes	5,357,073	4,803,224	4,820,500	4,820,500	4,656,000	(3.4)%
<u>Misc. Revenues</u>						
Interest Earnings	(54,453)	307,589	-	-	-	-%
Total Misc. Revenues	(54,453)	307,589	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	52,537	42,718	-	-	-	-%
Other Non-revenues	-	-	4,553,974	4,553,974	8,009,737	75.9 %
Total Other Sources	52,537	42,718	4,553,974	4,553,974	8,009,737	75.9 %
Total Administration Revenue	5,355,157	5,153,531	9,374,474	9,374,474	12,665,737	35.1 %

Governmental Fund Type Grants

<u>Intergovernmental Revenue</u>						
Federal Grants	10,305,785	30,573,797	-	52,533,247	-	-%
State Grants	3,989,634	12,637,567	-	38,657,633	-	-%
Grants from other Local Units	57,455	-	-	25,310	-	-%
Total Intergovernmental Revenue	14,352,874	43,211,364	-	91,216,190	-	-%
<u>Charges For Services</u>						
Public Safety	159,792	167,782	-	435,643	-	-%
Total Charges For Services	159,792	167,782	-	435,643	-	-%
<u>Misc. Revenues</u>						
Interest Earnings	25,168	98,004	-	-	-	-%
Sale/comp-loss Of Assets	2,732	-	-	-	-	-%
Contrib From Priv Sources	-	(13,690)	-	-	-	-%
Other Misc Revenues	(37,447)	14,366	-	350,000	-	-%
Total Misc. Revenues	(9,547)	98,680	-	350,000	-	-%
<u>Other Sources</u>						
Interfund Transfer	692,479	325,555	-	1,085,056	-	-%
Other Non-revenues	-	-	414,008	414,008	414,008	-%
Total Other Sources	692,479	325,555	414,008	1,499,064	414,008	-%
Total Administration Revenue	15,195,599	43,803,381	414,008	93,500,898	414,008	-%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Impact Fees Fund - Roadways</u>						
<u>Licenses And Permits</u>						
Impact Fees	69,200	55,778	42,500	42,500	41,500	(2.4)%
Total Licenses And Permits	69,200	55,778	42,500	42,500	41,500	(2.4)%
<u>Misc. Revenues</u>						
Interest Earnings	(10,440)	30,520	10,500	10,500	1,000	(90.5)%
Total Misc. Revenues	(10,440)	30,520	10,500	10,500	1,000	(90.5)%
<u>Other Sources</u>						
Other Non-revenues	-	-	667,192	667,192	556,015	(16.7)%
Total Other Sources	-	-	667,192	667,192	556,015	(16.7)%
Total Administration Revenue	58,760	86,298	720,192	720,192	598,515	(16.9)%

Impact Fees Fund - Parks & Recreation

<u>Licenses And Permits</u>						
Impact Fees	28,560	24,690	21,000	21,000	21,000	- %
Total Licenses And Permits	28,560	24,690	21,000	21,000	21,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	(8,451)	30,062	-	-	-	- %
Total Misc. Revenues	(8,451)	30,062	-	-	-	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	839,359	839,359	626,270	(25.4)%
Total Other Sources	-	-	839,359	839,359	626,270	(25.4)%
Total Administration Revenue	20,109	54,752	860,359	860,359	647,270	(24.8)%

Impact Fees Fund - Libraries

<u>Misc. Revenues</u>						
Interest Earnings	(2,428)	-	-	-	-	- %
Total Misc. Revenues	(2,428)	-	-	-	-	- %
Total Administration Revenue	(2,428)	-	-	-	-	- %

Impact Fees Fund - Solid Waste

<u>Misc. Revenues</u>						
Interest Earnings	(1,320)	4,938	300	300	-	(100.0)%
Sale/comp-loss Of Assets	6,007	-	-	-	-	- %
Total Misc. Revenues	4,687	4,938	300	300	-	(100.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	134,985	134,985	137,615	1.9 %
Total Other Sources	-	-	134,985	134,985	137,615	1.9 %
Total Administration Revenue	4,687	4,938	135,285	135,285	137,615	1.7 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Fire & EMS						
<u>Licenses And Permits</u>						
Impact Fees	9,156	7,866	13,700	13,700	6,200	(54.7)%
Total Licenses And Permits	9,156	7,866	13,700	13,700	6,200	(54.7)%
<u>Misc. Revenues</u>						
Interest Earnings	(1,782)	6,092	131	131	-	(100.0)%
Total Misc. Revenues	(1,782)	6,092	131	131	-	(100.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	177,908	177,908	178,290	0.2 %
Total Other Sources	-	-	177,908	177,908	178,290	0.2 %
Total Administration Revenue	7,374	13,958	191,739	191,739	184,490	(3.8)%

Fire & Ambulance, District #1 - Lower and Middle Keys

<u>Taxes</u>						
Ad Valorem Taxes	13,704,459	14,488,019	15,697,012	15,697,012	17,904,577	14.1 %
Total Taxes	13,704,459	14,488,019	15,697,012	15,697,012	17,904,577	14.1 %
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	81,036	82,179	-	-	-	-%
State Shared Revenues	31,651	42,603	35,000	35,000	35,000	-%
Total Intergovernmental Revenue	112,687	124,781	35,000	35,000	35,000	-%
<u>Charges For Services</u>						
General Government	2,375	5,700	-	-	-	-%
Public Safety	1,029,165	1,173,429	850,000	850,000	1,000,000	17.6 %
Other Misc Revenues	530	-	-	-	-	-%
Total Charges For Services	1,032,070	1,179,129	850,000	850,000	1,000,000	17.6 %
<u>Misc. Revenues</u>						
Interest Earnings	(34,001)	468,422	83,000	83,000	85,000	2.4 %
Sale/comp-loss Of Assets	1,507	-	-	-	-	-%
Contrib From Priv Sources	5,265	-	-	-	-	-%
Other Misc Revenues	22,939	325,460	-	216,820	-	-%
Total Misc. Revenues	(4,290)	793,883	83,000	299,820	85,000	2.4 %
<u>Other Sources</u>						
Transfer in Excess Fees	259,573	258,332	180,000	180,000	200,000	11.1 %
Other Non-revenues	-	-	1,287,679	1,287,679	1,314,321	2.1 %
Total Other Sources	259,573	258,332	1,467,679	1,467,679	1,514,321	3.2 %
Total Administration Revenue	15,104,499	16,844,144	18,132,691	18,349,511	20,538,898	13.3 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Unincorporated Svc District - Parks & Recreation</u>						
<u>Taxes</u>						
Ad Valorem Taxes	2,524,032	2,778,922	3,548,891	3,548,891	3,547,165	(0.0)%
Total Taxes	2,524,032	2,778,922	3,548,891	3,548,891	3,547,165	(0.0)%
<u>Intergovernmental Revenue</u>						
Federal Grants	-	-	-	2,658	-	-%
Fed Pmts In Lieu Of Taxes	6,060	6,342	-	-	-	-%
State Grants	-	-	-	148	-	-%
State Shared Revenues	885,026	835,453	1,655,533	1,655,533	1,280,000	(22.7)%
Total Intergovernmental Revenue	891,086	841,795	1,655,533	1,658,339	1,280,000	(22.7)%
<u>Charges For Services</u>						
Culture/recreation	125,608	108,989	75,000	75,000	75,000	-%
Otr Charges For Svces	16,915	28,668	-	-	25,000	-%
Total Charges For Services	142,523	137,657	75,000	75,000	100,000	33.3 %
<u>Misc. Revenues</u>						
Interest Earnings	(17,620)	119,634	17,500	17,500	17,500	-%
Rent/royalties	18,700	32,477	25,000	25,000	-	(100.0)%
Other Misc Revenues	-	92	-	-	-	-%
Total Misc. Revenues	1,080	152,203	42,500	42,500	17,500	(58.8)%
<u>Other Sources</u>						
Transfer in Excess Fees	47,900	35,616	-	-	-	-%
Other Non-revenues	-	-	664,028	664,028	732,570	10.3 %
Total Other Sources	47,900	35,616	664,028	664,028	732,570	10.3 %
Total Administration Revenue	3,606,621	3,946,193	5,985,952	5,988,758	5,677,235	(5.2)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Unincorporated Svc District - Planning, Building, and Zoning</u>						
<u>Taxes</u>						
Ad Valorem Taxes	-	-	-	-	380,951	- %
Local Communications Service Tax	500,157	677,827	500,000	500,000	500,000	- %
Total Taxes	500,157	677,827	500,000	500,000	880,951	76.2 %
<u>Licenses And Permits</u>						
Building Permits	1,367	-	-	-	-	- %
Total Licenses And Permits	1,367	-	-	-	-	- %
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	905	948	-	-	-	- %
State Shared Revenues	3,009,089	2,840,541	5,335,494	5,335,494	3,360,000	(37.0)%
Total Intergovernmental Revenue	3,009,995	2,841,488	5,335,494	5,335,494	3,360,000	(37.0)%
<u>Charges For Services</u>						
General Government	3,602,570	4,185,356	3,572,978	3,572,978	3,301,500	(7.6)%
Public Safety	25	-	-	-	-	- %
Other Misc Revenues	39,235	67,658	50,000	50,000	50,000	- %
Total Charges For Services	3,641,830	4,253,013	3,622,978	3,622,978	3,351,500	(7.5)%
<u>Fines And Forfeits</u>						
Violation-1cl Ordin	1,382,318	1,428,205	1,400,000	1,400,000	1,400,000	- %
Total Fines And Forfeits	1,382,318	1,428,205	1,400,000	1,400,000	1,400,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	(40,840)	308,679	50,000	50,000	50,000	- %
Sale/comp-loss Of Assets	600	-	-	-	-	- %
Other Misc Revenues	7,579	30,110	-	-	-	- %
Total Misc. Revenues	(32,661)	338,789	50,000	50,000	50,000	- %
<u>Other Sources</u>						
Transfer in Excess Fees	-	13,930	-	-	-	- %
Other Non-revenues	-	-	1,377,493	1,377,493	3,208,537	132.9 %
Total Other Sources	-	13,930	1,377,493	1,377,493	3,208,537	132.9 %
Total Administration Revenue	8,503,006	9,553,252	12,285,965	12,285,965	12,250,988	(0.3)%

Municipal Policing

<u>Taxes</u>						
Ad Valorem Taxes	4,687,147	5,471,260	6,270,825	6,270,825	6,465,955	3.1 %
Total Taxes	4,687,147	5,471,260	6,270,825	6,270,825	6,465,955	3.1 %
<u>Charges For Services</u>						
Public Safety	4,608,088	5,039,156	5,474,291	5,474,291	5,758,081	5.2 %
Total Charges For Services	4,608,088	5,039,156	5,474,291	5,474,291	5,758,081	5.2 %
<u>Misc. Revenues</u>						
Interest Earnings	(21,354)	135,111	40,000	40,000	40,000	- %
Total Misc. Revenues	(21,354)	135,111	40,000	40,000	40,000	- %
<u>Other Sources</u>						
Transfer in Excess Fees	(24,141)	405,146	85,000	85,000	85,000	- %
Other Non-revenues	-	-	923,705	923,705	951,369	3.0 %
Total Other Sources	(24,141)	405,146	1,008,705	1,008,705	1,036,369	2.7 %
Total Administration Revenue	9,249,740	11,050,672	12,793,821	12,793,821	13,300,405	4.0 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>911 Enhancement Fee</u>						
<u>Charges For Services</u>						
Public Safety	566,678	555,116	565,000	972,267	600,000	6.2 %
Total Charges For Services	566,678	555,116	565,000	972,267	600,000	6.2 %
<u>Misc. Revenues</u>						
Interest Earnings	37	2,912	300	300	300	- %
Total Misc. Revenues	37	2,912	300	300	300	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	7,598	7,598	-	(100.0)%
Total Other Sources	-	-	7,598	7,598	-	(100.0)%
Total Administration Revenue	566,715	558,028	572,898	980,165	600,300	4.8 %
<u>Duck Key Security District</u>						
<u>Licenses And Permits</u>						
Special Assessments	117,093	119,459	118,596	118,596	119,459	0.7 %
Total Licenses And Permits	117,093	119,459	118,596	118,596	119,459	0.7 %
<u>Misc. Revenues</u>						
Interest Earnings	(3,425)	14,622	4,500	4,500	500	(88.9)%
Total Misc. Revenues	(3,425)	14,622	4,500	4,500	500	(88.9)%
<u>Other Sources</u>						
Transfer in Excess Fees	479	438	-	-	-	- %
Other Non-revenues	-	-	38,004	38,004	41,141	8.3 %
Total Other Sources	479	438	38,004	38,004	41,141	8.3 %
Total Administration Revenue	114,147	134,519	161,100	161,100	161,100	- %
<u>Local Housing Assistance Trust Fund</u>						
<u>Intergovernmental Revenue</u>						
State Shared Revenues	825,872	1,068,564	475,000	475,000	475,000	- %
Total Intergovernmental Revenue	825,872	1,068,564	475,000	475,000	475,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	(19,249)	104,345	10,000	10,000	5,000	(50.0)%
Other Misc Revenues	396,999	758,778	180,000	180,000	180,000	- %
Total Misc. Revenues	377,750	863,123	190,000	190,000	185,000	(2.6)%
<u>Other Sources</u>						
Other Non-revenues	-	-	1,668,591	1,668,591	2,575,927	54.4 %
Total Other Sources	-	-	1,668,591	1,668,591	2,575,927	54.4 %
Total Administration Revenue	1,203,622	1,931,687	2,333,591	2,333,591	3,235,927	38.7 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Affordable Housing Initiatives</u>						
<u>Licenses And Permits</u>						
Building Permits	15,232	43,025	-	-	-	-%
Total Licenses And Permits	15,232	43,025	-	-	-	-%
<u>Misc. Revenues</u>						
Interest Earnings	-	713	-	-	-	-%
Total Misc. Revenues	-	713	-	-	-	-%
<u>Other Sources</u>						
Other Non-revenues	-	-	15,232	15,232	78,578	415.9 %
Total Other Sources	-	-	15,232	15,232	78,578	415.9 %
Total Administration Revenue	15,232	43,738	15,232	15,232	78,578	415.9 %

Boating Improvement Fund (BIF)

<u>Intergovernmental Revenue</u>						
State Grants	-	-	-	98,000	-	-%
Total Intergovernmental Revenue	-	-	-	98,000	-	-%
<u>Charges For Services</u>						
Physical Environment	3,852	885	-	-	-	-%
Culture/recreation	729,072	754,271	755,000	755,000	680,000	(9.9)%
Total Charges For Services	732,924	755,156	755,000	755,000	680,000	(9.9)%
<u>Misc. Revenues</u>						
Interest Earnings	(36,185)	124,923	40,000	40,000	2,000	(95.0)%
Total Misc. Revenues	(36,185)	124,923	40,000	40,000	2,000	(95.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	872,485	872,485	953,211	9.3 %
Total Other Sources	-	-	872,485	872,485	953,211	9.3 %
Total Administration Revenue	696,739	880,079	1,667,485	1,765,485	1,635,211	(1.9)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Miscellaneous Special Revenue Fund						
<u>Licenses And Permits</u>						
Building Permits	39,936	46,049	-	-	-	-%
Total Licenses And Permits	39,936	46,049	-	-	-	-%
<u>Charges For Services</u>						
General Government	1,094,885	816,936	-	-	-	-%
Culture/recreation	-	5,486	-	-	-	-%
Court-related Revenues	176,917	213,694	-	-	-	-%
Total Charges For Services	1,271,802	1,036,116	-	-	-	-%
<u>Fines And Forfeits</u>						
Library Fines	1,519	1,703	-	-	-	-%
Violation-1cl Ordin	289,196	273,507	-	-	-	-%
Total Fines And Forfeits	290,715	275,209	-	-	-	-%
<u>Misc. Revenues</u>						
Interest Earnings	(33,865)	159,273	-	-	-	-%
Contrib From Priv Sources	2,400	73,808	-	259,108	-	-%
Other Misc Revenues	72,064	241,870	-	1,113,309	-	-%
Total Misc. Revenues	40,599	474,951	-	1,372,417	-	-%
<u>Other Sources</u>						
Interfund Transfer	-	83,183	-	-	-	-%
Other Non-revenues	-	-	3,468,214	3,468,214	3,257,832	(6.1)%
Total Other Sources	-	83,183	3,468,214	3,468,214	3,257,832	(6.1)%
Total Administration Revenue	1,643,052	1,915,507	3,468,214	4,840,631	3,257,832	(6.1)%

Environmental Restoration Fund

<u>Charges For Services</u>						
General Government	18	-	-	-	-	-%
Total Charges For Services	18	-	-	-	-	-%
<u>Fines And Forfeits</u>						
Court Cases	1,214,364	2,852,600	650,000	650,000	650,000	-%
Total Fines And Forfeits	1,214,364	2,852,600	650,000	650,000	650,000	-%
<u>Misc. Revenues</u>						
Interest Earnings	(48,591)	217,621	15,000	15,000	5,000	(66.7)%
Total Misc. Revenues	(48,591)	217,621	15,000	15,000	5,000	(66.7)%
<u>Other Sources</u>						
Other Non-revenues	-	-	1,203,506	1,203,506	1,020,974	(15.2)%
Total Other Sources	-	-	1,203,506	1,203,506	1,020,974	(15.2)%
Total Administration Revenue	1,165,792	3,070,221	1,868,506	1,868,506	1,675,974	(10.3)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Law Enforcement Trust (600)						
Intergovernmental Revenue						
Other Misc Revenues	118,397	671,962	-	-	-	-%
Total Intergovernmental Revenue	118,397	671,962	-	-	-	-%
Misc. Revenues						
Interest Earnings	27,753	194,032	25,000	25,000	25,000	-%
Total Misc. Revenues	27,753	194,032	25,000	25,000	25,000	-%
Other Sources						
Transfer in Excess Fees	55	-	-	-	-	-%
Other Non-revenues	-	-	3,179,754	3,179,754	4,198,416	32.0 %
Total Other Sources	55	-	3,179,754	3,179,754	4,198,416	32.0 %
Total Administration Revenue	146,205	865,994	3,204,754	3,204,754	4,223,416	31.8 %

Court Facilities Fees Trust (602)

Charges For Services						
Court-related Revenues	573,620	565,655	450,000	450,000	450,000	-%
Total Charges For Services	573,620	565,655	450,000	450,000	450,000	-%
Misc. Revenues						
Interest Earnings	(49,139)	177,850	40,000	40,000	1,000	(97.5)%
Total Misc. Revenues	(49,139)	177,850	40,000	40,000	1,000	(97.5)%
Other Sources						
Other Non-revenues	-	-	451,608	451,608	49,050	(89.1)%
Total Other Sources	-	-	451,608	451,608	49,050	(89.1)%
Total Administration Revenue	524,482	743,505	941,608	941,608	500,050	(46.9)%

Clerk's Drug Abuse Trust (603)

Charges For Services						
General Government	37,579	40,435	30,000	30,000	30,000	-%
Total Charges For Services	37,579	40,435	30,000	30,000	30,000	-%
Misc. Revenues						
Interest Earnings	(540)	1,832	1,000	1,000	1,000	-%
Total Misc. Revenues	(540)	1,832	1,000	1,000	1,000	-%
Other Sources						
Other Non-revenues	-	-	34,000	34,000	34,000	-%
Total Other Sources	-	-	34,000	34,000	34,000	-%
Total Administration Revenue	37,038	42,267	65,000	65,000	65,000	-%

Marathon Municipal Service Taxing Unit

Misc. Revenues						
Interest Earnings	(28)	-	-	-	-	-%
Total Misc. Revenues	(28)	-	-	-	-	-%
Total Administration Revenue	(28)	-	-	-	-	-%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
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Bay Point Wastewater Municipal Service Taxing Unit

Misc. Revenues

Interest Earnings	(496)	-	-	-	-	-%
Total Misc. Revenues	(496)	-	-	-	-	-%
Total Administration Revenue	(496)	-	-	-	-	-%

Big Coppitt Wastewater Municipal Service Taxing Unit

Misc. Revenues

Interest Earnings	(6)	-	-	-	-	-%
Total Misc. Revenues	(6)	-	-	-	-	-%
Total Administration Revenue	(6)	-	-	-	-	-%

Key Largo Wastewater Municipal Service Taxing Unit

Taxes

Ad Valorem Taxes	49	-	-	-	-	-%
Total Taxes	49	-	-	-	-	-%

Misc. Revenues

Interest Earnings	(94)	-	-	-	-	-%
Total Misc. Revenues	(94)	-	-	-	-	-%

Other Sources

Transfer in Excess Fees	1	-	-	-	-	-%
Total Other Sources	1	-	-	-	-	-%
Total Administration Revenue	(44)	-	-	-	-	-%

Stock Island Wastewater MSTU

Licenses And Permits

Special Assessments	90,736	-	-	-	-	-%
Total Licenses And Permits	90,736	-	-	-	-	-%

Misc. Revenues

Interest Earnings	49,432	-	-	-	-	-%
Other Misc Revenues	10,183	-	-	-	-	-%
Total Misc. Revenues	59,615	-	-	-	-	-%

Other Sources

Transfer in Excess Fees	959	-	-	-	-	-%
Total Other Sources	959	-	-	-	-	-%
Total Administration Revenue	151,309	-	-	-	-	-%

Conch Key Municipal Service Taxing Unit

Misc. Revenues

Interest Earnings	(6)	-	-	-	-	-%
Total Misc. Revenues	(6)	-	-	-	-	-%
Total Administration Revenue	(6)	-	-	-	-	-%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Long Key, Layton Municipal Service Taxing Unit</u>						
<u>Misc. Revenues</u>						
Interest Earnings	(2,707)	-	-	-	-	-%
Total Misc. Revenues	(2,707)	-	-	-	-	-%
Total Administration Revenue	(2,707)	-	-	-	-	-%

Duck Key Municipal Service Taxing Unit

<u>Misc. Revenues</u>						
Interest Earnings	(483)	-	-	-	-	-%
Total Misc. Revenues	(483)	-	-	-	-	-%
Total Administration Revenue	(483)	-	-	-	-	-%

Canal Special Assessments

<u>Licenses And Permits</u>						
Special Assessments	28,897	28,872	34,943	35,880	120,000	243.4 %
Total Licenses And Permits	28,897	28,872	34,943	35,880	120,000	243.4 %
<u>Misc. Revenues</u>						
Interest Earnings	(397)	2,600	-	-	-	-%
Total Misc. Revenues	(397)	2,600	-	-	-	-%
<u>Other Sources</u>						
Other Non-revenues	-	-	43,305	43,305	74,048	71.0 %
Total Other Sources	-	-	43,305	43,305	74,048	71.0 %
Total Administration Revenue	28,500	31,472	78,248	79,185	194,048	148.0 %

Building Fund

<u>Licenses And Permits</u>						
Building Permits	5,961,033	6,619,767	5,520,000	5,520,000	5,520,000	-%
Total Licenses And Permits	5,961,033	6,619,767	5,520,000	5,520,000	5,520,000	-%
<u>Charges For Services</u>						
General Government	130,094	150,767	120,000	120,000	120,000	-%
Total Charges For Services	130,094	150,767	120,000	120,000	120,000	-%
<u>Misc. Revenues</u>						
Interest Earnings	(26,798)	182,856	40,000	40,000	30,000	(25.0)%
Other Misc Revenues	32,397	20,578	25,000	25,000	20,000	(20.0)%
Total Misc. Revenues	5,598	203,434	65,000	65,000	50,000	(23.1)%
<u>Other Sources</u>						
Other Non-revenues	-	-	1,685,090	1,685,090	1,549,923	(8.0)%
Total Other Sources	-	-	1,685,090	1,685,090	1,549,923	(8.0)%
Total Administration Revenue	6,096,725	6,973,967	7,390,090	7,390,090	7,239,923	(2.0)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Debt Service Fund</u>						
<u>Misc. Revenues</u>						
Interest Earnings	(1,335)	408,350	15,000	15,000	15,000	-
Total Misc. Revenues	(1,335)	408,350	15,000	15,000	15,000	-
<u>Other Sources</u>						
Interfund Transfer	18,526,414	18,444,618	23,010,918	23,010,918	23,008,795	(0.0)%
Other Non-revenues	-	-	985,000	985,000	985,000	-
Total Other Sources	18,526,414	18,444,618	23,995,918	23,995,918	23,993,795	(0.0)%
Total Administration Revenue	18,525,080	18,852,968	24,010,918	24,010,918	24,008,795	(0.0)%

One Cent Infrastructure Surtax

<u>Taxes</u>						
Sales & Use Taxes	34,358,790	32,729,352	32,119,391	32,119,391	31,500,000	(1.9)%
Total Taxes	34,358,790	32,729,352	32,119,391	32,119,391	31,500,000	(1.9)%
<u>Licenses And Permits</u>						
Special Assessments	-	1,946,090	2,785,400	2,785,400	2,685,400	(3.6)%
Total Licenses And Permits	-	1,946,090	2,785,400	2,785,400	2,685,400	(3.6)%
<u>Charges For Services</u>						
General Government	-	-	-	113,414	-	-
Total Charges For Services	-	-	-	113,414	-	-
<u>Misc. Revenues</u>						
Interest Earnings	(220,613)	1,927,187	50,000	50,000	50,000	-
Sale/comp-loss Of Assets	5,150	-	-	-	-	-
Contrib From Priv Sources	565,880	299,132	-	-	-	-
Other Misc Revenues	45,895	606,167	-	149,100	-	-
Total Misc. Revenues	396,312	2,832,486	50,000	199,100	50,000	-
<u>Other Sources</u>						
Interfund Transfer	-	8,930,144	4,645,645	4,645,645	-	(100.0)%
Debt Proceeds	-	-	13,306,800	13,306,800	-	(100.0)%
Transfer in Excess Fees	-	4,380	-	-	-	-
Other Non-revenues	-	-	20,382,302	28,369,342	63,935,467	213.7 %
Total Other Sources	-	8,934,524	38,334,747	46,321,787	63,935,467	66.8 %
Total Administration Revenue	34,755,101	46,442,451	73,289,538	81,539,092	98,170,867	33.9 %

Clerks Rev Note, Capital

<u>Misc. Revenues</u>						
Interest Earnings	154	816	-	-	-	-
Total Misc. Revenues	154	816	-	-	-	-
<u>Other Sources</u>						
Other Non-revenues	-	-	100,000	100,000	-	(100.0)%
Total Other Sources	-	-	100,000	100,000	-	(100.0)%
Total Administration Revenue	154	816	100,000	100,000	-	(100.0)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Infrastructure Revenue Bonds Series 2007</u>						
<u>Misc. Revenues</u>						
Other Misc Revenues	-	-	-	-	-	-%
Total Misc. Revenues	-	-	-	-	-	-%
Total Administration Revenue	-	-	-	-	-	-%

Big Coppitt Waste Water Project

Licenses And Permits

Special Assessments	172,211	-	-	-	-	-%
Total Licenses And Permits	172,211	-	-	-	-	-%

Misc. Revenues

Interest Earnings	37,112	-	-	-	-	-%
Other Misc Revenues	31,116	-	-	-	-	-%
Total Misc. Revenues	68,228	-	-	-	-	-%

Other Sources

Interfund Transfer	250,000	-	-	-	-	-%
Transfer in Excess Fees	791	-	-	-	-	-%
Total Other Sources	250,791	-	-	-	-	-%
Total Administration Revenue	491,230	-	-	-	-	-%

Duck Key Waste Water Project

Licenses And Permits

Special Assessments	32,932	-	-	-	-	-%
Total Licenses And Permits	32,932	-	-	-	-	-%

Misc. Revenues

Interest Earnings	2,548	-	-	-	-	-%
Other Misc Revenues	6,597	-	-	-	-	-%
Total Misc. Revenues	9,145	-	-	-	-	-%

Other Sources

Transfer in Excess Fees	168	-	-	-	-	-%
Total Other Sources	168	-	-	-	-	-%
Total Administration Revenue	42,245	-	-	-	-	-%

Cudjoe Regional WW Project

Licenses And Permits

Special Assessments	1,032,082	-	-	-	-	-%
Total Licenses And Permits	1,032,082	-	-	-	-	-%

Misc. Revenues

Interest Earnings	536,795	-	-	-	-	-%
Other Misc Revenues	124,649	-	-	-	-	-%
Total Misc. Revenues	661,444	-	-	-	-	-%

Other Sources

Transfer in Excess Fees	2,876	-	-	-	-	-%
Total Other Sources	2,876	-	-	-	-	-%
Total Administration Revenue	1,696,401	-	-	-	-	-%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
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Infrastructure Revenue Bonds Series 2014

Misc. Revenues

Interest Earnings	(53,065)	-	-	-	-	-%
Total Misc. Revenues	(53,065)	-	-	-	-	-%

Other Sources

Interfund Transfer	961,291	-	-	-	-	-%
Total Other Sources	961,291	-	-	-	-	-%
Total Administration Revenue	908,226	-	-	-	-	-%

Long Key Wastewater

Misc. Revenues

Interest Earnings	(582)	-	-	-	-	-%
Total Misc. Revenues	(582)	-	-	-	-	-%
Total Administration Revenue	(582)	-	-	-	-	-%

Land Acquisition

Intergovernmental Revenue

State Grants	15,325	70,970	-	-	-	-%
Total Intergovernmental Revenue	15,325	70,970	-	-	-	-%

Misc. Revenues

Interest Earnings	(8,969)	37,690	5,000	5,000	5,000	-%
Other Misc Revenues	60,102	60,775	-	-	-	-%
Total Misc. Revenues	51,133	98,465	5,000	5,000	5,000	-%

Other Sources

Interfund Transfer	500,000	-	1,112,206	1,112,206	839,290	(24.5)%
Other Non-revenues	-	-	969,651	969,651	250,046	(74.2)%
Total Other Sources	500,000	-	2,081,857	2,081,857	1,089,336	(47.7)%
Total Administration Revenue	566,458	169,435	2,086,857	2,086,857	1,094,336	(47.6)%

Card Sound Bridge

Charges For Services

Transportation	2,027,323	2,224,169	2,000,000	2,000,000	2,500,000	25.0 %
Total Charges For Services	2,027,323	2,224,169	2,000,000	2,000,000	2,500,000	25.0 %

Misc. Revenues

Interest Earnings	(48,650)	240,442	40,000	40,000	10,000	(75.0)%
Sale/comp-loss Of Assets	13,927	-	-	-	-	-%
Total Misc. Revenues	(34,723)	240,442	40,000	40,000	10,000	(75.0)%

Other Sources

Other Non-revenues	-	-	1,005,776	1,005,776	5,922,236	488.8 %
Total Other Sources	-	-	1,005,776	1,005,776	5,922,236	488.8 %
Total Administration Revenue	1,992,600	2,464,611	3,045,776	3,045,776	8,432,236	176.9 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Marathon Airport</u>						
<u>Intergovernmental Revenue</u>						
Federal Grants	604,948	4,816,486	-	9,324,760	-	- %
State Grants	1,802,333	6,633,802	-	15,002,090	-	- %
Total Intergovernmental Revenue	2,407,281	11,450,289	-	24,326,851	-	- %
<u>Charges For Services</u>						
Transportation	1,387,466	957,679	1,320,000	1,320,000	1,450,000	9.8 %
Total Charges For Services	1,387,466	957,679	1,320,000	1,320,000	1,450,000	9.8 %
<u>Misc. Revenues</u>						
Interest Earnings	(3,046)	220,195	50,000	50,000	50,000	- %
Other Misc Revenues	253,415	761,521	-	-	-	- %
Total Misc. Revenues	250,369	981,716	50,000	50,000	50,000	- %
<u>Other Sources</u>						
Interfund Transfer	1,563,232	14,987,462	20,000	20,000	-	(100.0)%
Other Non-revenues	-	-	1,359,016	1,359,016	2,361,577	73.8 %
Total Other Sources	1,563,232	14,987,462	1,379,016	1,379,016	2,361,577	71.3 %
Total Administration Revenue	5,608,348	28,377,146	2,749,016	27,075,867	3,861,577	40.5 %

Key West International Airport

<u>Intergovernmental Revenue</u>						
Federal Grants	16,653,112	4,880,704	-	32,084,259	-	- %
State Grants	4,952,588	1,270,815	-	7,341,014	-	- %
Total Intergovernmental Revenue	21,605,700	6,151,519	-	39,425,273	-	- %
<u>Charges For Services</u>						
Transportation	12,815,073	11,055,980	10,755,000	10,755,000	13,610,000	26.5 %
Economic Environment	3,536	-	-	-	-	- %
Total Charges For Services	12,818,610	11,055,980	10,755,000	10,755,000	13,610,000	26.5 %
<u>Fines And Forfeits</u>						
Violation-Id Ordin	20	-	-	-	-	- %
Total Fines And Forfeits	20	-	-	-	-	- %
<u>Misc. Revenues</u>						
Interest Earnings	(52,786)	856,281	50,000	50,000	50,000	- %
Sale/comp-loss Of Assets	704	-	-	-	-	- %
Other Misc Revenues	1,360	9,231,012	-	-	-	- %
Total Misc. Revenues	(50,722)	10,087,294	50,000	50,000	50,000	- %
<u>Other Sources</u>						
Interfund Transfer	2,737,010	1,682,853	-	-	-	- %
Other Non-revenues	-	-	11,576,724	11,576,724	21,530,558	86.0 %
Total Other Sources	2,737,010	1,682,853	11,576,724	11,576,724	21,530,558	86.0 %
Total Administration Revenue	37,110,617	28,977,645	22,381,724	61,806,997	35,190,558	57.2 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Airport Revenue Bond						
<u>Intergovernmental Revenue</u>						
Federal Grants	-	15,929,442	-	12,228,349	-	- %
State Grants	-	11,157,247	-	13,293,736	-	- %
Total Intergovernmental Revenue	-	27,086,689	-	25,522,085	-	- %
<u>Misc. Revenues</u>						
Interest Earnings	-	1,561,374	500,000	500,000	500,000	- %
Total Misc. Revenues	-	1,561,374	500,000	500,000	500,000	- %
<u>Other Sources</u>						
Interfund Transfer	-	-	-	-	10,000,000	- %
Debt Proceeds	-	-	-	10,000,000	-	- %
Other Non-revenues	-	-	39,857,590	39,857,590	31,766,750	(20.3)%
Total Other Sources	-	-	39,857,590	49,857,590	41,766,750	4.8 %
Total Administration Revenue	-	28,648,063	40,357,590	75,879,675	42,266,750	4.7 %

PFC & Oper Restrictions

<u>Intergovernmental Revenue</u>						
Federal Grants	1,727,638	289,602	-	-	-	- %
State Grants	947,210	384,847	-	-	-	- %
Total Intergovernmental Revenue	2,674,848	674,449	-	-	-	- %
<u>Charges For Services</u>						
Transportation	2,821,115	2,573,832	1,900,000	2,566,061	2,000,000	5.3 %
Total Charges For Services	2,821,115	2,573,832	1,900,000	2,566,061	2,000,000	5.3 %
<u>Misc. Revenues</u>						
Interest Earnings	39,132	76,980	75,000	75,000	75,000	- %
Total Misc. Revenues	39,132	76,980	75,000	75,000	75,000	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	1,970,000	1,970,000	10,522,463	434.1 %
Total Other Sources	-	-	1,970,000	1,970,000	10,522,463	434.1 %
Total Administration Revenue	5,535,095	3,325,261	3,945,000	4,611,061	12,597,463	219.3 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>MSD Solid Waste Management</u>						
<u>Licenses And Permits</u>						
Franchise Fees	661,076	746,441	590,000	590,000	600,000	1.7 %
Total Licenses And Permits	661,076	746,441	590,000	590,000	600,000	1.7 %
<u>Intergovernmental Revenue</u>						
Federal Grants	-	-	-	86,659	-	-%
State Grants	93,750	-	-	4,716	-	-%
Total Intergovernmental Revenue	93,750	-	-	91,374	-	-%
<u>Charges For Services</u>						
Physical Environment	22,669,012	25,044,683	22,528,989	22,528,989	27,835,016	23.6 %
Total Charges For Services	22,669,012	25,044,683	22,528,989	22,528,989	27,835,016	23.6 %
<u>Misc. Revenues</u>						
Interest Earnings	(135,984)	982,444	110,000	110,000	110,000	-%
Other Misc Revenues	50,172	179,816	50,000	50,000	50,000	-%
Total Misc. Revenues	(85,812)	1,162,260	160,000	160,000	160,000	-%
<u>Other Sources</u>						
Transfer in Excess Fees	3,834	3,504	-	-	-	-%
Other Non-revenues	-	-	11,796,533	11,796,533	8,423,292	(28.6)%
Total Other Sources	3,834	3,504	11,796,533	11,796,533	8,423,292	(28.6)%
Total Administration Revenue	23,341,861	26,956,888	35,075,522	35,166,896	37,018,308	5.5 %

Worker's Compensation

<u>Charges For Services</u>						
General Government	2,148,797	2,508,169	2,641,685	2,641,685	2,432,033	(7.9)%
Total Charges For Services	2,148,797	2,508,169	2,641,685	2,641,685	2,432,033	(7.9)%
<u>Misc. Revenues</u>						
Interest Earnings	(43,525)	172,402	60,000	60,000	20,000	(66.7)%
Other Misc Revenues	293,341	342,346	250,000	250,000	250,000	-%
Total Misc. Revenues	249,815	514,747	310,000	310,000	270,000	(12.9)%
<u>Other Sources</u>						
Other Non-revenues	-	-	2,784,630	2,784,630	3,048,793	9.5 %
Total Other Sources	-	-	2,784,630	2,784,630	3,048,793	9.5 %
Total Administration Revenue	2,398,612	3,022,917	5,736,315	5,736,315	5,750,826	0.3 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

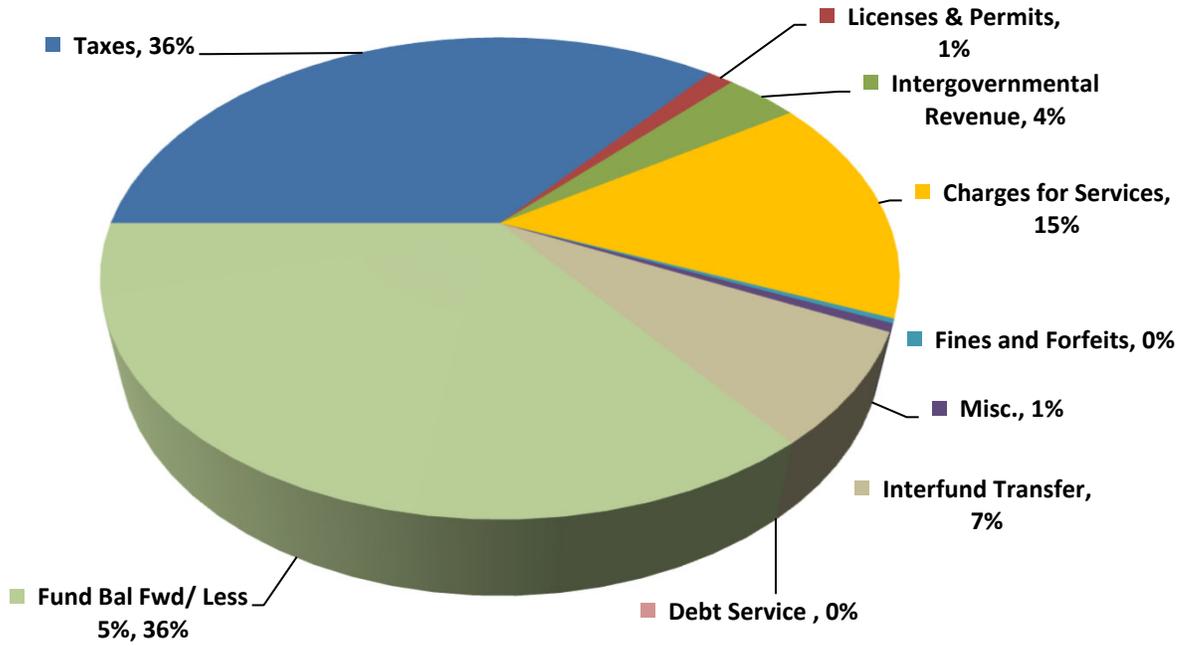
Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Group Insurance Fund</u>						
<u>Intergovernmental Revenue</u>						
Federal Grants	(4,977)	-	-	-	-	- %
Total Intergovernmental Revenue	(4,977)	-	-	-	-	- %
<u>Charges For Services</u>						
General Government	19,584,503	20,000,714	22,605,536	22,605,536	22,735,156	0.6 %
Total Charges For Services	19,584,503	20,000,714	22,605,536	22,605,536	22,735,156	0.6 %
<u>Misc. Revenues</u>						
Interest Earnings	(148,545)	701,660	30,000	30,000	50,000	66.7 %
Other Misc Revenues	2,342,427	2,317,174	1,100,000	1,100,000	1,100,000	- %
Total Misc. Revenues	2,193,882	3,018,834	1,130,000	1,130,000	1,150,000	1.8 %
<u>Other Sources</u>						
Other Non-revenues	-	-	11,573,126	11,573,126	14,914,726	28.9 %
Total Other Sources	-	-	11,573,126	11,573,126	14,914,726	28.9 %
Total Administration Revenue	21,773,408	23,019,548	35,308,662	35,308,662	38,799,882	9.9 %
<u>Risk Management Fund</u>						
<u>Charges For Services</u>						
General Government	5,234,329	9,234,066	11,630,011	11,630,011	8,923,226	(23.3)%
Total Charges For Services	5,234,329	9,234,066	11,630,011	11,630,011	8,923,226	(23.3)%
<u>Misc. Revenues</u>						
Interest Earnings	(57,426)	228,519	70,000	70,000	20,000	(71.4)%
Other Misc Revenues	33,550	119,605	30,000	30,000	30,000	- %
Total Misc. Revenues	(23,876)	348,123	100,000	100,000	50,000	(50.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	2,895,107	2,895,107	5,130,046	77.2 %
Total Other Sources	-	-	2,895,107	2,895,107	5,130,046	77.2 %
Total Administration Revenue	5,210,453	9,582,189	14,625,118	14,625,118	14,103,272	(3.6)%
<u>Fleet Management Fund</u>						
<u>Charges For Services</u>						
General Government	3,397,841	3,870,941	4,161,973	4,161,973	4,907,889	17.9 %
Economic Environment	531,432	437,032	460,753	460,753	378,500	(17.9)%
Total Charges For Services	3,929,273	4,307,973	4,622,726	4,622,726	5,286,389	14.4 %
<u>Misc. Revenues</u>						
Interest Earnings	(24,531)	124,195	10,000	10,000	10,000	- %
Sale/comp-loss Of Assets	5,829	39,861	-	-	-	- %
Other Misc Revenues	44,425	58,913	-	30,010	-	- %
Total Misc. Revenues	25,723	222,969	10,000	40,010	10,000	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	1,941,009	1,941,009	312,090	(83.9)%
Total Other Sources	-	-	1,941,009	1,941,009	312,090	(83.9)%
Total Administration Revenue	3,954,996	4,530,941	6,573,735	6,603,745	5,608,479	(14.7)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan Revenue Summary By Fund

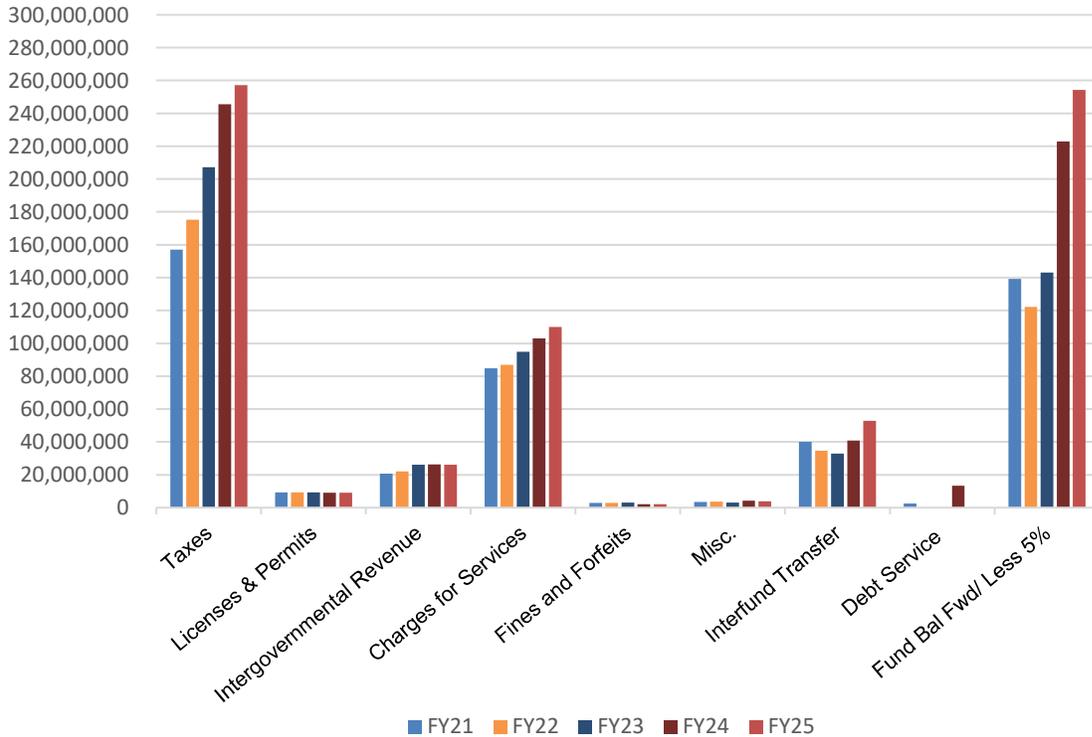
Revenue Source	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fire & EMS LOSAP Trust Fund						
Misc. Revenues						
Interest Earnings	(9,594)	27,842	20,000	37,300	1,000	(95.0)%
Pension Fund Contributions	-	49,500	27,000	27,000	27,000	- %
Total Misc. Revenues	<u>(9,594)</u>	<u>77,342</u>	<u>47,000</u>	<u>64,300</u>	<u>28,000</u>	<u>(40.4)%</u>
Other Sources						
Interfund Transfer	-	46,000	-	-	-	- %
Other Non-revenues	-	-	18,500	18,500	37,500	102.7 %
Total Other Sources	<u>-</u>	<u>46,000</u>	<u>18,500</u>	<u>18,500</u>	<u>37,500</u>	<u>102.7 %</u>
Total Administration Revenue	<u>(9,594)</u>	<u>123,342</u>	<u>65,500</u>	<u>82,800</u>	<u>65,500</u>	<u>- %</u>
County Total Revenue	<u>449,476,562</u>	<u>554,520,414</u>	<u>667,311,304</u>	<u>872,292,933</u>	<u>715,714,185</u>	<u>7.3 %</u>

Revenue Budget Trends

Fiscal Year 2025
Sources of Revenues \$715,714,185



Five Year Trend
of Revenue Sources



Revenue Sources and Trends

While property taxes are used to finance a variety of services, other County revenues are linked to specific programs; solid waste assessments finance the waste disposal programs, gasoline taxes finance public transportation, roadway construction and maintenance, and impact fees finance capital improvements related to transportation, parks, police, fire and solid waste programs. The use of standard definitions is mandated by Florida Statute Section 218.33 and ensures consistency among the various financial reports.

Taxes - Charges levied by the County, including ad valorem taxes net of discounts, penalties and interest. This category includes sales, gas taxes, and local tourist taxes, which are estimated based on State supplied forecasts.

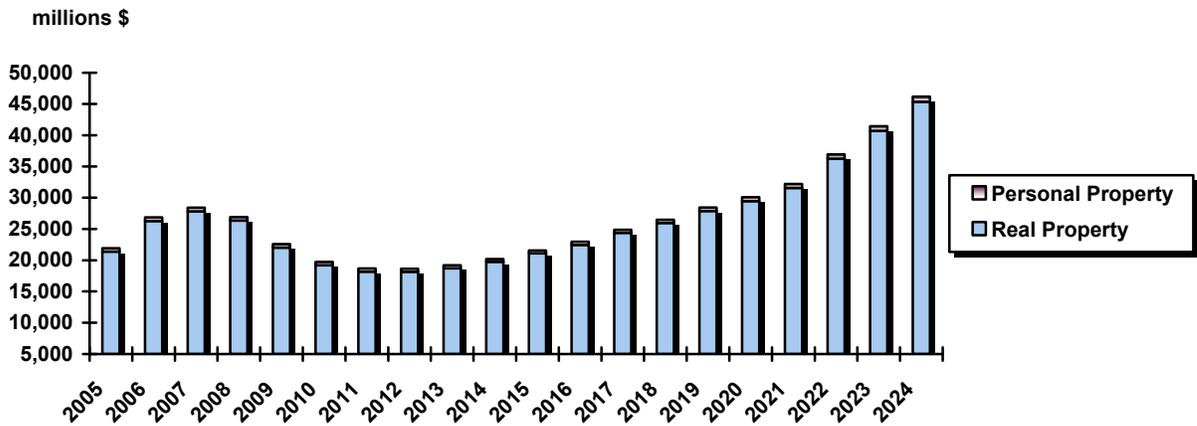
Revenue: Property Taxes

Description: Revenue derived from taxes levied on all real and personal property located in Monroe County

Legal Authority: Florida Statute, Chapter 200.

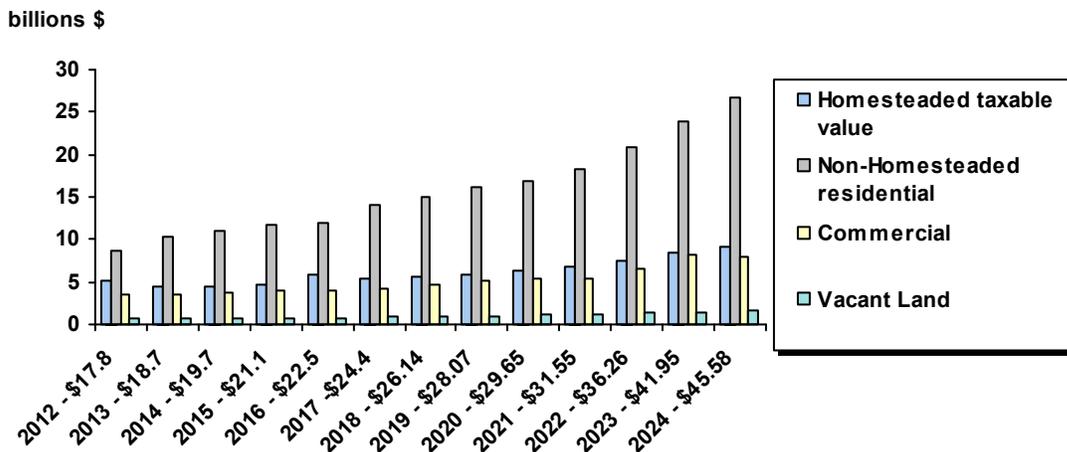
Fees: See “Ad Valorem Millage Summary.”

Constraints: F.S. Section 200.081 states: “No municipality shall levy ad valorem taxes against real properties and tangible personal properties and tangible personal property in excess of 10 mills, except for voted levies.”



Based on the 2024 July 1st Certification Tax Roll values the County-Wide taxable values are as follows:

Homesteaded taxable value (majority of these are residential properties)	\$ 9.21 Billion
Non-Homesteaded residential properties taxable value	\$ 26.79 Billion
Commercial properties	\$ 7.94 Billion
Vacant land taxable value	<u>\$ 1.64 Billion</u>
	\$ 45.58 Billion



Revenue Sources and Trends

Revenue: Local Government Infrastructure Surtax

Fund/Account Number: 304/RC_00008

Description: The Infrastructure Surtax may be levied countywide, with referendum approval, by the governing board of the county or the governing bodies of municipalities representing a majority of the county population.

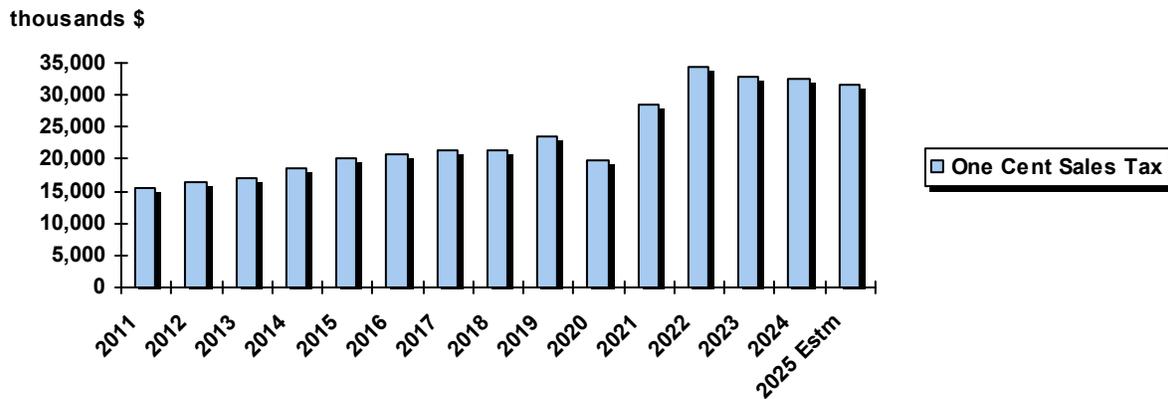
Legal Authority: Florida Statute, Chapter 212.055 (2), Monroe County Code of Ordinances Chapter 23, Article IV, Section 23-142 to 147.

Fees: One percent sales tax.

Restrictions: The voters in Monroe County approved to extend the infrastructure sales surtax from 2018 to 2033. These revenues can be used to finance, plan, and construct infrastructure and to acquire land for public recreation or conservation or protection of natural resources. In addition, Monroe County may use up to 10% of these proceeds for any public purpose provided the debt service obligations are met; the County’s comprehensive plan is in compliance with the Growth Management Act; and the County adopted an amendment to the ordinance levying the surtax.

History/Trends: From 2004 to early 2008, the County’s share increased before the downturn of the national economy in late 2008. Revenue collections steadily increased from 2009 until 2020. Due to the impact of COVID-19, receipts for FY20 were the lowest since FY14 with a total collection of \$19.86M. Upon reopening, annual revenue dramatically increased in FY21, and again in FY22. FY22 had the highest annual collection at \$34.4M. The County saw slight revenue reduction in FY2023 (\$32.7M). Revenues appear to have leveled off with total revenue for FY2024 falling just short of FY2023 at \$32.6M.

Forecast: We have seen a leveling out of sales tax revenue over the past year. At this time, OMB is estimating that the FY2025 revenue will be approximately \$31.5M.



Revenue: Constitutional Gas Tax

Fund/Account Number: 102/RC_00074 and 102/RC_00075

Description: The two cents per gallon tax is placed on motor fuel is collected by the Florida State Department of Revenue (DOR) and is transferred to the State Board of Administration (SBA) for monthly disbursements. The allocation formula is based on the geographic area, population, and a collection component. This factor is then calculated annually for each county in the form of weighted county-to-state ratios. To determine each county’s monthly distribution, the monthly statewide tax receipts are multiplied by each county’s distribution factor.

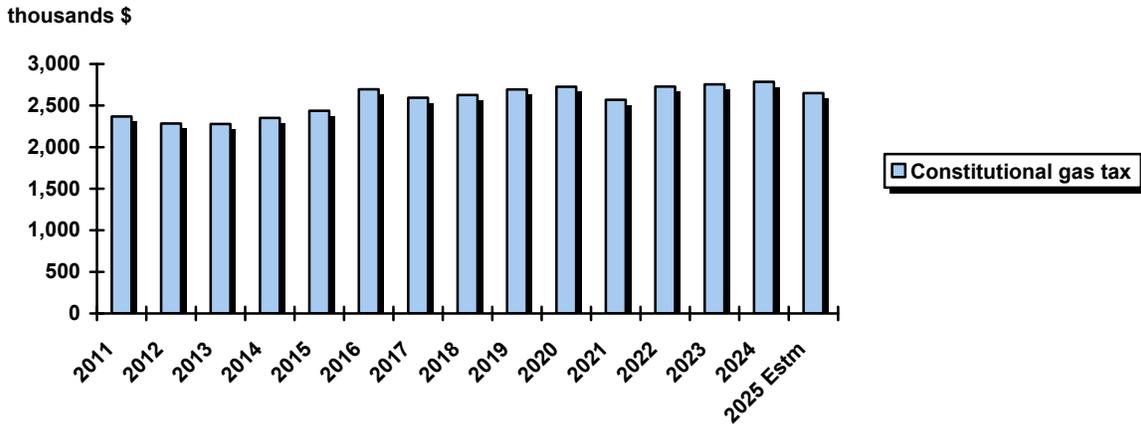
Legal Authority: Florida Constitution Article XII, section 9(c) (4), Florida Statutes 206.41 and 206.47.

Restrictions: Besides meeting debt service obligations, this tax can be used for the acquisition, construction, and maintenance of roads.

History/Trends: Prior to 2014, the State Shared Gas Tax had been declining each year. In 2014, the distribution factor was increased due to the collection component and therefore, which then resulted in an increase in revenue. The history of the distribution factor is: FY11-1.20%, FY12-1.19%, FY13-1.17%, FY14-1.19%, FY15-1.17%, FY16-1.18%, FY17-1.18%, FY18-1.18%, FY19-1.18%; FY20-1.16%; FY21-1.16%; FY22-1.16%; FY23-1.19%; FY24-1.18%; FY25-1.14%.

Forecast: The State of Florida is estimating \$2.68M for FY2025. OMB is estimating total revenue for FY2025 to be \$2.65M for FY2025.

Revenue Sources and Trends



Revenue: County Fuel Tax

Fund/Account Number: 102/RC_00073

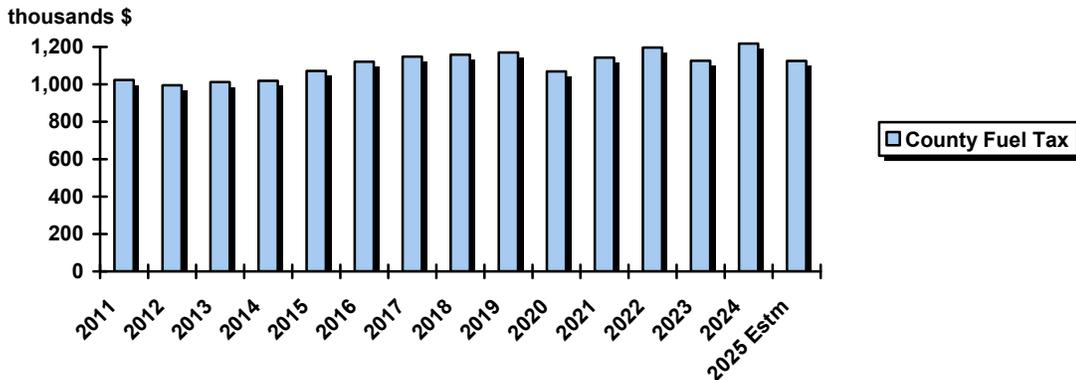
Description: The Florida Legislature has levied a one cent per gallon tax on motor fuel for distribution to county governments pursuant to the same formula used to distribute the Constitutional Gas Tax.

Legal Authority: Florida Statute, Chapter 206.60(6).

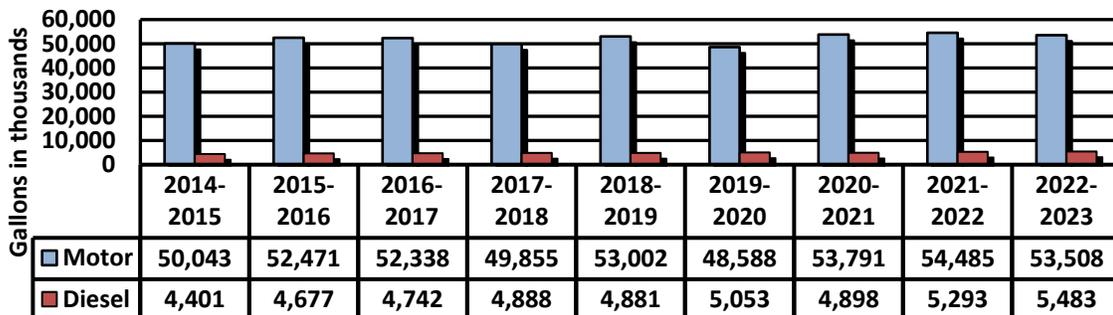
Restrictions: The funds from this tax can be used by counties for transportation related expenses, including the reduction of bond debt incurred for transportation purposes.

History/Trends: There was a steady decline in revenue from 2006 to 2012. After 2013, annual revenues began to slowly increase. Revenues have remained stable with slight fluctuations from year-to-year.

Forecast: The distribution formula is the same as the Constitutional Gas Tax, therefore we are projecting a slight reduction in revenue for FY25. The state is estimating \$1.18M for FY25. OMB is estimating slightly less at \$1.12M for FY2025.



Since the two above state shared revenues have a state-to-county weight distribution rate with a collection component, the graph below shows the certified taxable gallons as reported by Florida Department of Revenue for July to June.



*As of December 2024, the most recent complete data available through FDOR was for the period of 07/01/22-06/30/23

Revenue Sources and Trends

Revenue: Local Option and Ninth-Cent Fuel Taxes

Fund/Account Number: 102/RC_00007 and 102/RC_00006

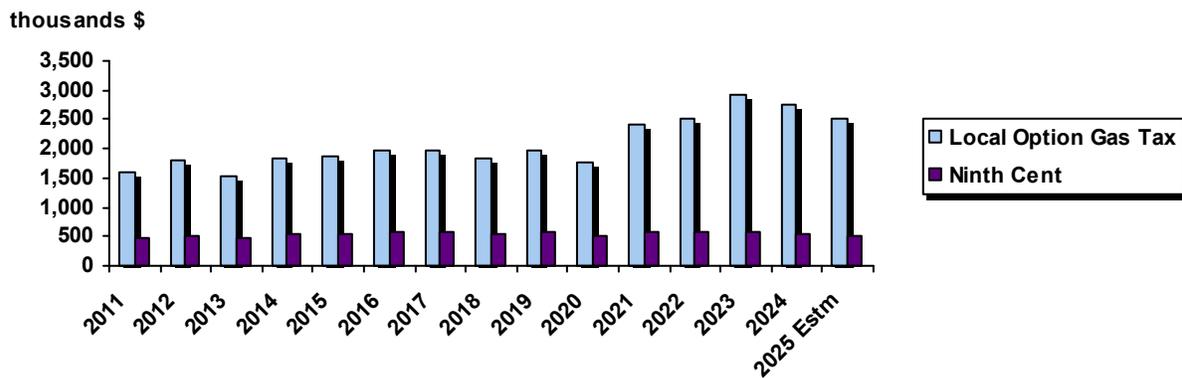
Description: In addition to the two-cent constitutional gas tax and the one cent County Gas Tax, counties may impose up to 12 cents of local option fuel taxes in the form of three separate levies. The first is a tax of 1 cent on every net gallon of motor and diesel fuel sold within the county. This is known as the “Ninth” cent fuel tax. The second is a tax of 1 to 6 cents on every net gallon of motor and diesel fuel sold within the county. The third tax is a 1 to 5 cents levy upon every net gallon of motor fuel sold within the county. The third tax is not subject to diesel fuel. Monroe County now levies twelve of the twelve cents on motor fuel and seven of the seven cents on diesel fuel. Monthly distribution on motor fuel is based on reports from terminal suppliers, wholesalers, and importers as the destination of the gallons distributed for retail sale or use. Taxes on diesel are distributed according to Florida Statute proceeds.

Legal Authority: Florida Statute, Chapters 336.025 (1) (a), 336.025 (1) (b), 336.021 (1) (d) and 336.021 respectively and the Monroe County Code of Ordinances Chapter 23, Article VII.

Restrictions: The statutorily authorized uses of the three taxes differ, as do the methods of imposition and the requirement that the revenue be shared with municipalities. The Ninth Cent and 1 to 6 cents taxes may be used to fund transportation expenditures. In addition to transportation expenditures, the 1 to 5 cents can be used to meet the requirements of the capital improvements element of an adopted local government comprehensive plan.

History/Trends: During 2004-2009, the Local Option and Ninth-Cent Fuel Taxes were decreasing. The Monroe County Board of Commissioners voted to raise the tax rate an additional 1 cent to motor fuel on the Ninth-Cent Fuel Tax and an additional 3 cents to the Local Option Fuel Tax. This gas tax increase came into effect on January 1, 2010. We experienced an increase in revenues until 2013, which had a slight decrease, but we continued to show an increase in the following years. In 2018, revenues were slightly down due to Hurricane Irma.

Forecast: FY2024 saw a slight reduction in collections compared to FY2023. We expect this trend to continue and for total revenue in FY2025 to be just short of the previous year.



Revenue: Tourist Development Taxes

Funds/Account Number: 115,116,117,118,119,120,121/RC_00003 and 117,118,119,120,121/RC_00004

Description: After being suggested by the Tourist Development Council, whose members are appointed by the BOCC, the initial tourist development tax received referendum approval prior to imposition. Subject to a 1%, 2%, or 3% tax are most rents, leases, or sublets, which have been contracted for periods of six months or less, or living accommodations in hotels, motels, apartment houses, rooming houses, mobile home parks, and the like. The taxes are collected and administered by the Florida Department of Revenue.

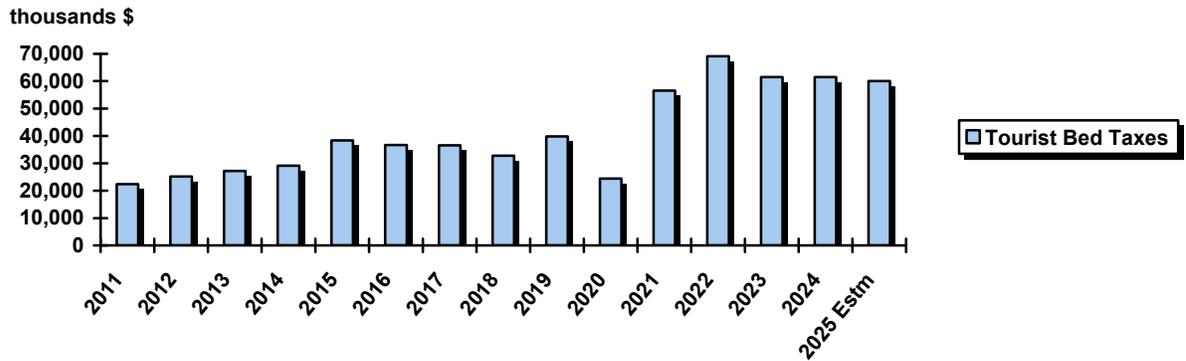
Legal Authority: Florida Statute, Chapters 125.0104 (3) (c), 125.0104 (3) (d), 125.0104 (n). Monroe County Code of Ordinances Chapter 23, Article V.

Restrictions: The revenue must generally be used to promote tourism, to build convention and tourist bureaus, and to finance beach improvements. Smaller counties may also use the revenue to build and upgrade fishing piers, museums, parks, and nature centers.

History/Trends: Bed tax revenues collected have seen annual increases most years with the notable exception of the national economic downturn in late 2008. In 2015, we saw a significant increase with hotels reopening in early 2015. For 2016 and 2017 the revenue remained steady. Our 2018 revenue decreased by 10% from the impact of Hurricane Irma on our tourism revenues. Revenue decreased significantly in FY20 due to COVID-19. However, revenues returned in FY21 & FY22 with historically high annual collections. FY23 revenue saw a slight decrease from FY22 at \$61.4M.

Forecast: Revenue remained relatively flat for FY2024, falling short of FY2023 by approximately \$15k. OMB expects a slight reduction in total revenue for FY2025 with collections of \$60M.

Revenue Sources and Trends



Revenue: Local Business Tax, formerly known as County Occupation License

Fund/Account Number: 001/RC_00010

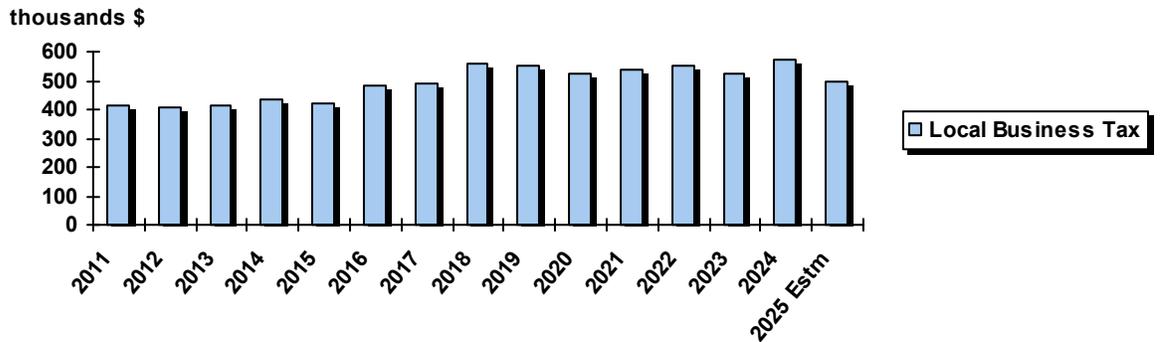
Description: Florida law authorizes a county to levy a business tax granting the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction.

Legal Authority: Florida Statutes, Section 205.032 and 205.033. Monroe Code of Ordinances Chapter 23, Article III.

Restrictions: None

History/Trends: Prior to 1972, the State had imposed an occupational license tax and shared the revenues with counties. In 1972, Florida repealed the State tax and authorized counties to impose an occupational tax at the State rate then in effect. Chapter 80-274, Laws of Florida, authorized an increase in the tax, but capped the rate of increase. In 2012, the Florida State Legislature approved HB7125 which exempted real estate brokers and real estate sales associates from paying this tax.

Forecast: Since the legislative change, our total collection rate continues to have slight fluctuations. We anticipate a slight reduction for FY2025.



Permits, Fees and Special Assessments - Includes building permits, franchise fees, impact fees and special assessments.

Revenue: Building Permits

Fund/Account Number: 180/RC_00011

Description: Florida law authorizes the County to levy building permit charges to be used for carrying out the local government's responsibilities in enforcing the Florida Building Code.

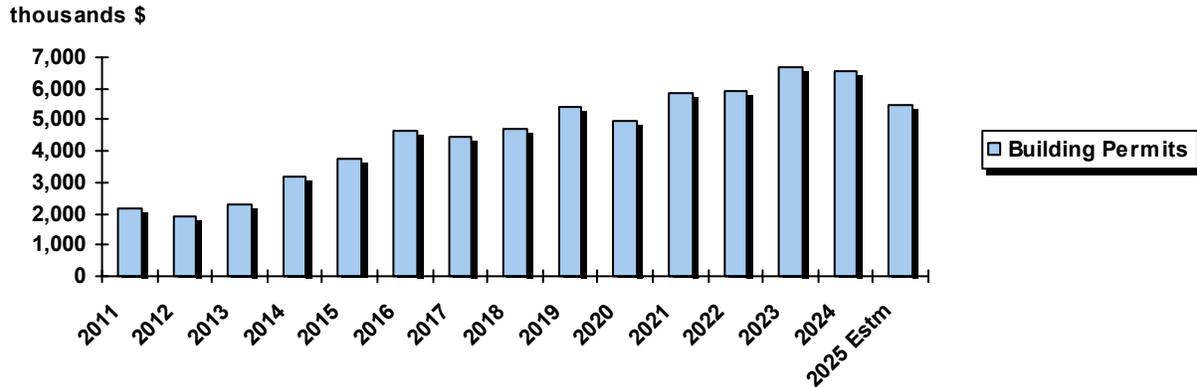
Legal Authority: Monroe County Code of Ordinances 6-27., F.S. 553.8, F.S. 125.56 (2), or F.S. 166.222.

Restrictions: For use in unincorporated areas.

History/Trends: BOCC adopted a new building fee schedule that was put into effect on October 1, 2014. The previous fee schedule was based on components of the proposed work. The new permit fees are calculated based upon the construction valuation of the proposed improvements. On May 23, 2018 the BOCC approved CPI increases on building fees for all years that it had not previously applied to.

Forecast: For FY2025, OMB forecasts that Building Permit revenue will see a slight reduction at \$5.5M.

Revenue Sources and Trends



Intergovernmental Revenue - Includes revenues received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes. The latter two categories are estimated using State supplied calculations.

Revenue: Local Government 1/2 cent Sales Tax

Fund/Account Number: 001,147,148/RC_00071

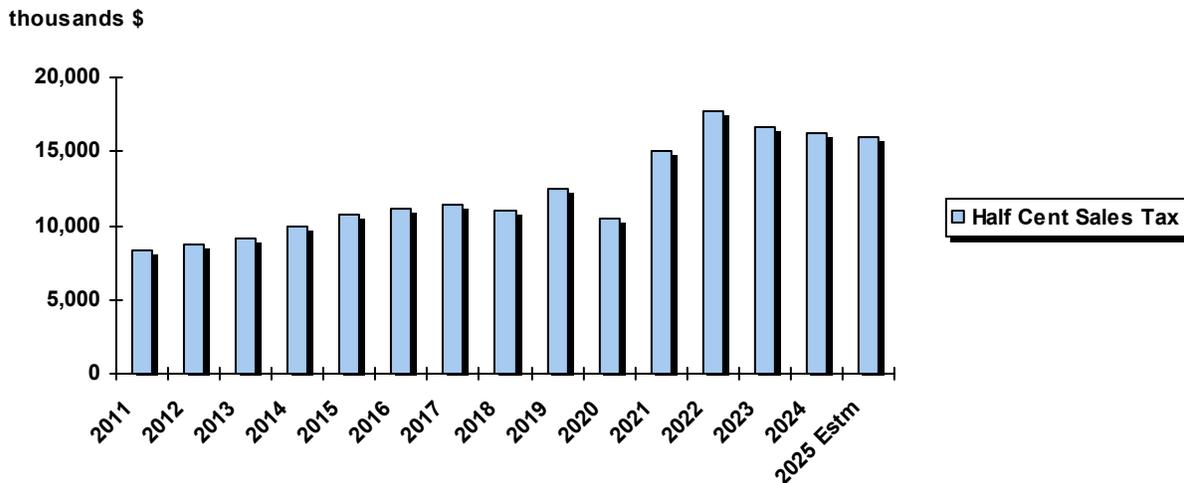
Description: This State Shared revenue program returns to the cities and counties a portion of the sales tax proceeds remitted to the State of Florida.

Legal Authority: Florida Statutes Chapter 218. Part IV. Distribution formulas F.S.218.64

Restrictions: A proportion of the sales tax shall be expended only for countywide tax relief or countywide programs. The remaining portion shall be deemed revenues derived on behalf of the unincorporated area but may be expended on a countywide basis.

History/Trends: Up through fiscal year 1999, this revenue source was placed entirely in the General Fund to be used for countywide tax relief. In fiscal year 2000, the portion of this revenue source that by law is considered to be “derived on behalf of the unincorporated area” started to go into the general-purpose municipal service taxing unit fund to be used for unincorporated area tax relief. Since 2006, the County’s share had a slight decline before the downturn of the national economy in late 2008. 2009 continued that downward trend. However, revenue receipts began to increase during 2011. Revenues have continued to increase year-over-year with the exception of 2018 due to Hurricane Irma and 2020 due to COVID-19. FY2022 was the highest collection on record. FY2023 ended slightly less and the trend continued into FY2024.

Forecast: Based on the recent trends, OMB is estimating that the County will collect approximately \$16M for FY2025.



Revenue Sources and Trends

Revenue: County Revenue Sharing Program (also known as State Shared Revenue Proceeds)

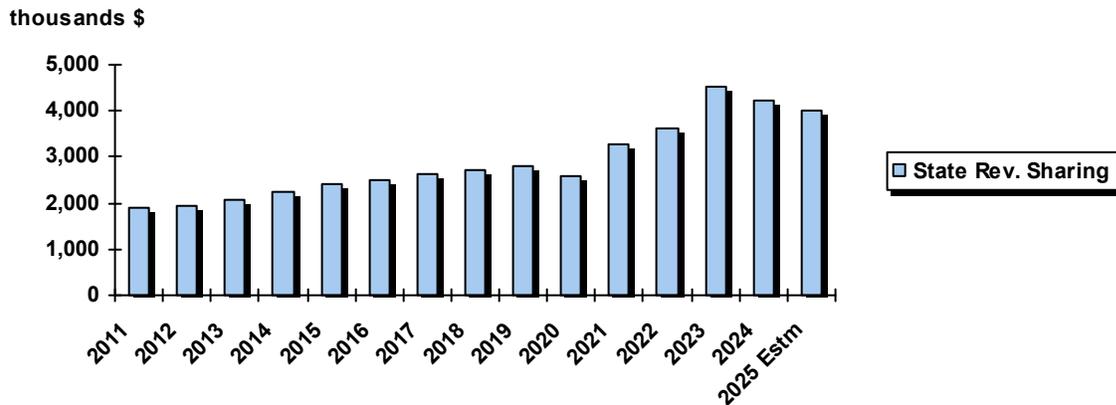
Fund/Account Number: 001/RC_00066

Description: The state shares 2.9 percent of the net cigarette tax collections and 2.044 percent of sales and use tax collections. An allocation formula serves as the basis for the distribution of these revenues to each county that meets the strict eligibility requirements. The apportionment factor comprises of weighted factors of county population, unincorporated county population and county sales tax collections.

Legal Authority: Florida Statutes Chapter 218 Part II, the Florida Revenue Sharing Act of 1972.

Restrictions: There are no use restrictions on these revenues other than some statutory limitations regarding funds that can be used as a pledge for indebtedness.

Forecast: FY2024 saw a slight year-over-year reduction in collections. OMB is estimating that this trend will continue into FY2025 and total revenue will be \$4.0M.



Charges for Services - Reflects all revenues stemming from charges for current services including solid waste annual service assessments, tipping fees, airport fees, recording fees, county officer fees and county and circuit court fees. These sources are estimated using trend analysis.

Revenue: Solid Waste Assessments and Tipping Fees.

Fund/Account Number: 414/RC_00154 (annual assessment), 414/RC_00155 (other tipping), 414/RC_00156 (sludge tipping), 414/RC_00157 (commercial tipping).

Description: The annual special assessment imposed upon lots or parcels of improved property in the Monroe County Solid Waste Municipal Service Benefit Unit was created under section 8-94. It is the intent of the Board of County Commissioners to require owners and occupants of all improved property within the unit to have domestic solid waste and special waste generated, on such improved property, collected and disposed of in a proper, sanitary, and efficient manner.

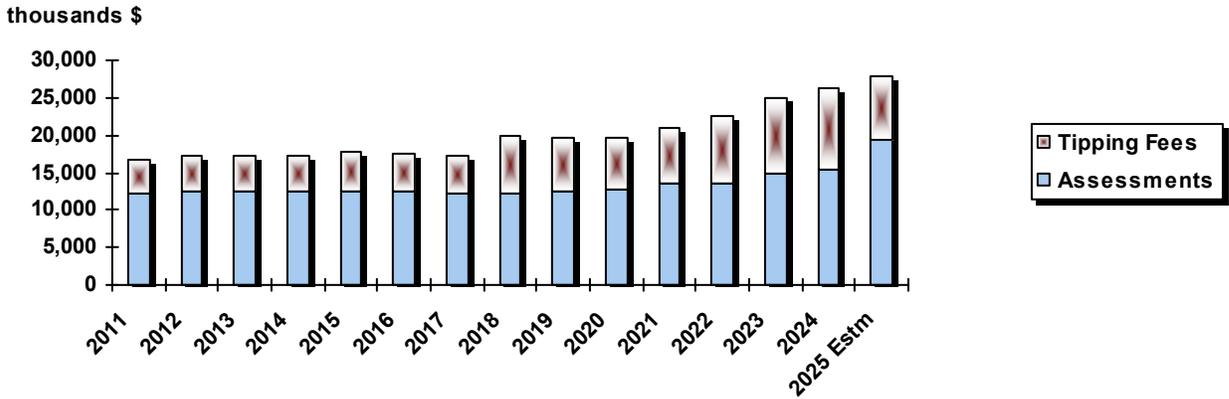
Legal Authority: Florida Statute 125, Monroe County Code Article IV, Sections 8-71 through, 8-107.

Restrictions: These funds are restricted in use to collection, disposal, and recycling of solid wastes and to debt service payments for solid waste facilities.

History/Trends: For over ten years, (1999-2010) there were no residential nor commercial assessment rate increases along with an increase in franchise fees. In 2010, residential fees went up from \$292.00 to \$396.00/year/residence, commercial rates were increased by .2% in accordance with the CPI and franchise fees increased 2%. There were no rate hikes in 2011. In 2012, the BOCC approved to increase residential assessments from \$396.00 to \$404.00/year along with an increase in the Tipping Fees from \$120/ton to \$123.50/ton. Franchise fees also increased during 2012. In 2017, the BOCC approved a decrease to residential assessments from \$404.00 to \$386.00/year. Since 2018, the BOCC has annually approved incremental increases to the residential assessment. For FY23, the approved residential assessment was \$446 and \$457.15 per residential unit for FY24. The adopted residential assessment rate for FY2025 is \$548.58 per residential unit.

Forecast: For FY25, OMB is anticipating increases in annual assessment fees and tipping fees.

Revenue Sources and Trends



Revenue: Airport Fees

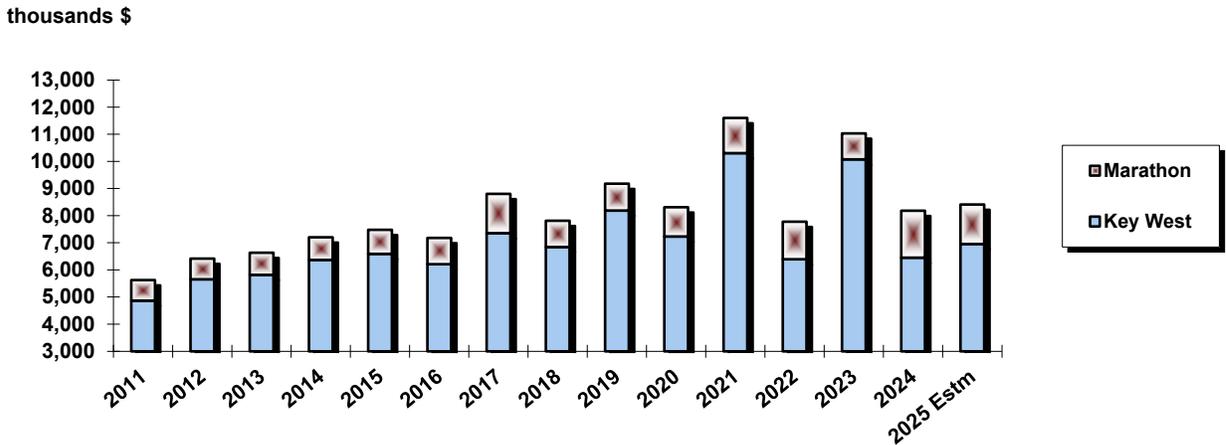
Fund/Account Number: 403/RC_00163, RC_00165, RC_00167, RC_00353, RC_00357 (Marathon)
404/RC_00160, RC_00350, RC_00164, RC_00166, RC_00168, RC_00162 (Key West)

Description: Passenger fees, airport leases, and other airport fees collected for the operation of Monroe County’s two municipal airports, in Key West and Marathon.

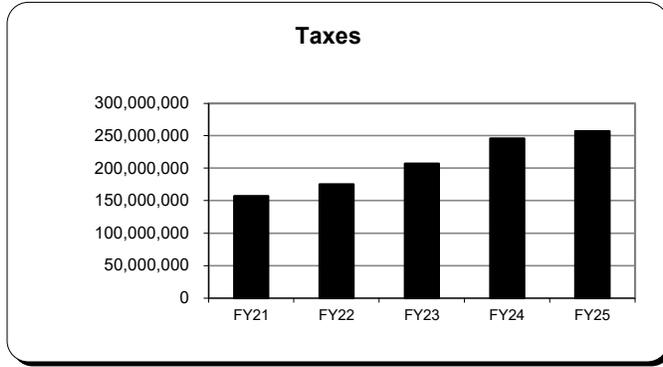
Restrictions: These funds are restricted to support airport operations and maintenance.

History/Trends: Passenger numbers continue to show growth; this trend has been driven by incumbent air carriers increasing their system capacity and due to the addition of new airlines.

Forecast: We anticipate that the amount of annual visitors will remain relatively flat for FY2025.



Revenue Budget Trends and Trend Drivers



Taxes include these sources:

Ad Valorem, Sales & Use, Local Communication Service Tax & Local Business Tax

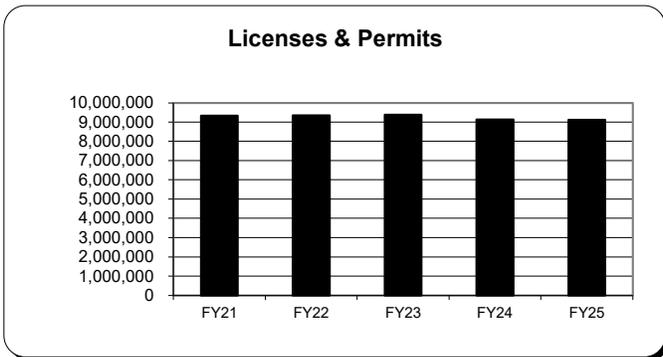
Major Variance from FY2024 - FY2025

Ad Valorem: Increase of \$14,499,603

Reason: Increased property valuation

Sales & Use Tax: Decrease of \$2,819,391

Reason: Decrease in One Cent Infrastructure Sales Tax and other tourism driven taxes; Revenues based on state estimates.



Licenses & Permits include these sources:

Building Permits, Franchise Fees, Impact Fees & Special Assessments

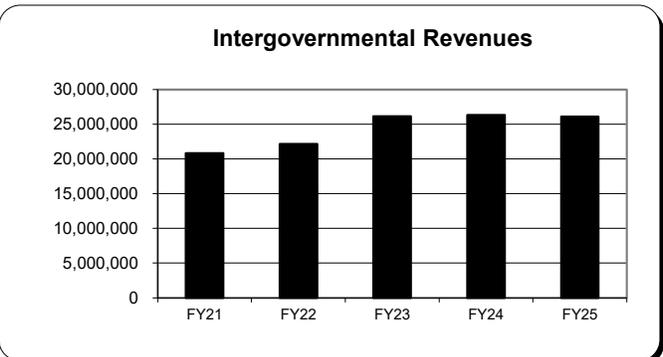
Major Variance from FY2024 - FY2025

Special Assessments: Decrease of \$12,580

Reason: Decrease of Wastewater Special Assessments as accounts are paid in full.

Impact Fees: Decrease of \$8,500

Reason: Annual Impact Fee revenue continues to trend down



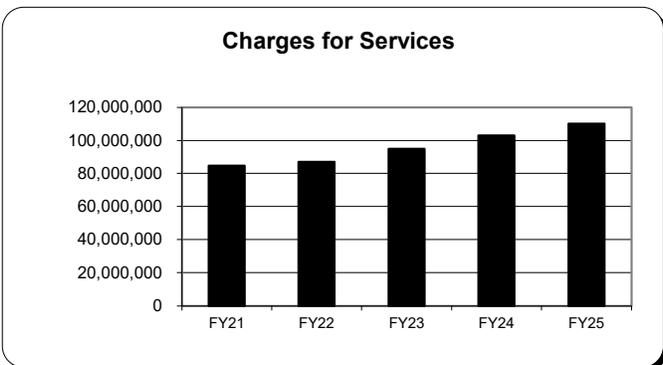
Intergovernmental Revenues include these sources:

Federal Payments in Lieu of Taxes and State Shared Revenue

Major Variance from FY2024 - FY2025

State Shared Revenues: Decrease of \$209,269

Reason: Decrease of anticipated revenue due to decreased tourism and state estimates



Charges for Services include these sources:

Internal Service Billings (Group Ins., Worker's Comp., Risk Mgmt. & Solid Waste assessments & fees, Airport fees)

Major Variance from FY2024 - FY2025

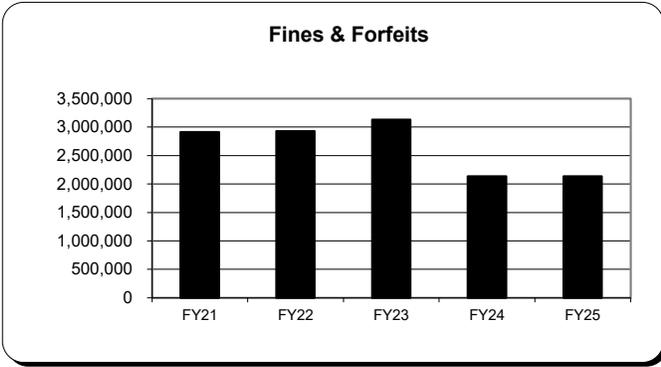
Solid Waste: Increase of \$3,531,027

Reason: Increased revenue due to increased assessment

Airport Services: Increase of \$3,585,000

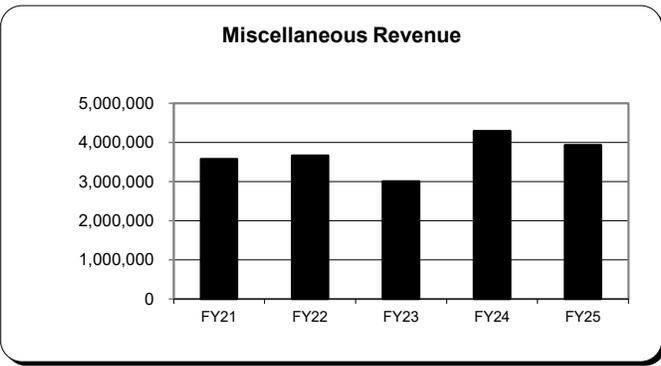
Reason: Increase in Facility Charges related to an increase in airline passengers.

Revenue Budget Trends and Trend Drivers



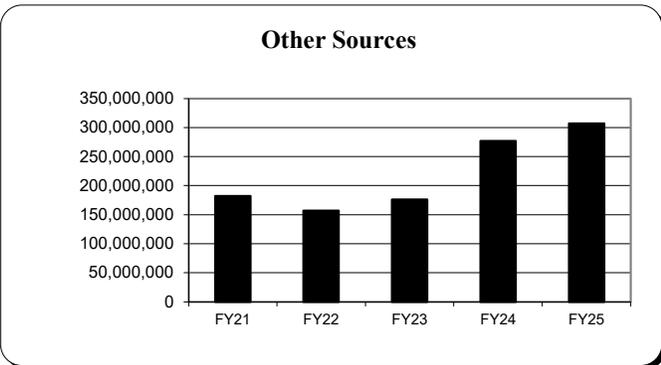
Fines and Forfeits include these sources:
Court Cases and Local Ordinance Violations

Major Variance from FY2024 - FY2025
Fine & Forfeiture revenue is anticipated to remain flat.



Miscellaneous Revenues include these sources:
Interest Earnings, Rents, Reimbursement, & SHIP Mortgage Satisfaction

Major Variance from FY2024 - FY2025
Interest Earnings: Decrease of \$357,931
Reason: Decreased anticipated revenues from interest



Other Sources include:
Interfund Transfers, Debt Proceeds, Constitutional Excess Fees, & Other Non-Revenues (Less 5% & Fund Balance Forwards)

Major Variance from FY2024 - FY2025
Interfund Transfers: Increase of \$12,059,316
Reason: Increase of transfers for Airport related grant match
Fund Balance Forward: Increase of \$32,210,453
Reason: Funding source for Trauma Star Helicopter purchases

**Monroe County B.O.C.C.
Fiscal Year 2025
Adopted Millage**

Description	Fiscal Year 2023 Adopted		Fiscal Year 2024 Adopted		Fiscal Year 2025 Adopted					
	Millage Rate	Total Ad Valorem Tax	Millage Rate	Total Ad Valorem Tax	Rolled-Back Rate	Millage Rate	Percent Over Prev. Year	Percent Over Rolled-back	Total Ad Valorem Tax	Total Tax Over/(Under) Last Year
County-wide Services										
Total General Fund	0.7138	26,268,268	0.8923	37,025,901	0.8249	0.9315	4.4%	12.92%	43,000,935	5,975,034 001
Law Enforcement, Jail, Judicial	1.7663	64,995,405	1.7880	74,188,900	1.6144	1.7232	-3.6%	6.74%	79,548,598	5,359,698 101
Local Health Unit	0.0417	1,532,677	0.0388	1,608,237	0.0358	0.0382	-1.5%	6.70%	1,762,675	154,438
Total County-wide Services	2.5218 2.5218	92,796,350	2.7191 2.7191	112,823,038	2.4751 2.4751	2.6929 2.6929	-1.0%	8.80%	124,312,208	11,489,170
General Purpose Municipal Serv.										
Planning, Code Enf, Fire Marshal	0.0000	0	0.0000	0	0.0000	0.0170	0.0%	0.00%	380,951	380,951 148
Parks And Beaches	0.0163	2,873,891	0.1765	3,547,891	0.1602	0.1586	-10.1%	-1.00%	3,546,165	(1,726) 147
Total General Purpose MSTU	0.1626	2,873,891	0.1765	3,547,891	0.1602	0.1756	-0.5%	9.61%	3,927,116	379,225
Local Road Patrol Law Enforcement	0.3201	5,657,500	0.3118	6,265,825	0.2830	0.2889	-7.3%	2.08%	6,460,955	195,130 149
L & M Keys Fire & Ambulance	1.8330	14,998,405	1.6932	15,689,512	1.5469	1.7414	2.8%	12.57%	17,894,577	2,205,065 141
Total Municipal Services, L & M	2.3157		2.1815		1.9901	2.2059	1.1%	10.84%		
Middle Keys Health Care	0.5000	2,624,381	0.5000	2,954,186	0.4528	0.5000	0.0%	10.42%	3,339,042	384,856 104
Aggregate	3.2326	118,950,527	3.4049	141,280,452	3.1078	3.3779	-0.8%	8.69	155,933,898	14,653,446

	Rollback Millage	Millage	Taxes per \$100,000 of taxable value	Increase per \$100,000 of taxable value	Increase per month \$100,000
Unincorporated, Dist 1, MM 4-95 Stock Island-Tavernier					
Countywide Services	2.4751	2.6929	\$269.29	\$21.78	\$1.82
Lower & Middle Keys Fire & Ambulance	1.5469	1.7414	\$174.14	\$19.45	\$1.62
Planning, Code Compl, Fire Marshal, Fire Administration	0.0000	0.0170	\$1.70	\$1.70	\$0.14
Parks & Beaches	0.1602	0.1586	\$15.86	-\$0.16	-\$0.01
Local Road Patrol	0.2830	0.2889	\$28.89	\$0.59	\$0.05
Middle Keys Health Care MSTU	0.4528	0.5000	\$50.00	\$4.72	\$0.39
Total	4.9180	5.3988	\$539.88	\$48.08	\$4.01

Key Largo

Countywide Services	2.4751	2.6929	\$269.29	\$21.78	\$1.82
Planning, Building, Code Enf, Fire Marshal	0.0000	0.0170	\$1.70	\$1.70	\$0.14
Parks & Beaches	0.1602	0.1586	\$15.86	-\$0.16	-\$0.01
Local Road Patrol	0.2830	0.2889	\$28.89	\$0.59	\$0.05
Total	2.9183	3.1574	\$315.74	\$23.91	\$1.99

Key West, Key Colony Beach, & Islamorada

Countywide Services	2.4751	2.6929	\$269.29	\$21.78	\$1.82
Total	2.4751	2.6929	\$269.29	\$21.78	\$1.82

Layton

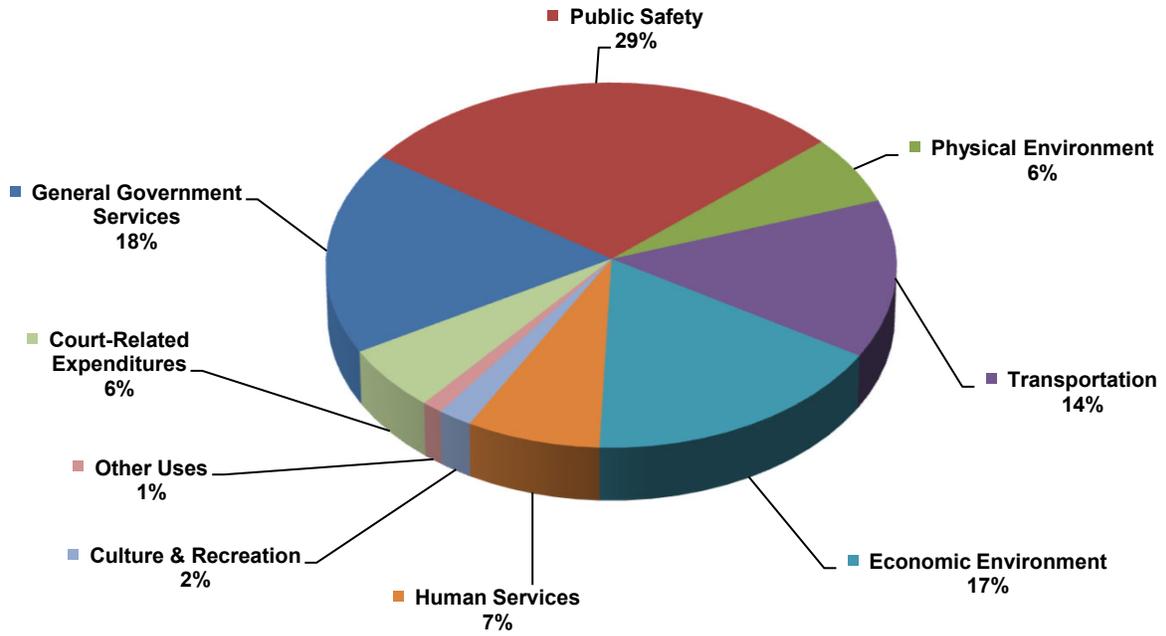
Countywide Services	2.4751	2.6929	\$269.29	\$21.78	\$1.82
Lower & Middle Keys Fire & Ambulance	1.5469	1.7414	\$174.14	\$19.45	\$1.62
Total	4.0220	4.4343	\$443.43	\$41.23	\$3.44

Marathon

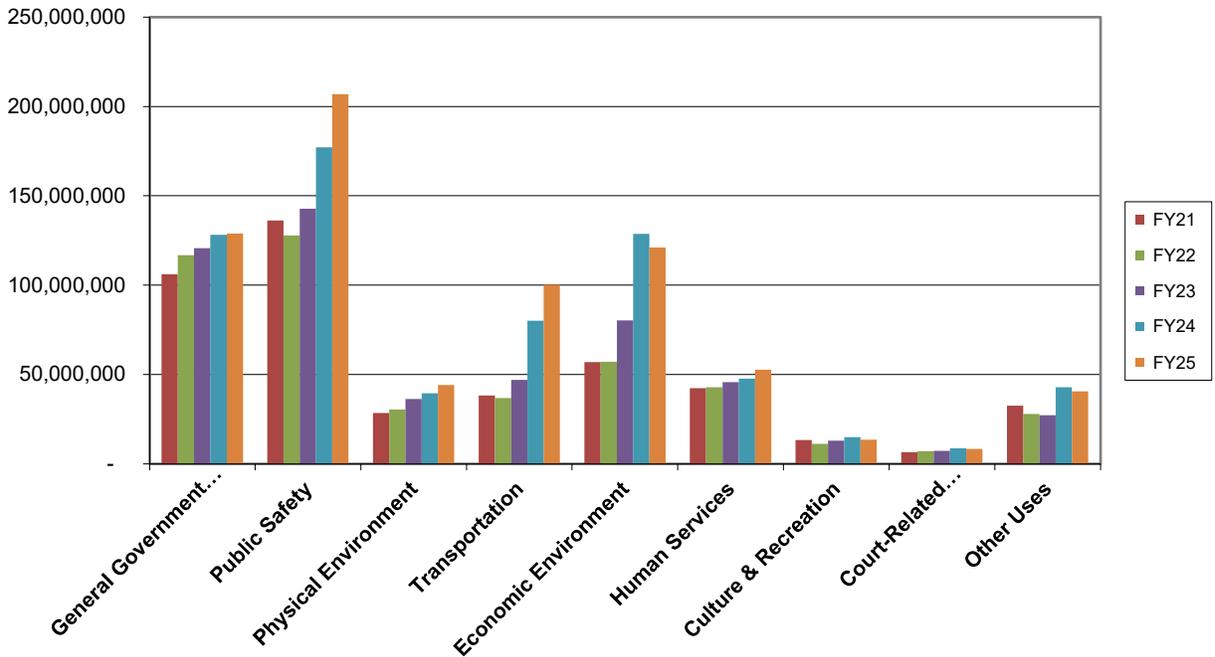
Countywide Services	2.4751	2.6929	\$269.29	\$21.78	\$1.82
Middle Keys Health Care MSTU	0.4528	0.5000	\$50.00	\$4.72	\$0.39
Total	2.9279	3.1929	\$319.29	\$26.50	\$2.21

Appropriation Budget Trends

Fiscal Year 2025
Appropriation Categories \$715,714,185

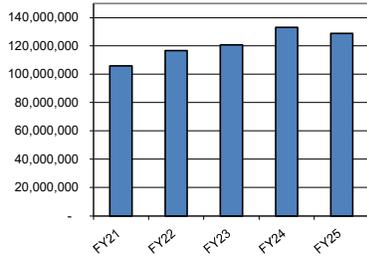


Five Year Trend of Appropriations



Appropriation Budget Trends By Functions

General Government Services



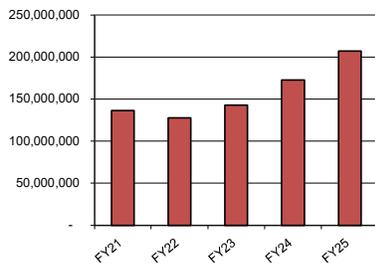
General Government Service includes:

Most Divisions/Departments to operate governmental operations.
BOCC Admin. & Misc., County Administrator, Personnel, Growth Mgmt.
Admin., Planning Dept., Budget & Finance, Information Tech., County Attorney,
Public Works/Engineering, some Constitutional Officers and Reserves.

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
Personnel cost increase of: \$2,137,674
Cash Balance: Decrease of \$5,509,883
Vehicle Purchases: Decrease of \$1,547,837

Public Safety



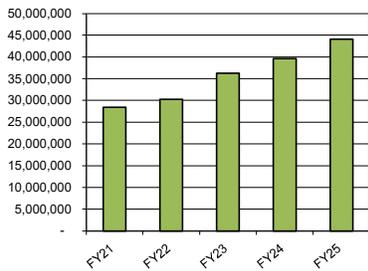
Public Safety includes:

Emergency Services, Sheriff's budget, Code Compliance, Risk Management
Building Dept., Capital Projects and Medical Examiner

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
Personnel cost increase of: \$3,229,080
Trauma Star Helicopter Purchase: Increase of \$23,657,150
Sheriff: Increase of \$5,903,540
Reason: COLA/Merit increases and increased operating draws

Physical Environment



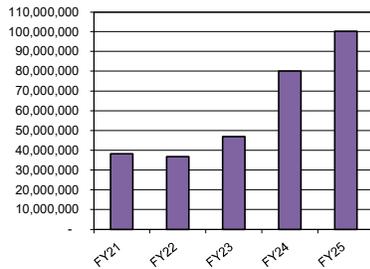
Physical Environment includes:

Environmental and Marine Resources, Extension Services, Solid Waste,
and Capital Improvement Plan projects.

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions,
Reallocation of FTEs. Personnel Total cost decrease of: \$162,300
Solid Waste collection cost: Increase of \$2,796,623

Transportation



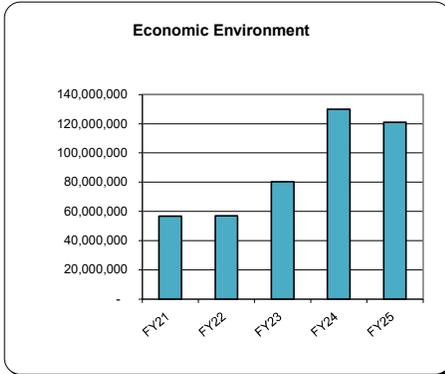
Transportation includes:

Key West and Marathon Airports, Roads Depart., Card Sound Bridge,
Road Engineering's, Roadway Impact Fee and Transportation Capital Plan Projects.

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
Personnel cost increase of: \$535,708
Key West and Marathon Airport Grant Match: Increase of \$5,185,000
Card Sound Road: Mosquito Creek, Tubby's Creek, Card Sound Road Bridge
Replacements, increase of \$6,818,382

Appropriation Budget Trends By Functions

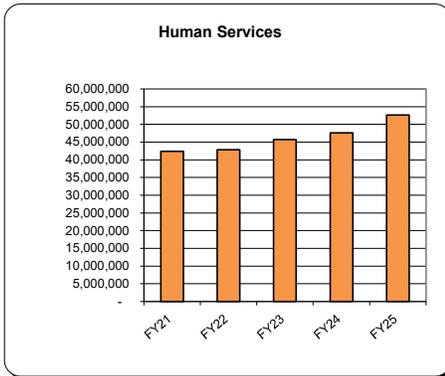


Economic Environment includes:

Tourist Development Council (TDC), S.H.I.P. Housing Assistance, and Veterans Affairs.

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
 Personnel cost increase of: \$92,596
 TDC Operating & Capital: Decrease of \$9,436,430

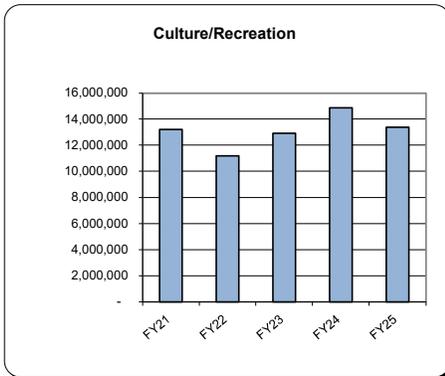


Human Services includes:

Welfare Services, Bayshore Manor, Human Service Advisory Board (HSAB), other non-profit organization that are directly funded by the BOCC, Animal Shelters, Worker's Compensation and Group Insurance

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
 Personnel cost increase of: \$216,085
 Group Insurance Claims, anticipated increase in costs
 Increase of \$3,359,736

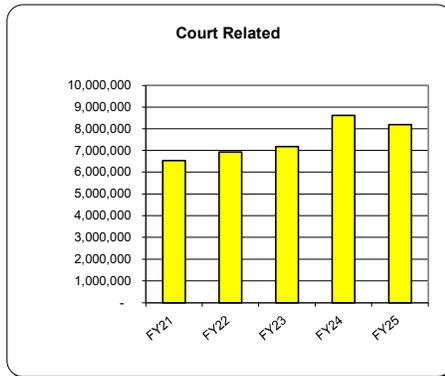


Culture/Recreation includes:

Library Services (5 branches), Parks & Beaches Maintenance, Jacob's Aquatic Center Utilities (Key Largo) and Capital Improvement Plan projects.

Major Variance from FY2024 - FY2025

Salaries/FTE count: 5% COLA/Merit Increases, Health Insurance, Retirement Contributions
 Personnel cost increase of: \$71,789
 Capital Improvement Projects: Reduction of \$1,275,504
 Removal of Lower Keys Activity Center Project



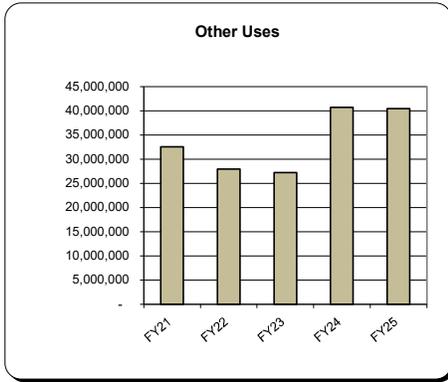
Court Related includes:

Court General Administration & Operations, Circuit Courts (Criminal, Civil, Family, Juvenile and Probate), and County Courts (Criminal, Civil, & Traffic)

Major Variance from FY2024 - FY2025

Personnel Decrease of: \$106,968
 Intergovernmental Transfers: Increase of \$311,000
 Reason: COLA/Merit Increases and increased transfer to Tax Collector and Property Appraiser
 Courthouse Facilities Contractual Services: Reduction of \$500k

Appropriation Budget Trends By Functions



Other Uses consists of:
Budgeted Transfers

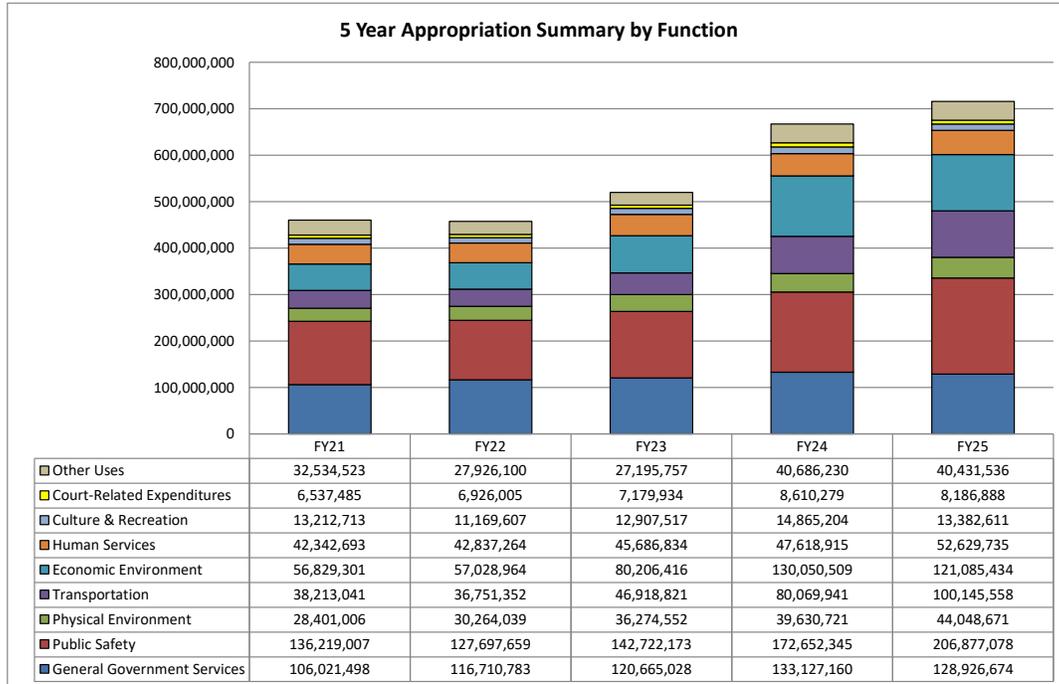
Major Variance from FY2024 - FY2025

Budgeted Transfers: Decrease of \$254,694

Reason: Reduction of \$10M from General Fund to Fund 403, the budget was transferred and now awaiting reimbursement

Reason: Increase of \$5M from Fund 404 to Fund 405 and an Increase of \$5M from Fund 406 to Fund 405 for Airport capital project grant match.

Reason: Reduction of \$572K from Fund 158 to Fund 316, reduction of accrued ROGOs fees available for transfer to Land Acquisition Fund.



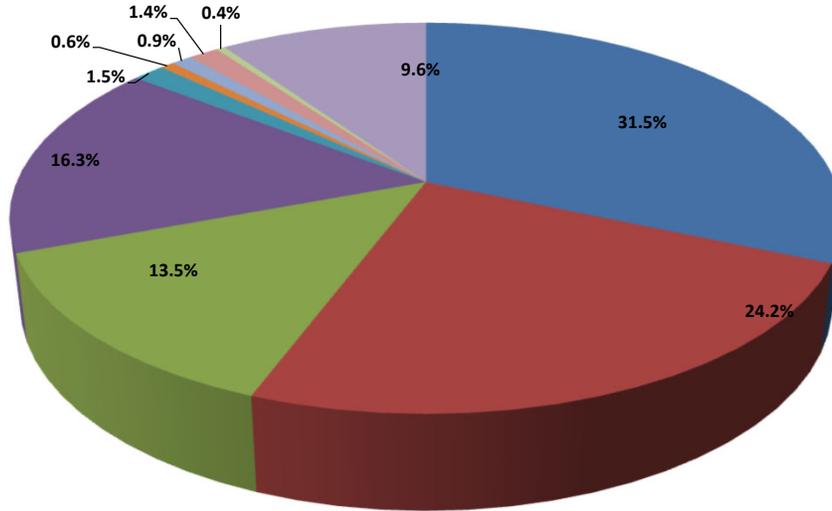
Revenue	FY 2025 Proposed	FY 2025 Adopted	Difference
Ad Valorem Taxes	\$154,171,223	\$154,171,223	\$0
Delinquent Taxes	\$37,000	\$37,000	\$0
Local Option, Use & Fuel Taxes	\$103,025,000	\$103,025,000	\$0
Licenses, Permits & Impact Fees	\$8,993,559	\$9,113,559	\$120,000
Intergov. Rev./Grants, PILT, Shared Taxes	\$26,085,000	\$26,085,000	\$0
Charges for Services	\$110,206,119	\$110,030,601	-\$175,518
Fines & Forfeitures	\$2,137,500	\$2,137,500	\$0
Miscellaneous	\$4,055,100	\$3,935,100	-\$120,000
Interfund Transfers/Excess Fees	\$52,687,096	\$52,880,119	\$193,023
Debt Proceeds	\$10,000,000	\$0	-\$10,000,000
Fund Bal Fwd/Less 5%	\$244,316,588	\$254,299,083	\$9,982,495
Total Sources	\$715,714,185	\$715,714,185	\$0

Expenditure	FY 2025 Proposed	FY 2025 Adopted	Difference
B.O.C.C. Operating	\$222,054,780	\$225,779,114	\$3,724,334
Sheriff	\$95,228,595	\$96,755,166	\$1,526,571
Clerk of the Courts	\$10,046,015	\$10,046,015	\$0
Property Appraiser	\$6,688,369	\$6,688,369	\$0
Supervisor of Elections	\$2,947,589	\$2,947,589	\$0
Tax Collector - 3.0% of BOCC & MCSD Tax Levy (F.S. 192.091)	\$10,619,223	\$10,619,223	\$0
Judicial, State Attorney, Public Defender	\$4,634,715	\$4,650,680	\$15,965
Capital Projects, including Debt Service	\$173,145,022	\$173,119,361	-\$25,661
Tourist Development Council	\$116,315,397	\$116,315,397	\$0
Budget Transfers, Cash Balance & Reserves	\$74,034,480	\$68,793,271	-\$5,241,209
Total Uses	\$715,714,185	\$715,714,185	\$0

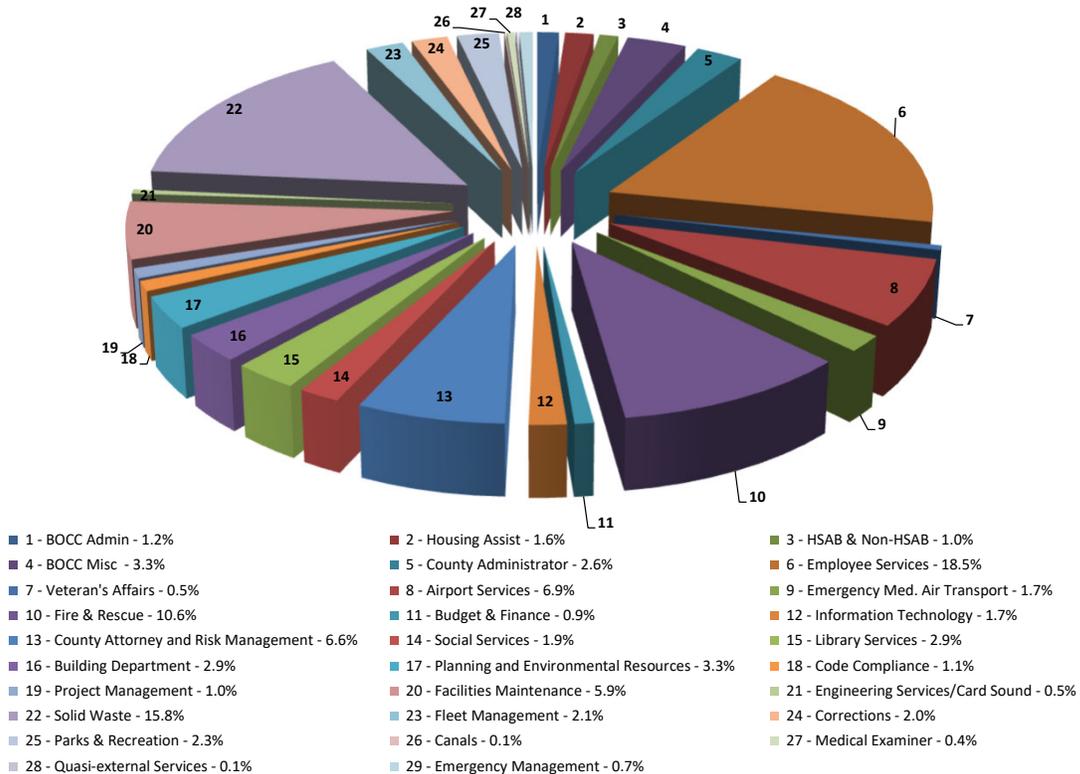
EXPENDITURE BUDGET SUMMARY

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



Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>B.O.C.C.</u>						
BOCC Administrative	1,777,874	2,107,091	2,487,757	2,736,909	2,682,984	8.00 %
Housing Assistance	616,221	818,295	2,623,591	2,808,525	3,525,927	34.00 %
Other Non-profit Funding (Not HSAB)	118,843	133,046	143,347	168,347	138,141	(4.00)%
Human Service Advisory Board Funding	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	- %
BOCC Miscellaneous	10,118,374	6,537,647	7,445,121	11,926,860	7,365,713	(1.00)%
Reserves	-	-	34,439,079	31,718,419	28,361,735	(18.00)%
Budgeted Transfers	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(1.00)%
2003 Revenue Bond	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	- %
Quasi-external Services	144,516	158,418	230,000	230,000	230,000	- %
Total Budget	63,365,197	80,458,419	113,269,268	116,853,599	107,948,057	(5.00)%

County Administrator

Guardian Ad Litem	212,309	247,697	321,783	321,783	328,901	2.00 %
County Administrator	752,583	819,436	754,128	11,001,049	791,071	5.00 %
Office of Sustainability	4,421,622	6,973,262	1,555,684	15,662,603	2,622,091	69.00 %
Office of Legislative Affairs	645,592	685,707	682,452	682,452	695,938	2.00 %
Office of Strategic Planning	90,698	101,599	124,593	124,593	132,218	6.00 %
Office of Transit	-	462,596	751,262	1,177,262	771,076	3.00 %
Public Information Officer	-	-	184,488	121,788	195,250	6.00 %
Extension Services	214,997	227,511	286,482	286,482	316,330	10.00 %
Total Budget	6,337,801	9,517,808	4,660,872	29,378,012	5,852,875	26.00 %

Employee Services

Employee Services - Loss Control	902,544	1,000,910	1,341,961	1,341,961	1,377,255	3.00 %
Employee Services - Personnel	621,049	882,231	816,475	932,110	852,675	4.00 %
Employee Services - Worker's Comp	2,568,912	2,263,932	5,320,426	5,320,426	5,331,200	- %
Employee Services - Group Insurance	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	12.00 %
Total Budget	24,902,039	24,585,655	37,991,022	38,132,157	41,658,594	10.00 %

Emergency Management

Emergency Management	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.00 %
Total Budget	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.00 %

Veterans Affairs

Veteran Affairs	818,278	899,084	1,054,249	1,068,649	1,087,752	3.00 %
Total Budget	818,278	899,084	1,054,249	1,068,649	1,087,752	3.00 %

Airport Services

Key West Airport	24,969,352	54,949,946	54,992,256	129,858,423	63,935,695	16.00 %
Marathon Airport	5,446,631	24,017,533	2,401,631	27,117,650	3,699,269	54.00 %
PFC	3,682,162	741,557	1,500,000	1,776,893	5,000,000	233.00 %
Key West Airport Debt Service - Interest &	755,381	1,151,221	2,091,100	2,172,291	2,691,000	29.00 %
Total Budget	34,853,526	80,860,257	60,984,987	160,925,256	75,325,964	24.00 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
<u>Emergency Services</u>						
Emergency Medical Air Transport	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21.00 %
Fire & Rescue Central	13,943,855	16,099,021	14,931,629	17,963,932	17,460,660	17.00 %
Fire & Rescue Coordinator/Fire Academy	1,941,185	2,030,438	2,835,931	2,835,931	2,977,549	5.00 %
Fire Marshal	917,147	888,637	1,092,294	1,092,294	996,003	(9.00)%
LOSAP	32,190	89,660	48,000	65,300	48,000	- %
Impact Fees Fire & EMS	-	-	191,739	191,739	184,490	(4.00)%
Fire & Rescue Key West Airport	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	5.00 %
Total Budget	27,174,667	30,602,078	31,842,457	34,892,060	36,718,398	15.00 %
<u>Budget & Finance</u>						
Office of Management & Budget	997,175	9,894,992	2,353,834	15,240,480	1,129,874	(52.00)%
Grants Management	135,649	140,253	426,930	276,191	327,833	(23.00)%
Purchasing	373,623	519,991	478,966	597,705	502,023	5.00 %
Total Budget	1,506,447	10,555,237	3,259,730	16,114,376	1,959,730	(40.00)%
<u>Information Technology</u>						
Information Technology	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.00 %
Total Budget	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.00 %
<u>County Attorney</u>						
County Attorney - Risk Mgmt.	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3.00)%
County Attorney	2,386,466	3,597,891	3,248,841	3,284,738	3,617,271	11.00 %
Total Budget	8,439,491	8,978,044	14,964,236	15,000,133	14,968,850	- %
<u>Social Services</u>						
Welfare Services	2,935,717	3,515,682	1,905,917	5,538,836	2,173,939	14.00 %
Social Service Transportation	1,175,776	1,181,069	1,308,785	1,308,785	1,388,004	6.00 %
Bayshore Manor	1,023,162	659,987	741,497	741,497	641,195	(14.00)%
Total Budget	5,134,655	5,356,737	3,956,199	7,589,118	4,203,138	6.00 %
<u>Library Services</u>						
Impact Fees Libraries	26,796	146,246	-	-	-	- %
Libraries	5,240,355	5,337,860	6,418,483	6,796,451	6,562,802	2.00 %
Total Budget	5,267,151	5,484,105	6,418,483	6,796,451	6,562,802	2.00 %
<u>Building Department</u>						
Building Department	5,729,803	6,021,583	6,745,453	6,692,489	6,540,657	(3.00)%
Building Refunds	43,104	137,437	30,000	130,000	80,000	167.00 %
Total Budget	5,772,907	6,159,020	6,775,453	6,822,489	6,620,657	(2.00)%

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Planning & Environmental Resources						
Planning Department	2,928,748	3,135,514	3,500,127	5,361,007	3,543,072	1.00 %
Planning Commission	75,274	79,449	30,209	88,347	88,225	192.00 %
Environmental Resources	6,546,852	5,816,266	3,068,589	11,756,437	2,727,727	(11.00)%
Marine Resources	2,205,974	1,402,092	1,192,485	8,275,708	1,160,211	(3.00)%
Planning Refunds	20,801	31,058	20,000	20,000	25,000	25.00 %
Marine Projects	-	-	-	88,258	-	- %
Total Budget	11,777,648	10,464,379	7,811,410	25,589,756	7,544,235	(3.00)%

Code Compliance

Code Compliance	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.00)%
Total Budget	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.00)%

Project Management

Public Works Management	2,499,935	2,936,548	3,986,043	8,143,134	4,539,898	14.00 %
Animal Shelters	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	8.00 %
County Engineering Capital	56,452	-	-	-	-	- %
Physical Environment Projects	480,705	473,907	1,976,857	2,031,857	1,194,336	(40.00)%
General Gov Cap Projects	3,084,457	4,430,754	4,412,740	7,046,200	2,061,523	(53.00)%
Culture & Recreation Capital Projects	2,235,466	1,363,401	1,950,754	2,056,564	840,050	(57.00)%
Economic Environment Capital Projects	-	-	-	1,679,000	2,303,000	- %
Public Safety Capital Projects	4,271,215	660,538	24,094,693	23,495,703	48,062,360	99.00 %
Other Capital Projects	-	-	500,000	500,000	675,785	35.00 %
Impact Fees Parks & Recreation	31,877	7,149	860,359	860,359	647,270	(25.00)%
Wastewater MSTUs	6,542	-	-	-	-	- %
Wastewater MSTU Capital	847,358	-	-	-	-	- %
Total Budget	15,268,361	11,542,890	39,663,683	47,695,054	62,352,875	57.00 %

Engineering Services/Roads

County Engineering Capital	27,978	-	-	482,550	-	- %
County Engineering General	152,079	170,745	184,485	184,485	209,389	13.00 %
Road Department	10,860,039	7,951,913	9,249,469	15,916,149	16,493,022	78.00 %
Card Sound Road	724,899	776,163	1,631,246	1,631,246	836,934	(49.00)%
Transportation Capital Projects	2,878,773	6,551,305	12,393,569	23,492,231	12,923,336	4.00 %
Impact Fees Roadways	324,884	214,343	720,192	720,192	598,515	(17.00)%
Total Budget	14,968,652	15,664,470	24,178,961	42,426,852	31,061,196	28.00 %

Solid Waste

Impact Fees Solid Waste	-	-	135,285	135,285	137,615	2.00 %
Solid Waste	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14.00 %
Total Budget	21,255,602	23,981,065	31,435,168	30,860,084	35,832,811	14.00 %

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Elected Officials</u>						
Clerk of Courts	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.00 %
Court Services Network System	-	572,984	100,000	-	-	(100.00)%
Communications	758,691	749,536	712,898	1,166,389	740,300	4.00 %
Monroe County Sheriff	66,209,873	73,586,989	80,068,479	81,279,581	83,043,885	4.00 %
LEEA	75,000	75,000	75,000	75,000	75,000	- %
Law Enforcement Trust	279,937	189,588	3,181,004	3,181,004	4,199,666	32.00 %
Tax Collector	7,055,597	8,040,176	8,575,291	9,904,335	10,619,223	24.00 %
Property Appraiser	5,113,204	5,865,699	6,365,708	6,365,869	6,688,369	5.00 %
Supervisor of Elections	2,221,487	2,841,648	3,177,039	3,177,039	2,947,589	(7.00)%
State Attorney	436,600	409,699	978,867	949,426	980,117	- %
Public Defender	530,334	612,369	839,821	839,821	656,051	(22.00)%
Judicial Administration	2,532,202	2,368,602	3,359,696	3,359,696	2,882,446	(14.00)%
Court Technology Fund	155,621	109,291	119,755	119,755	132,066	10.00 %
Total Budget	<u>91,781,245</u>	<u>102,657,181</u>	<u>116,513,373</u>	<u>119,377,730</u>	<u>123,010,727</u>	<u>6.00 %</u>
<u>Tourist Development Council</u>						
TDC District 4 Third Cent	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37.00 %
TDC District 5 Third Cent	3,099,245	4,911,312	6,322,995	6,322,995	8,054,258	27.00 %
TDC Two Penny Events	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(48.00)%
TDC Special Projects	865,697	1,174,716	493,200	1,632,000	946,172	92.00 %
TDC Two Penny Generic	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(37.00)%
TDC District 1 Third Penny	10,114,607	13,897,914	19,401,329	19,401,329	20,045,142	3.00 %
TDC District 2 Third Cent	1,830,260	2,969,730	2,511,587	2,511,587	2,747,307	9.00 %
TDC District 3 Third Cent	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.00 %
Total Budget	<u>36,513,907</u>	<u>47,433,442</u>	<u>125,642,929</u>	<u>125,642,929</u>	<u>116,315,397</u>	<u>(7.00)%</u>
<u>Medical Examiner</u>						
Medical Examiner	560,006	664,426	912,501	912,501	936,717	3.00 %
Total Budget	<u>560,006</u>	<u>664,426</u>	<u>912,501</u>	<u>912,501</u>	<u>936,717</u>	<u>3.00 %</u>
<u>Fleet Management</u>						
Fleet Management	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(17.00)%
Total Budget	<u>3,844,261</u>	<u>4,922,333</u>	<u>5,691,382</u>	<u>5,721,392</u>	<u>4,729,040</u>	<u>(17.00)%</u>
<u>Facilities Maintenance</u>						
Facilities Maintenance	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(3.00)%
Total Budget	<u>9,304,785</u>	<u>9,453,460</u>	<u>13,693,808</u>	<u>13,693,808</u>	<u>13,323,893</u>	<u>(3.00)%</u>
<u>Corrections Facilities</u>						
Correction Facilities	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	32.00 %
Total Budget	<u>2,537,410</u>	<u>3,050,310</u>	<u>3,406,307</u>	<u>3,461,307</u>	<u>4,491,686</u>	<u>32.00 %</u>

Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Parks & Recreation</u>						
Parks & Recreation	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5.00)%
Total Budget	<u>3,375,145</u>	<u>3,790,559</u>	<u>5,495,850</u>	<u>6,372,635</u>	<u>5,202,681</u>	<u>(5.00)%</u>
<u>Canals</u>						
Canals	14,653	17,687	62,200	67,637	168,000	170.00 %
Total Budget	<u>14,653</u>	<u>17,687</u>	<u>62,200</u>	<u>67,637</u>	<u>168,000</u>	<u>170.00 %</u>
County Total Budget	<u>400,533,449</u>	<u>503,451,523</u>	<u>667,311,304</u>	<u>872,292,933</u>	<u>715,714,185</u>	<u>7.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>BOCC Administrative</u>						
B.O.C.C.						
Personnel Expenditures	952,867	1,107,714	1,181,063	1,191,798	1,216,641	2.00 %
Operating Expenditures	825,006	906,204	1,264,029	1,511,054	1,423,678	(6.00)%
Capital Outlay Expenditures	-	93,173	42,665	34,057	42,665	25.00 %
	<u>1,777,874</u>	<u>2,107,091</u>	<u>2,487,757</u>	<u>2,736,909</u>	<u>2,682,984</u>	<u>(2.00)%</u>
BOCC Administrative Total Budget	<u>1,777,874</u>	<u>2,107,091</u>	<u>2,487,757</u>	<u>2,736,909</u>	<u>2,682,984</u>	<u>(2.00)%</u>

Housing Assistance

B.O.C.C.						
Personnel Expenditures	98,139	110,748	-	120,724	-	(100.00)%
Operating Expenditures	518,081	706,343	2,623,591	2,686,593	3,525,927	31.00 %
Capital Outlay Expenditures	-	1,204	-	1,209	-	(100.00)%
	<u>616,221</u>	<u>818,295</u>	<u>2,623,591</u>	<u>2,808,525</u>	<u>3,525,927</u>	<u>26.00 %</u>
Housing Assistance Total Budget	<u>616,221</u>	<u>818,295</u>	<u>2,623,591</u>	<u>2,808,525</u>	<u>3,525,927</u>	<u>26.00 %</u>

Other Non-profit Funding (Not HSAB)

B.O.C.C.						
Operating Expenditures	118,843	133,046	143,347	168,347	138,141	(18.00)%
	<u>118,843</u>	<u>133,046</u>	<u>143,347</u>	<u>168,347</u>	<u>138,141</u>	<u>(18.00)%</u>
Other Non-profit Funding (Not HSAB) Total Budget	<u>118,843</u>	<u>133,046</u>	<u>143,347</u>	<u>168,347</u>	<u>138,141</u>	<u>(18.00)%</u>

Clerk of Courts

Elected Officials						
Interfund Transfers	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.00 %
	<u>6,412,700</u>	<u>7,235,600</u>	<u>8,959,815</u>	<u>8,959,815</u>	<u>10,046,015</u>	<u>12.00 %</u>
Clerk of Courts Total Budget	<u>6,412,700</u>	<u>7,235,600</u>	<u>8,959,815</u>	<u>8,959,815</u>	<u>10,046,015</u>	<u>12.00 %</u>

Court Services Network System

Elected Officials						
Personnel Expenditures	-	483	-	-	-	- %
Operating Expenditures	-	572,501	100,000	-	-	- %
	<u>-</u>	<u>572,984</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Court Services Network System Total Budget	<u>-</u>	<u>572,984</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>- %</u>

Human Service Advisory Board Funding

B.O.C.C.						
Operating Expenditures	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	- %
	<u>2,041,727</u>	<u>2,126,245</u>	<u>2,203,225</u>	<u>2,203,225</u>	<u>2,203,226</u>	<u>- %</u>
Human Service Advisory Board Funding Total Budget	<u>2,041,727</u>	<u>2,126,245</u>	<u>2,203,225</u>	<u>2,203,225</u>	<u>2,203,226</u>	<u>- %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Guardian Ad Litem</u>						
County Administrator						
Personnel Expenditures	104,709	132,452	168,823	133,823	106,241	(21.00)%
Operating Expenditures	103,701	113,836	149,660	182,440	219,160	20.00 %
Capital Outlay Expenditures	3,900	1,409	3,300	5,520	3,500	(37.00)%
	<u>212,309</u>	<u>247,697</u>	<u>321,783</u>	<u>321,783</u>	<u>328,901</u>	<u>2.00 %</u>
Guardian Ad Litem Total Budget	<u>212,309</u>	<u>247,697</u>	<u>321,783</u>	<u>321,783</u>	<u>328,901</u>	<u>2.00 %</u>

BOCC Miscellaneous

B.O.C.C.						
Personnel Expenditures	-	-	-	19,613	-	(100.00)%
Operating Expenditures	10,112,731	6,534,576	7,445,121	11,677,928	7,365,713	(37.00)%
Capital Outlay Expenditures	5,643	3,071	-	229,320	-	(100.00)%
	<u>10,118,374</u>	<u>6,537,647</u>	<u>7,445,121</u>	<u>11,926,860</u>	<u>7,365,713</u>	<u>(38.00)%</u>
BOCC Miscellaneous Total Budget	<u>10,118,374</u>	<u>6,537,647</u>	<u>7,445,121</u>	<u>11,926,860</u>	<u>7,365,713</u>	<u>(38.00)%</u>

County Administrator

County Administrator						
Personnel Expenditures	675,878	735,552	663,840	946,050	705,736	(25.00)%
Operating Expenditures	76,705	76,785	85,288	10,052,636	80,335	(99.00)%
Capital Outlay Expenditures	-	7,099	5,000	2,363	5,000	112.00 %
	<u>752,583</u>	<u>819,436</u>	<u>754,128</u>	<u>11,001,049</u>	<u>791,071</u>	<u>(93.00)%</u>
County Administrator Total Budget	<u>752,583</u>	<u>819,436</u>	<u>754,128</u>	<u>11,001,049</u>	<u>791,071</u>	<u>(93.00)%</u>

Office of Sustainability

County Administrator						
Personnel Expenditures	187,843	244,304	349,961	349,961	373,398	7.00 %
Operating Expenditures	4,231,780	6,728,958	1,205,723	15,311,354	2,248,693	(85.00)%
Capital Outlay Expenditures	2,000	-	-	1,288	-	(100.00)%
	<u>4,421,622</u>	<u>6,973,262</u>	<u>1,555,684</u>	<u>15,662,603</u>	<u>2,622,091</u>	<u>(83.00)%</u>
Office of Sustainability Total Budget	<u>4,421,622</u>	<u>6,973,262</u>	<u>1,555,684</u>	<u>15,662,603</u>	<u>2,622,091</u>	<u>(83.00)%</u>

Office of Legislative Affairs

County Administrator						
Personnel Expenditures	182,120	208,343	223,152	223,152	236,638	6.00 %
Operating Expenditures	463,472	475,748	459,300	459,300	459,300	- %
Capital Outlay Expenditures	-	1,616	-	-	-	- %
	<u>645,592</u>	<u>685,707</u>	<u>682,452</u>	<u>682,452</u>	<u>695,938</u>	<u>2.00 %</u>
Office of Legislative Affairs Total Budget	<u>645,592</u>	<u>685,707</u>	<u>682,452</u>	<u>682,452</u>	<u>695,938</u>	<u>2.00 %</u>

Office of Strategic Planning

County Administrator						
Personnel Expenditures	87,876	97,497	118,593	118,593	125,318	6.00 %
Operating Expenditures	2,822	4,102	6,000	6,000	6,900	15.00 %
	<u>90,698</u>	<u>101,599</u>	<u>124,593</u>	<u>124,593</u>	<u>132,218</u>	<u>6.00 %</u>
Office of Strategic Planning Total Budget	<u>90,698</u>	<u>101,599</u>	<u>124,593</u>	<u>124,593</u>	<u>132,218</u>	<u>6.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Office of Transit</u>						
County Administrator						
Personnel Expenditures	-	284,615	311,662	311,662	331,476	6.00 %
Operating Expenditures	-	177,981	439,600	865,600	439,600	(49.00)%
	<u>-</u>	<u>462,596</u>	<u>751,262</u>	<u>1,177,262</u>	<u>771,076</u>	<u>(35.00)%</u>
Office of Transit Total Budget	<u>-</u>	<u>462,596</u>	<u>751,262</u>	<u>1,177,262</u>	<u>771,076</u>	<u>(35.00)%</u>

<u>Public Information Officer</u>						
County Administrator						
Personnel Expenditures	-	-	150,638	87,938	160,480	82.00 %
Operating Expenditures	-	-	33,850	33,850	34,770	3.00 %
	<u>-</u>	<u>-</u>	<u>184,488</u>	<u>121,788</u>	<u>195,250</u>	<u>60.00 %</u>
Public Information Officer Total Budget	<u>-</u>	<u>-</u>	<u>184,488</u>	<u>121,788</u>	<u>195,250</u>	<u>60.00 %</u>

<u>Employee Services - Loss Control</u>						
Employee Services						
Personnel Expenditures	146,802	239,784	372,293	375,905	400,071	6.00 %
Operating Expenditures	726,446	748,567	398,020	710,821	477,184	(33.00)%
Capital Outlay Expenditures	29,296	12,560	571,648	255,235	500,000	96.00 %
	<u>902,544</u>	<u>1,000,910</u>	<u>1,341,961</u>	<u>1,341,961</u>	<u>1,377,255</u>	<u>3.00 %</u>
Employee Services - Loss Control Total Budget	<u>902,544</u>	<u>1,000,910</u>	<u>1,341,961</u>	<u>1,341,961</u>	<u>1,377,255</u>	<u>3.00 %</u>

<u>Office of Management & Budget</u>						
Budget & Finance						
Personnel Expenditures	613,721	729,498	856,428	991,401	1,057,405	7.00 %
Operating Expenditures	197,855	8,652,618	1,497,406	12,692,833	72,469	(99.00)%
Capital Outlay Expenditures	185,600	512,876	-	1,556,246	-	(100.00)%
	<u>997,175</u>	<u>9,894,992</u>	<u>2,353,834</u>	<u>15,240,480</u>	<u>1,129,874</u>	<u>(93.00)%</u>
Office of Management & Budget Total Budget	<u>997,175</u>	<u>9,894,992</u>	<u>2,353,834</u>	<u>15,240,480</u>	<u>1,129,874</u>	<u>(93.00)%</u>

<u>Employee Services - Personnel</u>						
Employee Services						
Personnel Expenditures	556,197	754,473	665,358	764,641	726,799	(5.00)%
Operating Expenditures	60,645	125,733	146,117	167,470	122,876	(27.00)%
Capital Outlay Expenditures	4,207	2,025	5,000	-	3,000	-%
	<u>621,049</u>	<u>882,231</u>	<u>816,475</u>	<u>932,110</u>	<u>852,675</u>	<u>(9.00)%</u>
Employee Services - Personnel Total Budget	<u>621,049</u>	<u>882,231</u>	<u>816,475</u>	<u>932,110</u>	<u>852,675</u>	<u>(9.00)%</u>

<u>Employee Services - Worker's Comp</u>						
Employee Services						
Personnel Expenditures	514,419	526,161	696,917	698,022	713,331	2.00 %
Operating Expenditures	2,054,493	1,737,771	4,623,509	4,622,404	4,617,869	-%
	<u>2,568,912</u>	<u>2,263,932</u>	<u>5,320,426</u>	<u>5,320,426</u>	<u>5,331,200</u>	<u>-%</u>
Employee Services - Worker's Comp Total Budget	<u>2,568,912</u>	<u>2,263,932</u>	<u>5,320,426</u>	<u>5,320,426</u>	<u>5,331,200</u>	<u>-%</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Employee Services - Group Insurance</u>						
Employee Services						
Personnel Expenditures	364,800	395,981	444,696	447,805	480,701	7.00 %
Operating Expenditures	20,444,734	20,042,601	30,065,964	30,088,355	33,615,263	12.00 %
Capital Outlay Expenditures	-	-	1,500	1,500	1,500	- %
	<u>20,809,535</u>	<u>20,438,582</u>	<u>30,512,160</u>	<u>30,537,660</u>	<u>34,097,464</u>	<u>12.00 %</u>
Employee Services - Group Insurance Total Budget	<u>20,809,535</u>	<u>20,438,582</u>	<u>30,512,160</u>	<u>30,537,660</u>	<u>34,097,464</u>	<u>12.00 %</u>

County Attorney - Risk Mgmt.

County Attorney						
Personnel Expenditures	320,150	359,733	368,023	394,732	392,061	(1.00)%
Operating Expenditures	5,730,122	5,012,017	11,340,872	11,314,163	10,959,518	(3.00)%
Capital Outlay Expenditures	2,754	8,403	6,500	6,500	-	(100.00)%
	<u>6,053,026</u>	<u>5,380,153</u>	<u>11,715,395</u>	<u>11,715,395</u>	<u>11,351,579</u>	<u>(3.00)%</u>
County Attorney - Risk Mgmt. Total Budget	<u>6,053,026</u>	<u>5,380,153</u>	<u>11,715,395</u>	<u>11,715,395</u>	<u>11,351,579</u>	<u>(3.00)%</u>

Information Technology

Information Technology						
Personnel Expenditures	1,547,968	1,715,634	1,811,684	1,834,947	2,062,390	12.00 %
Operating Expenditures	1,258,365	1,354,345	1,377,489	1,697,226	1,361,282	(20.00)%
Capital Outlay Expenditures	94,551	95,824	456,850	113,850	380,000	234.00 %
	<u>2,900,883</u>	<u>3,165,803</u>	<u>3,646,023</u>	<u>3,646,023</u>	<u>3,803,672</u>	<u>4.00 %</u>
Information Technology Total Budget	<u>2,900,883</u>	<u>3,165,803</u>	<u>3,646,023</u>	<u>3,646,023</u>	<u>3,803,672</u>	<u>4.00 %</u>

Grants Management

Budget & Finance						
Personnel Expenditures	131,814	116,270	221,830	71,091	122,733	73.00 %
Operating Expenditures	3,835	23,984	202,600	202,600	202,600	- %
Capital Outlay Expenditures	-	-	2,500	2,500	2,500	- %
	<u>135,649</u>	<u>140,253</u>	<u>426,930</u>	<u>276,191</u>	<u>327,833</u>	<u>19.00 %</u>
Grants Management Total Budget	<u>135,649</u>	<u>140,253</u>	<u>426,930</u>	<u>276,191</u>	<u>327,833</u>	<u>19.00 %</u>

Purchasing

Budget & Finance						
Personnel Expenditures	283,042	409,283	344,497	463,236	367,554	(21.00)%
Operating Expenditures	90,581	109,149	134,469	134,469	134,469	- %
Capital Outlay Expenditures	-	1,559	-	-	-	- %
	<u>373,623</u>	<u>519,991</u>	<u>478,966</u>	<u>597,705</u>	<u>502,023</u>	<u>(16.00)%</u>
Purchasing Total Budget	<u>373,623</u>	<u>519,991</u>	<u>478,966</u>	<u>597,705</u>	<u>502,023</u>	<u>(16.00)%</u>

Communications

Elected Officials						
Operating Expenditures	758,691	749,536	712,898	1,166,389	740,300	(37.00)%
	<u>758,691</u>	<u>749,536</u>	<u>712,898</u>	<u>1,166,389</u>	<u>740,300</u>	<u>(37.00)%</u>
Communications Total Budget	<u>758,691</u>	<u>749,536</u>	<u>712,898</u>	<u>1,166,389</u>	<u>740,300</u>	<u>(37.00)%</u>

**Monroe County Board of County Commissioners
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	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Emergency Medical Air Transport</u>						
Emergency Services						
Personnel Expenditures	2,926,783	3,038,029	3,322,538	3,322,538	3,482,221	5.00 %
Operating Expenditures	5,513,154	6,319,808	6,950,734	6,983,806	8,997,619	29.00 %
Capital Outlay Expenditures	14,979	56,096	168,963	135,891	158,273	16.00 %
	<u>8,454,916</u>	<u>9,413,934</u>	<u>10,442,235</u>	<u>10,442,235</u>	<u>12,638,113</u>	<u>21.00 %</u>
Emergency Medical Air Transport Total Budget	<u>8,454,916</u>	<u>9,413,934</u>	<u>10,442,235</u>	<u>10,442,235</u>	<u>12,638,113</u>	<u>21.00 %</u>

Fire & Rescue Central

Emergency Services						
Personnel Expenditures	11,794,739	13,825,784	12,130,668	14,734,345	15,003,683	2.00 %
Operating Expenditures	1,742,325	2,078,910	2,311,971	2,290,223	2,144,977	(6.00)%
Capital Outlay Expenditures	406,791	194,327	488,990	939,365	312,000	(67.00)%
	<u>13,943,855</u>	<u>16,099,021</u>	<u>14,931,629</u>	<u>17,963,932</u>	<u>17,460,660</u>	<u>(3.00)%</u>
Fire & Rescue Central Total Budget	<u>13,943,855</u>	<u>16,099,021</u>	<u>14,931,629</u>	<u>17,963,932</u>	<u>17,460,660</u>	<u>(3.00)%</u>

Fire & Rescue Coordinator/Fire Academy

Emergency Services						
Personnel Expenditures	1,678,829	1,687,355	2,227,385	2,273,165	2,385,748	5.00 %
Operating Expenditures	233,454	278,709	450,672	403,920	447,621	11.00 %
Capital Outlay Expenditures	28,901	64,374	157,874	158,846	144,180	(9.00)%
	<u>1,941,185</u>	<u>2,030,438</u>	<u>2,835,931</u>	<u>2,835,931</u>	<u>2,977,549</u>	<u>5.00 %</u>
Fire & Rescue Coordinator/Fire Academy Total Budget	<u>1,941,185</u>	<u>2,030,438</u>	<u>2,835,931</u>	<u>2,835,931</u>	<u>2,977,549</u>	<u>5.00 %</u>

Emergency Management

Emergency Management						
Personnel Expenditures	650,190	831,059	642,704	1,020,987	686,104	(33.00)%
Operating Expenditures	368,996	581,029	368,979	9,031,981	643,214	(93.00)%
Capital Outlay Expenditures	114,730	188,564	349,045	579,930	322,195	(44.00)%
	<u>1,133,916</u>	<u>1,600,652</u>	<u>1,360,728</u>	<u>10,632,898</u>	<u>1,651,513</u>	<u>(84.00)%</u>
Emergency Management Total Budget	<u>1,133,916</u>	<u>1,600,652</u>	<u>1,360,728</u>	<u>10,632,898</u>	<u>1,651,513</u>	<u>(84.00)%</u>

Fire Marshal

Emergency Services						
Personnel Expenditures	778,548	757,111	878,270	886,108	761,063	(14.00)%
Operating Expenditures	132,711	130,328	199,787	151,379	176,426	17.00 %
Capital Outlay Expenditures	5,888	1,199	14,237	54,807	58,514	7.00 %
	<u>917,147</u>	<u>888,637</u>	<u>1,092,294</u>	<u>1,092,294</u>	<u>996,003</u>	<u>(9.00)%</u>
Fire Marshal Total Budget	<u>917,147</u>	<u>888,637</u>	<u>1,092,294</u>	<u>1,092,294</u>	<u>996,003</u>	<u>(9.00)%</u>

LOSAP

Emergency Services						
Operating Expenditures	32,190	89,660	48,000	65,300	48,000	(26.00)%
	<u>32,190</u>	<u>89,660</u>	<u>48,000</u>	<u>65,300</u>	<u>48,000</u>	<u>(26.00)%</u>
LOSAP Total Budget	<u>32,190</u>	<u>89,660</u>	<u>48,000</u>	<u>65,300</u>	<u>48,000</u>	<u>(26.00)%</u>

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	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Public Works Management</u>						
Project Management						
Personnel Expenditures	2,044,252	2,287,480	2,733,702	2,704,644	3,028,422	12.00 %
Operating Expenditures	448,609	641,327	1,252,341	5,392,393	1,333,831	(75.00)%
Capital Outlay Expenditures	7,074	7,741	-	46,098	177,645	285.00 %
	<u>2,499,935</u>	<u>2,936,548</u>	<u>3,986,043</u>	<u>8,143,134</u>	<u>4,539,898</u>	<u>(44.00)%</u>
Public Works Management Total Budget	<u>2,499,935</u>	<u>2,936,548</u>	<u>3,986,043</u>	<u>8,143,134</u>	<u>4,539,898</u>	<u>(44.00)%</u>
<u>Facilities Maintenance</u>						
Facilities Maintenance						
Personnel Expenditures	3,832,816	4,387,840	4,547,365	5,219,685	4,932,821	(5.00)%
Operating Expenditures	5,420,102	4,921,834	8,344,342	7,751,414	8,154,072	5.00 %
Capital Outlay Expenditures	51,867	143,787	802,101	722,710	237,000	(67.00)%
	<u>9,304,785</u>	<u>9,453,460</u>	<u>13,693,808</u>	<u>13,693,808</u>	<u>13,323,893</u>	<u>(3.00)%</u>
Facilities Maintenance Total Budget	<u>9,304,785</u>	<u>9,453,460</u>	<u>13,693,808</u>	<u>13,693,808</u>	<u>13,323,893</u>	<u>(3.00)%</u>
<u>Parks & Recreation</u>						
Parks & Recreation						
Personnel Expenditures	1,289,855	1,741,796	1,930,261	2,176,227	1,741,183	(20.00)%
Operating Expenditures	1,917,110	2,010,109	3,141,562	3,759,784	3,379,598	(10.00)%
Capital Outlay Expenditures	168,180	38,654	424,027	436,625	81,900	(81.00)%
	<u>3,375,145</u>	<u>3,790,559</u>	<u>5,495,850</u>	<u>6,372,635</u>	<u>5,202,681</u>	<u>(18.00)%</u>
Parks & Recreation Total Budget	<u>3,375,145</u>	<u>3,790,559</u>	<u>5,495,850</u>	<u>6,372,635</u>	<u>5,202,681</u>	<u>(18.00)%</u>
<u>Correction Facilities</u>						
Corrections Facilities						
Personnel Expenditures	903,952	1,105,055	1,227,370	1,204,681	1,284,738	7.00 %
Operating Expenditures	1,627,625	1,900,763	2,098,387	2,121,835	3,206,948	51.00 %
Capital Outlay Expenditures	5,833	44,492	80,550	134,790	-	(100.00)%
	<u>2,537,410</u>	<u>3,050,310</u>	<u>3,406,307</u>	<u>3,461,307</u>	<u>4,491,686</u>	<u>30.00 %</u>
Correction Facilities Total Budget	<u>2,537,410</u>	<u>3,050,310</u>	<u>3,406,307</u>	<u>3,461,307</u>	<u>4,491,686</u>	<u>30.00 %</u>
<u>Animal Shelters</u>						
Project Management						
Operating Expenditures	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	8.00 %
	<u>1,754,353</u>	<u>1,670,593</u>	<u>1,882,237</u>	<u>1,882,237</u>	<u>2,028,653</u>	<u>8.00 %</u>
Animal Shelters Total Budget	<u>1,754,353</u>	<u>1,670,593</u>	<u>1,882,237</u>	<u>1,882,237</u>	<u>2,028,653</u>	<u>8.00 %</u>
<u>County Engineering Capital</u>						
Project Management						
Operating Expenditures	56,452	-	-	-	-	- %
	<u>56,452</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Engineering Services/Roads						
Operating Expenditures	27,978	-	-	-	-	- %
Capital Outlay Expenditures	-	-	-	482,550	-	(100.00)%
	<u>27,978</u>	<u>-</u>	<u>-</u>	<u>482,550</u>	<u>-</u>	<u>(100.00)%</u>
County Engineering Capital Total Budget	<u>84,429</u>	<u>-</u>	<u>-</u>	<u>482,550</u>	<u>-</u>	<u>(100.00)%</u>

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County Engineering General						
Engineering Services/Roads						
Personnel Expenditures	150,364	168,341	181,506	182,222	205,126	13.00 %
Operating Expenditures	1,715	2,404	2,979	2,263	4,263	88.00 %
	<u>152,079</u>	<u>170,745</u>	<u>184,485</u>	<u>184,485</u>	<u>209,389</u>	<u>13.00 %</u>
County Engineering General Total Budget	<u>152,079</u>	<u>170,745</u>	<u>184,485</u>	<u>184,485</u>	<u>209,389</u>	<u>13.00 %</u>

Road Department

Engineering Services/Roads						
Personnel Expenditures	2,718,715	3,084,404	3,903,153	4,010,871	4,178,492	4.00 %
Operating Expenditures	7,522,082	4,641,269	3,609,915	10,622,782	10,312,758	(3.00)%
Capital Outlay Expenditures	619,243	226,239	1,736,401	1,282,496	2,001,772	56.00 %
	<u>10,860,039</u>	<u>7,951,913</u>	<u>9,249,469</u>	<u>15,916,149</u>	<u>16,493,022</u>	<u>4.00 %</u>
Road Department Total Budget	<u>10,860,039</u>	<u>7,951,913</u>	<u>9,249,469</u>	<u>15,916,149</u>	<u>16,493,022</u>	<u>4.00 %</u>

Card Sound Road

Engineering Services/Roads						
Personnel Expenditures	206,961	191,346	92,929	96,586	98,199	2.00 %
Operating Expenditures	517,938	583,680	1,472,318	1,468,661	682,851	(54.00)%
Capital Outlay Expenditures	-	1,137	65,999	65,999	55,884	(15.00)%
	<u>724,899</u>	<u>776,163</u>	<u>1,631,246</u>	<u>1,631,246</u>	<u>836,934</u>	<u>(49.00)%</u>
Card Sound Road Total Budget	<u>724,899</u>	<u>776,163</u>	<u>1,631,246</u>	<u>1,631,246</u>	<u>836,934</u>	<u>(49.00)%</u>

Physical Environment Projects

Project Management						
Operating Expenditures	335,773	113,763	48,647	103,647	100,000	(4.00)%
Capital Outlay Expenditures	144,932	360,144	1,928,210	1,928,210	1,094,336	(43.00)%
	<u>480,705</u>	<u>473,907</u>	<u>1,976,857</u>	<u>2,031,857</u>	<u>1,194,336</u>	<u>(41.00)%</u>
Physical Environment Projects Total Budget	<u>480,705</u>	<u>473,907</u>	<u>1,976,857</u>	<u>2,031,857</u>	<u>1,194,336</u>	<u>(41.00)%</u>

Canals

Canals						
Operating Expenditures	14,653	17,687	62,200	67,637	168,000	148.00 %
	<u>14,653</u>	<u>17,687</u>	<u>62,200</u>	<u>67,637</u>	<u>168,000</u>	<u>148.00 %</u>
Canals Total Budget	<u>14,653</u>	<u>17,687</u>	<u>62,200</u>	<u>67,637</u>	<u>168,000</u>	<u>148.00 %</u>

Fleet Management

Fleet Management						
Personnel Expenditures	2,332,806	2,434,025	2,757,846	2,883,472	2,933,716	2.00 %
Operating Expenditures	1,485,790	2,292,088	2,459,536	2,363,920	1,693,324	(28.00)%
Capital Outlay Expenditures	25,664	196,221	474,000	474,000	102,000	(78.00)%
	<u>3,844,261</u>	<u>4,922,333</u>	<u>5,691,382</u>	<u>5,721,392</u>	<u>4,729,040</u>	<u>(17.00)%</u>
Fleet Management Total Budget	<u>3,844,261</u>	<u>4,922,333</u>	<u>5,691,382</u>	<u>5,721,392</u>	<u>4,729,040</u>	<u>(17.00)%</u>

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<u>General Gov Cap Projects</u>						
Project Management						
Personnel Expenditures	1,559	7,732	-	46,914	-	(100.00)%
Operating Expenditures	1,465,629	4,423,022	2,297,388	6,248,224	1,494,007	(76.00)%
Capital Outlay Expenditures	1,617,269	-	2,115,352	751,062	567,516	(24.00)%
	<u>3,084,457</u>	<u>4,430,754</u>	<u>4,412,740</u>	<u>7,046,200</u>	<u>2,061,523</u>	<u>(71.00)%</u>
General Gov Cap Projects Total Budget	<u>3,084,457</u>	<u>4,430,754</u>	<u>4,412,740</u>	<u>7,046,200</u>	<u>2,061,523</u>	<u>(71.00)%</u>

Culture & Recreation Capital Projects

Project Management						
Operating Expenditures	2,235,466	909,670	1,950,754	2,056,564	720,050	(65.00)%
Capital Outlay Expenditures	-	453,731	-	-	120,000	- %
	<u>2,235,466</u>	<u>1,363,401</u>	<u>1,950,754</u>	<u>2,056,564</u>	<u>840,050</u>	<u>(59.00)%</u>
Culture & Recreation Capital Projects Total Budget	<u>2,235,466</u>	<u>1,363,401</u>	<u>1,950,754</u>	<u>2,056,564</u>	<u>840,050</u>	<u>(59.00)%</u>

Economic Environment Capital Projects

Project Management						
Operating Expenditures	-	-	-	1,679,000	2,303,000	37.00 %
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,679,000</u>	<u>2,303,000</u>	<u>37.00 %</u>
Economic Environment Capital Projects Total Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,679,000</u>	<u>2,303,000</u>	<u>37.00 %</u>

Public Safety Capital Projects

Project Management						
Operating Expenditures	4,220,694	660,538	940,000	801,325	460,000	(43.00)%
Capital Outlay Expenditures	50,521	-	23,154,693	22,694,378	47,602,360	110.00 %
	<u>4,271,215</u>	<u>660,538</u>	<u>24,094,693</u>	<u>23,495,703</u>	<u>48,062,360</u>	<u>105.00 %</u>
Public Safety Capital Projects Total Budget	<u>4,271,215</u>	<u>660,538</u>	<u>24,094,693</u>	<u>23,495,703</u>	<u>48,062,360</u>	<u>105.00 %</u>

Transportation Capital Projects

Engineering Services/Roads						
Operating Expenditures	2,876,782	6,551,305	12,393,569	23,492,231	12,923,336	(45.00)%
Capital Outlay Expenditures	1,991	-	-	-	-	- %
	<u>2,878,773</u>	<u>6,551,305</u>	<u>12,393,569</u>	<u>23,492,231</u>	<u>12,923,336</u>	<u>(45.00)%</u>
Transportation Capital Projects Total Budget	<u>2,878,773</u>	<u>6,551,305</u>	<u>12,393,569</u>	<u>23,492,231</u>	<u>12,923,336</u>	<u>(45.00)%</u>

Other Capital Projects

Project Management						
Operating Expenditures	-	-	500,000	500,000	675,785	35.00 %
	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>500,000</u>	<u>675,785</u>	<u>35.00 %</u>
Other Capital Projects Total Budget	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>500,000</u>	<u>675,785</u>	<u>35.00 %</u>

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Impact Fees Roadways						
Engineering Services/Roads						
Operating Expenditures	324,884	214,343	720,192	720,192	598,515	(17.00)%
	<u>324,884</u>	<u>214,343</u>	<u>720,192</u>	<u>720,192</u>	<u>598,515</u>	<u>(17.00)%</u>
Impact Fees Roadways Total Budget	<u>324,884</u>	<u>214,343</u>	<u>720,192</u>	<u>720,192</u>	<u>598,515</u>	<u>(17.00)%</u>

Impact Fees Parks & Recreation

Project Management						
Operating Expenditures	31,877	7,149	860,359	860,359	647,270	(25.00)%
	<u>31,877</u>	<u>7,149</u>	<u>860,359</u>	<u>860,359</u>	<u>647,270</u>	<u>(25.00)%</u>
Impact Fees Parks & Recreation Total Budget	<u>31,877</u>	<u>7,149</u>	<u>860,359</u>	<u>860,359</u>	<u>647,270</u>	<u>(25.00)%</u>

Impact Fees Libraries

Library Services						
Operating Expenditures	13,141	53,780	-	-	-	- %
Capital Outlay Expenditures	13,655	92,466	-	-	-	- %
	<u>26,796</u>	<u>146,246</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Impact Fees Libraries Total Budget	<u>26,796</u>	<u>146,246</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>

Impact Fees Solid Waste

Solid Waste						
Operating Expenditures	-	-	-	-	137,615	- %
Capital Outlay Expenditures	-	-	135,285	135,285	-	(100.00)%
	<u>-</u>	<u>-</u>	<u>135,285</u>	<u>135,285</u>	<u>137,615</u>	<u>2.00 %</u>
Impact Fees Solid Waste Total Budget	<u>-</u>	<u>-</u>	<u>135,285</u>	<u>135,285</u>	<u>137,615</u>	<u>2.00 %</u>

Impact Fees Fire & EMS

Emergency Services						
Operating Expenditures	-	-	191,739	191,739	184,490	(4.00)%
	<u>-</u>	<u>-</u>	<u>191,739</u>	<u>191,739</u>	<u>184,490</u>	<u>(4.00)%</u>
Impact Fees Fire & EMS Total Budget	<u>-</u>	<u>-</u>	<u>191,739</u>	<u>191,739</u>	<u>184,490</u>	<u>(4.00)%</u>

Solid Waste

Solid Waste						
Personnel Expenditures	1,298,059	1,443,380	1,610,937	1,786,047	1,723,119	(4.00)%
Operating Expenditures	19,901,678	22,381,287	29,432,518	28,677,824	32,412,585	13.00 %
Capital Outlay Expenditures	55,866	156,398	256,428	260,928	1,559,492	498.00 %
	<u>21,255,602</u>	<u>23,981,065</u>	<u>31,299,883</u>	<u>30,724,799</u>	<u>35,695,196</u>	<u>16.00 %</u>
Solid Waste Total Budget	<u>21,255,602</u>	<u>23,981,065</u>	<u>31,299,883</u>	<u>30,724,799</u>	<u>35,695,196</u>	<u>16.00 %</u>

Planning Department

Planning & Environmental Resources						
Personnel Expenditures	2,532,599	2,731,239	2,977,108	3,169,076	3,002,594	(5.00)%
Operating Expenditures	389,953	346,558	496,169	2,154,291	540,478	(75.00)%
Capital Outlay Expenditures	6,195	57,716	26,850	37,640	-	(100.00)%
	<u>2,928,748</u>	<u>3,135,514</u>	<u>3,500,127</u>	<u>5,361,007</u>	<u>3,543,072</u>	<u>(34.00)%</u>
Planning Department Total Budget	<u>2,928,748</u>	<u>3,135,514</u>	<u>3,500,127</u>	<u>5,361,007</u>	<u>3,543,072</u>	<u>(34.00)%</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Planning Commission</u>						
Planning & Environmental Resources						
Personnel Expenditures	56,854	57,220	-	58,788	58,666	- %
Operating Expenditures	18,421	22,229	30,209	29,559	29,559	- %
	<u>75,274</u>	<u>79,449</u>	<u>30,209</u>	<u>88,347</u>	<u>88,225</u>	<u>- %</u>
Planning Commission Total Budget	<u>75,274</u>	<u>79,449</u>	<u>30,209</u>	<u>88,347</u>	<u>88,225</u>	<u>- %</u>
<u>Environmental Resources</u>						
Planning & Environmental Resources						
Personnel Expenditures	946,224	1,172,706	1,349,413	1,380,628	1,162,521	(16.00)%
Operating Expenditures	732,303	1,164,065	1,588,626	6,117,956	1,475,474	(76.00)%
Capital Outlay Expenditures	4,868,325	3,479,496	130,550	4,257,853	89,732	(98.00)%
	<u>6,546,852</u>	<u>5,816,266</u>	<u>3,068,589</u>	<u>11,756,437</u>	<u>2,727,727</u>	<u>(77.00)%</u>
Environmental Resources Total Budget	<u>6,546,852</u>	<u>5,816,266</u>	<u>3,068,589</u>	<u>11,756,437</u>	<u>2,727,727</u>	<u>(77.00)%</u>
<u>Building Department</u>						
Building Department						
Personnel Expenditures	4,598,058	5,007,499	5,646,686	5,643,793	5,568,277	(1.00)%
Operating Expenditures	968,128	988,653	969,767	892,096	843,380	(5.00)%
Capital Outlay Expenditures	163,617	25,431	129,000	156,600	129,000	(18.00)%
	<u>5,729,803</u>	<u>6,021,583</u>	<u>6,745,453</u>	<u>6,692,489</u>	<u>6,540,657</u>	<u>(2.00)%</u>
Building Department Total Budget	<u>5,729,803</u>	<u>6,021,583</u>	<u>6,745,453</u>	<u>6,692,489</u>	<u>6,540,657</u>	<u>(2.00)%</u>
<u>Marine Resources</u>						
Planning & Environmental Resources						
Personnel Expenditures	204,084	118,491	122,943	126,918	130,535	3.00 %
Operating Expenditures	1,493,827	1,283,601	684,523	7,763,771	644,657	(92.00)%
Capital Outlay Expenditures	508,064	-	385,019	385,019	385,019	- %
	<u>2,205,974</u>	<u>1,402,092</u>	<u>1,192,485</u>	<u>8,275,708</u>	<u>1,160,211</u>	<u>(86.00)%</u>
Marine Resources Total Budget	<u>2,205,974</u>	<u>1,402,092</u>	<u>1,192,485</u>	<u>8,275,708</u>	<u>1,160,211</u>	<u>(86.00)%</u>
<u>Planning Refunds</u>						
Planning & Environmental Resources						
Operating Expenditures	20,801	31,058	20,000	20,000	25,000	25.00 %
	<u>20,801</u>	<u>31,058</u>	<u>20,000</u>	<u>20,000</u>	<u>25,000</u>	<u>25.00 %</u>
Planning Refunds Total Budget	<u>20,801</u>	<u>31,058</u>	<u>20,000</u>	<u>20,000</u>	<u>25,000</u>	<u>25.00 %</u>
<u>Building Refunds</u>						
Building Department						
Operating Expenditures	43,104	137,437	30,000	130,000	80,000	(38.00)%
	<u>43,104</u>	<u>137,437</u>	<u>30,000</u>	<u>130,000</u>	<u>80,000</u>	<u>(38.00)%</u>
Building Refunds Total Budget	<u>43,104</u>	<u>137,437</u>	<u>30,000</u>	<u>130,000</u>	<u>80,000</u>	<u>(38.00)%</u>
<u>Wastewater MSTUs</u>						
Project Management						
Operating Expenditures	6,542	-	-	-	-	- %
	<u>6,542</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Wastewater MSTUs Total Budget	<u>6,542</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>

**Monroe County Board of County Commissioners
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	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Wastewater MSTU Capital</u>						
Project Management						
Personnel Expenditures	116,094	-	-	-	-	- %
Operating Expenditures	731,264	-	-	-	-	- %
	<u>847,358</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Wastewater MSTU Capital Total Budget	<u>847,358</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>

Code Compliance

Code Compliance						
Personnel Expenditures	1,253,793	1,367,885	2,014,748	2,038,917	1,817,914	(11.00)%
Operating Expenditures	418,101	213,477	578,427	547,865	565,011	3.00 %
Capital Outlay Expenditures	52,920	5,059	26,850	33,243	-	(100.00)%
	<u>1,724,814</u>	<u>1,586,422</u>	<u>2,620,025</u>	<u>2,620,025</u>	<u>2,382,925</u>	<u>(9.00)%</u>
Code Compliance Total Budget	<u>1,724,814</u>	<u>1,586,422</u>	<u>2,620,025</u>	<u>2,620,025</u>	<u>2,382,925</u>	<u>(9.00)%</u>

Extension Services

County Administrator						
Personnel Expenditures	78,307	87,826	96,007	117,724	114,551	(3.00)%
Operating Expenditures	135,196	139,685	190,475	168,758	201,779	20.00 %
Capital Outlay Expenditures	1,495	-	-	-	-	- %
	<u>214,997</u>	<u>227,511</u>	<u>286,482</u>	<u>286,482</u>	<u>316,330</u>	<u>10.00 %</u>
Extension Services Total Budget	<u>214,997</u>	<u>227,511</u>	<u>286,482</u>	<u>286,482</u>	<u>316,330</u>	<u>10.00 %</u>

Welfare Services

Social Services						
Personnel Expenditures	1,430,887	1,746,435	712,377	2,208,607	898,885	(59.00)%
Operating Expenditures	1,504,830	1,769,247	1,193,540	3,325,689	1,275,054	(62.00)%
Capital Outlay Expenditures	-	-	-	4,540	-	(100.00)%
	<u>2,935,717</u>	<u>3,515,682</u>	<u>1,905,917</u>	<u>5,538,836</u>	<u>2,173,939</u>	<u>(61.00)%</u>
Welfare Services Total Budget	<u>2,935,717</u>	<u>3,515,682</u>	<u>1,905,917</u>	<u>5,538,836</u>	<u>2,173,939</u>	<u>(61.00)%</u>

Social Service Transportation

Social Services						
Personnel Expenditures	602,270	687,141	695,618	719,325	760,060	6.00 %
Operating Expenditures	572,124	493,928	613,167	589,460	627,944	7.00 %
Capital Outlay Expenditures	1,382	-	-	-	-	- %
	<u>1,175,776</u>	<u>1,181,069</u>	<u>1,308,785</u>	<u>1,308,785</u>	<u>1,388,004</u>	<u>6.00 %</u>
Social Service Transportation Total Budget	<u>1,175,776</u>	<u>1,181,069</u>	<u>1,308,785</u>	<u>1,308,785</u>	<u>1,388,004</u>	<u>6.00 %</u>

Bayshore Manor

Social Services						
Personnel Expenditures	373,873	17,324	87,284	100,302	-	(100.00)%
Operating Expenditures	649,289	642,663	654,213	641,195	641,195	- %
	<u>1,023,162</u>	<u>659,987</u>	<u>741,497</u>	<u>741,497</u>	<u>641,195</u>	<u>(14.00)%</u>
Bayshore Manor Total Budget	<u>1,023,162</u>	<u>659,987</u>	<u>741,497</u>	<u>741,497</u>	<u>641,195</u>	<u>(14.00)%</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Libraries</u>						
Library Services						
Personnel Expenditures	3,142,269	3,667,231	4,156,350	4,318,506	4,410,601	2.00 %
Operating Expenditures	763,098	1,099,734	1,317,975	1,342,357	1,314,213	(2.00)%
Capital Outlay Expenditures	1,334,988	570,894	944,158	1,135,588	837,988	(26.00)%
	<u>5,240,355</u>	<u>5,337,860</u>	<u>6,418,483</u>	<u>6,796,451</u>	<u>6,562,802</u>	<u>(3.00)%</u>
Libraries Total Budget	<u>5,240,355</u>	<u>5,337,860</u>	<u>6,418,483</u>	<u>6,796,451</u>	<u>6,562,802</u>	<u>(3.00)%</u>

Marine Projects

Planning & Environmental Resources

Operating Expenditures	-	-	-	88,258	-	(100.00)%
	-	-	-	<u>88,258</u>	-	<u>(100.00)%</u>
Marine Projects Total Budget	-	-	-	<u>88,258</u>	-	<u>(100.00)%</u>

Key West Airport

Airport Services

Personnel Expenditures	2,540,341	3,146,941	3,164,701	3,855,215	3,632,789	(6.00)%
Operating Expenditures	22,113,756	51,425,238	42,767,555	121,008,737	47,162,906	(61.00)%
Capital Outlay Expenditures	315,254	377,767	9,060,000	4,994,471	13,140,000	163.00 %
	<u>24,969,352</u>	<u>54,949,946</u>	<u>54,992,256</u>	<u>129,858,423</u>	<u>63,935,695</u>	<u>(51.00)%</u>
Key West Airport Total Budget	<u>24,969,352</u>	<u>54,949,946</u>	<u>54,992,256</u>	<u>129,858,423</u>	<u>63,935,695</u>	<u>(51.00)%</u>

Fire & Rescue Key West Airport

Emergency Services

Personnel Expenditures	1,632,679	1,721,435	1,826,222	1,874,876	1,907,769	2.00 %
Operating Expenditures	231,671	357,695	448,461	407,693	399,868	(2.00)%
Capital Outlay Expenditures	21,025	1,257	25,946	18,059	105,946	487.00 %
	<u>1,885,374</u>	<u>2,080,387</u>	<u>2,300,629</u>	<u>2,300,629</u>	<u>2,413,583</u>	<u>5.00 %</u>
Fire & Rescue Key West Airport Total Budget	<u>1,885,374</u>	<u>2,080,387</u>	<u>2,300,629</u>	<u>2,300,629</u>	<u>2,413,583</u>	<u>5.00 %</u>

Marathon Airport

Airport Services

Personnel Expenditures	420,098	471,400	505,236	530,884	545,991	3.00 %
Operating Expenditures	4,789,080	23,345,299	1,006,395	24,901,649	1,131,278	(95.00)%
Capital Outlay Expenditures	237,453	200,835	890,000	1,685,116	2,022,000	20.00 %
	<u>5,446,631</u>	<u>24,017,533</u>	<u>2,401,631</u>	<u>27,117,650</u>	<u>3,699,269</u>	<u>(86.00)%</u>
Marathon Airport Total Budget	<u>5,446,631</u>	<u>24,017,533</u>	<u>2,401,631</u>	<u>27,117,650</u>	<u>3,699,269</u>	<u>(86.00)%</u>

PFC

Airport Services

Operating Expenditures	3,682,162	741,557	-	276,893	-	(100.00)%
Capital Outlay Expenditures	-	-	1,500,000	1,500,000	5,000,000	233.00 %
	<u>3,682,162</u>	<u>741,557</u>	<u>1,500,000</u>	<u>1,776,893</u>	<u>5,000,000</u>	<u>181.00 %</u>
PFC Total Budget	<u>3,682,162</u>	<u>741,557</u>	<u>1,500,000</u>	<u>1,776,893</u>	<u>5,000,000</u>	<u>181.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Veteran Affairs</u>						
Veterans Affairs						
Personnel Expenditures	778,813	840,703	935,265	962,669	1,008,655	5.00 %
Operating Expenditures	37,866	58,381	78,984	64,680	79,097	22.00 %
Capital Outlay Expenditures	1,599	-	40,000	41,300	-	(100.00)%
	<u>818,278</u>	<u>899,084</u>	<u>1,054,249</u>	<u>1,068,649</u>	<u>1,087,752</u>	<u>2.00 %</u>
Veteran Affairs Total Budget	<u>818,278</u>	<u>899,084</u>	<u>1,054,249</u>	<u>1,068,649</u>	<u>1,087,752</u>	<u>2.00 %</u>

<u>County Attorney</u>						
County Attorney						
Personnel Expenditures	1,755,708	1,972,295	2,203,019	2,362,073	2,581,431	9.00 %
Operating Expenditures	617,854	752,131	962,337	843,305	959,005	14.00 %
Capital Outlay Expenditures	12,903	873,465	83,485	79,361	76,835	(3.00)%
	<u>2,386,466</u>	<u>3,597,891</u>	<u>3,248,841</u>	<u>3,284,738</u>	<u>3,617,271</u>	<u>10.00 %</u>
County Attorney Total Budget	<u>2,386,466</u>	<u>3,597,891</u>	<u>3,248,841</u>	<u>3,284,738</u>	<u>3,617,271</u>	<u>10.00 %</u>

<u>Medical Examiner</u>						
Medical Examiner						
Personnel Expenditures	-	253,060	682,127	687,246	711,462	4.00 %
Operating Expenditures	560,006	411,366	227,374	218,255	222,255	2.00 %
Capital Outlay Expenditures	-	-	3,000	7,000	3,000	(57.00)%
	<u>560,006</u>	<u>664,426</u>	<u>912,501</u>	<u>912,501</u>	<u>936,717</u>	<u>3.00 %</u>
Medical Examiner Total Budget	<u>560,006</u>	<u>664,426</u>	<u>912,501</u>	<u>912,501</u>	<u>936,717</u>	<u>3.00 %</u>

<u>Monroe County Sheriff</u>						
Elected Officials						
Personnel Expenditures	6,572,548	7,174,988	8,067,717	8,863,100	7,937,542	(10.00)%
Operating Expenditures	59,637,325	66,412,001	72,000,762	72,416,481	75,106,343	4.00 %
	<u>66,209,873</u>	<u>73,586,989</u>	<u>80,068,479</u>	<u>81,279,581</u>	<u>83,043,885</u>	<u>2.00 %</u>
Monroe County Sheriff Total Budget	<u>66,209,873</u>	<u>73,586,989</u>	<u>80,068,479</u>	<u>81,279,581</u>	<u>83,043,885</u>	<u>2.00 %</u>

<u>LEEA</u>						
Elected Officials						
Operating Expenditures	75,000	75,000	75,000	75,000	75,000	- %
	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>- %</u>
LEEA Total Budget	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>- %</u>

<u>Law Enforcement Trust</u>						
Elected Officials						
Operating Expenditures	279,937	189,588	3,181,004	3,181,004	4,199,666	32.00 %
	<u>279,937</u>	<u>189,588</u>	<u>3,181,004</u>	<u>3,181,004</u>	<u>4,199,666</u>	<u>32.00 %</u>
Law Enforcement Trust Total Budget	<u>279,937</u>	<u>189,588</u>	<u>3,181,004</u>	<u>3,181,004</u>	<u>4,199,666</u>	<u>32.00 %</u>

**Monroe County Board of County Commissioners
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	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Tax Collector</u>						
Elected Officials						
Personnel Expenditures	699,548	730,338	827,188	814,550	885,352	9.00 %
Operating Expenditures	6,356,049	7,309,838	7,748,103	9,089,785	9,733,871	7.00 %
	<u>7,055,597</u>	<u>8,040,176</u>	<u>8,575,291</u>	<u>9,904,335</u>	<u>10,619,223</u>	<u>7.00 %</u>
Tax Collector Total Budget	<u>7,055,597</u>	<u>8,040,176</u>	<u>8,575,291</u>	<u>9,904,335</u>	<u>10,619,223</u>	<u>7.00 %</u>

<u>Property Appraiser</u>						
Elected Officials						
Personnel Expenditures	589,916	614,352	652,575	690,889	628,498	(9.00)%
Operating Expenditures	4,523,288	5,251,347	5,713,133	5,674,981	6,059,871	7.00 %
	<u>5,113,204</u>	<u>5,865,699</u>	<u>6,365,708</u>	<u>6,365,869</u>	<u>6,688,369</u>	<u>5.00 %</u>
Property Appraiser Total Budget	<u>5,113,204</u>	<u>5,865,699</u>	<u>6,365,708</u>	<u>6,365,869</u>	<u>6,688,369</u>	<u>5.00 %</u>

<u>Supervisor of Elections</u>						
Elected Officials						
Personnel Expenditures	146,693	2,219	161,215	171,803	174,726	2.00 %
Operating Expenditures	2,074,794	2,839,429	3,015,824	3,005,236	2,772,863	(8.00)%
	<u>2,221,487</u>	<u>2,841,648</u>	<u>3,177,039</u>	<u>3,177,039</u>	<u>2,947,589</u>	<u>(7.00)%</u>
Supervisor of Elections Total Budget	<u>2,221,487</u>	<u>2,841,648</u>	<u>3,177,039</u>	<u>3,177,039</u>	<u>2,947,589</u>	<u>(7.00)%</u>

<u>State Attorney</u>						
Elected Officials						
Personnel Expenditures	-	-	-	2,250	-	(100.00)%
Operating Expenditures	434,367	409,699	938,867	907,176	940,117	4.00 %
Capital Outlay Expenditures	2,233	-	40,000	40,000	40,000	- %
	<u>436,600</u>	<u>409,699</u>	<u>978,867</u>	<u>949,426</u>	<u>980,117</u>	<u>3.00 %</u>
State Attorney Total Budget	<u>436,600</u>	<u>409,699</u>	<u>978,867</u>	<u>949,426</u>	<u>980,117</u>	<u>3.00 %</u>

<u>Public Defender</u>						
Elected Officials						
Personnel Expenditures	179,323	197,176	211,044	214,006	223,536	4.00 %
Operating Expenditures	351,010	375,584	478,777	475,815	252,515	(47.00)%
Capital Outlay Expenditures	-	39,609	150,000	150,000	180,000	20.00 %
	<u>530,334</u>	<u>612,369</u>	<u>839,821</u>	<u>839,821</u>	<u>656,051</u>	<u>(22.00)%</u>
Public Defender Total Budget	<u>530,334</u>	<u>612,369</u>	<u>839,821</u>	<u>839,821</u>	<u>656,051</u>	<u>(22.00)%</u>

<u>TDC District 4 Third Cent</u>						
Tourist Development Council						
Operating Expenditures	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37.00 %
	<u>2,065,138</u>	<u>2,985,184</u>	<u>28,981,440</u>	<u>28,981,440</u>	<u>39,833,692</u>	<u>37.00 %</u>
TDC District 4 Third Cent Total Budget	<u>2,065,138</u>	<u>2,985,184</u>	<u>28,981,440</u>	<u>28,981,440</u>	<u>39,833,692</u>	<u>37.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>TDC District 5 Third Cent</u>						
Tourist Development Council						
Personnel Expenditures	129,129	195,171	339,149	371,679	388,074	4.00 %
Operating Expenditures	2,970,116	4,716,141	5,983,846	5,951,316	7,666,184	29.00 %
	<u>3,099,245</u>	<u>4,911,312</u>	<u>6,322,995</u>	<u>6,322,995</u>	<u>8,054,258</u>	<u>27.00 %</u>
TDC District 5 Third Cent Total Budget	<u>3,099,245</u>	<u>4,911,312</u>	<u>6,322,995</u>	<u>6,322,995</u>	<u>8,054,258</u>	<u>27.00 %</u>
<u>TDC Two Penny Events</u>						
Tourist Development Council						
Operating Expenditures	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(45.00)%
	<u>4,486,276</u>	<u>5,185,599</u>	<u>20,514,015</u>	<u>19,375,215</u>	<u>10,696,341</u>	<u>(45.00)%</u>
TDC Two Penny Events Total Budget	<u>4,486,276</u>	<u>5,185,599</u>	<u>20,514,015</u>	<u>19,375,215</u>	<u>10,696,341</u>	<u>(45.00)%</u>
<u>TDC Special Projects</u>						
Tourist Development Council						
Operating Expenditures	865,697	1,174,716	493,200	1,632,000	946,172	(42.00)%
	<u>865,697</u>	<u>1,174,716</u>	<u>493,200</u>	<u>1,632,000</u>	<u>946,172</u>	<u>(42.00)%</u>
TDC Special Projects Total Budget	<u>865,697</u>	<u>1,174,716</u>	<u>493,200</u>	<u>1,632,000</u>	<u>946,172</u>	<u>(42.00)%</u>
<u>TDC Two Penny Generic</u>						
Tourist Development Council						
Personnel Expenditures	97,758	102,363	116,822	208,848	142,005	(32.00)%
Operating Expenditures	10,135,375	11,151,453	40,864,980	40,738,154	25,751,967	(37.00)%
Capital Outlay Expenditures	-	16,095	12,000	46,800	40,000	(15.00)%
	<u>10,233,133</u>	<u>11,269,911</u>	<u>40,993,802</u>	<u>40,993,802</u>	<u>25,933,972</u>	<u>(37.00)%</u>
TDC Two Penny Generic Total Budget	<u>10,233,133</u>	<u>11,269,911</u>	<u>40,993,802</u>	<u>40,993,802</u>	<u>25,933,972</u>	<u>(37.00)%</u>
<u>TDC District 1 Third Penny</u>						
Tourist Development Council						
Personnel Expenditures	158,001	178,803	161,236	161,760	189,050	17.00 %
Operating Expenditures	9,956,606	13,714,772	19,240,093	19,239,569	19,856,092	3.00 %
Capital Outlay Expenditures	-	4,339	-	-	-	- %
	<u>10,114,607</u>	<u>13,897,914</u>	<u>19,401,329</u>	<u>19,401,329</u>	<u>20,045,142</u>	<u>3.00 %</u>
TDC District 1 Third Penny Total Budget	<u>10,114,607</u>	<u>13,897,914</u>	<u>19,401,329</u>	<u>19,401,329</u>	<u>20,045,142</u>	<u>3.00 %</u>
<u>TDC District 2 Third Cent</u>						
Tourist Development Council						
Personnel Expenditures	109,902	134,480	119,832	119,832	126,808	6.00 %
Operating Expenditures	1,720,358	2,835,250	2,391,755	2,391,755	2,620,499	10.00 %
	<u>1,830,260</u>	<u>2,969,730</u>	<u>2,511,587</u>	<u>2,511,587</u>	<u>2,747,307</u>	<u>9.00 %</u>
TDC District 2 Third Cent Total Budget	<u>1,830,260</u>	<u>2,969,730</u>	<u>2,511,587</u>	<u>2,511,587</u>	<u>2,747,307</u>	<u>9.00 %</u>
<u>TDC District 3 Third Cent</u>						
Tourist Development Council						
Operating Expenditures	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.00 %
	<u>3,819,550</u>	<u>5,039,076</u>	<u>6,424,561</u>	<u>6,424,561</u>	<u>8,058,513</u>	<u>25.00 %</u>
TDC District 3 Third Cent Total Budget	<u>3,819,550</u>	<u>5,039,076</u>	<u>6,424,561</u>	<u>6,424,561</u>	<u>8,058,513</u>	<u>25.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Department**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Judicial Administration</u>						
Elected Officials						
Personnel Expenditures	1,751,660	1,881,046	2,321,863	2,334,988	2,271,601	(3.00)%
Operating Expenditures	691,418	394,255	1,029,833	929,995	546,880	(41.00)%
Capital Outlay Expenditures	89,124	93,302	8,000	94,714	63,965	(32.00)%
	<u>2,532,202</u>	<u>2,368,602</u>	<u>3,359,696</u>	<u>3,359,696</u>	<u>2,882,446</u>	<u>(14.00)%</u>
Judicial Administration Total Budget	<u>2,532,202</u>	<u>2,368,602</u>	<u>3,359,696</u>	<u>3,359,696</u>	<u>2,882,446</u>	<u>(14.00)%</u>
<u>Court Technology Fund</u>						
Elected Officials						
Personnel Expenditures	26,954	56	-	-	-	- %
Operating Expenditures	85,485	94,766	96,255	102,255	108,566	6.00 %
Capital Outlay Expenditures	43,181	14,468	23,500	17,500	23,500	34.00 %
	<u>155,621</u>	<u>109,291</u>	<u>119,755</u>	<u>119,755</u>	<u>132,066</u>	<u>10.00 %</u>
Court Technology Fund Total Budget	<u>155,621</u>	<u>109,291</u>	<u>119,755</u>	<u>119,755</u>	<u>132,066</u>	<u>10.00 %</u>
<u>Reserves</u>						
B.O.C.C.						
Operating Expenditures	-	-	34,439,079	31,718,419	28,361,735	(11.00)%
	-	-	<u>34,439,079</u>	<u>31,718,419</u>	<u>28,361,735</u>	<u>(11.00)%</u>
Reserves Total Budget	-	-	<u>34,439,079</u>	<u>31,718,419</u>	<u>28,361,735</u>	<u>(11.00)%</u>
<u>Budgeted Transfers</u>						
B.O.C.C.						
Operating Expenditures	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(4.00)%
	<u>30,043,109</u>	<u>50,077,612</u>	<u>40,686,230</u>	<u>42,050,395</u>	<u>40,431,536</u>	<u>(4.00)%</u>
Budgeted Transfers Total Budget	<u>30,043,109</u>	<u>50,077,612</u>	<u>40,686,230</u>	<u>42,050,395</u>	<u>40,431,536</u>	<u>(4.00)%</u>
<u>2003 Revenue Bond</u>						
B.O.C.C.						
Operating Expenditures	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	- %
	<u>18,504,534</u>	<u>18,500,067</u>	<u>23,010,918</u>	<u>23,010,918</u>	<u>23,008,795</u>	<u>- %</u>
2003 Revenue Bond Total Budget	<u>18,504,534</u>	<u>18,500,067</u>	<u>23,010,918</u>	<u>23,010,918</u>	<u>23,008,795</u>	<u>- %</u>
<u>Key West Airport Debt Service - Interest & Other Debt Costs</u>						
Airport Services						
Operating Expenditures	755,381	1,151,221	2,091,100	2,172,291	2,691,000	24.00 %
	<u>755,381</u>	<u>1,151,221</u>	<u>2,091,100</u>	<u>2,172,291</u>	<u>2,691,000</u>	<u>24.00 %</u>
Key West Airport Debt Service - Interest & Other Debt Costs Total Budget	<u>755,381</u>	<u>1,151,221</u>	<u>2,091,100</u>	<u>2,172,291</u>	<u>2,691,000</u>	<u>24.00 %</u>
<u>Quasi-external Services</u>						
B.O.C.C.						
Operating Expenditures	144,516	158,418	230,000	230,000	230,000	- %
	<u>144,516</u>	<u>158,418</u>	<u>230,000</u>	<u>230,000</u>	<u>230,000</u>	<u>- %</u>
Quasi-external Services Total Budget	<u>144,516</u>	<u>158,418</u>	<u>230,000</u>	<u>230,000</u>	<u>230,000</u>	<u>- %</u>
County Total Budget	<u>400,533,449</u>	<u>503,451,523</u>	<u>667,311,304</u>	<u>872,292,933</u>	<u>715,714,185</u>	<u>7.00 %</u>

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Office**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>B.O.C.C.</u>						
Personnel Expenditures	1,051,007	1,218,461	1,181,063	1,332,135	1,216,641	3.00 %
Operating Expenditures	62,308,548	79,142,510	112,045,540	115,256,878	106,688,751	(5.00)%
Capital Outlay Expenditures	5,643	97,447	42,665	264,586	42,665	- %
Total Budget	63,365,197	80,458,419	113,269,268	116,853,599	107,948,057	(5.00)%
<u>County Administrator</u>						
Personnel Expenditures	1,316,731	1,790,590	2,082,676	2,288,904	2,153,838	3.00 %
Operating Expenditures	5,013,675	7,717,094	2,569,896	27,079,938	3,690,537	44.00 %
Capital Outlay Expenditures	7,395	10,124	8,300	9,170	8,500	2.00 %
Total Budget	6,337,801	9,517,808	4,660,872	29,378,012	5,852,875	26.00 %
<u>Employee Services</u>						
Personnel Expenditures	1,582,218	1,916,399	2,179,264	2,286,373	2,320,902	6.00 %
Operating Expenditures	23,286,318	22,654,671	35,233,610	35,589,049	38,833,192	10.00 %
Capital Outlay Expenditures	33,503	14,585	578,148	256,735	504,500	(13.00)%
Total Budget	24,902,039	24,585,655	37,991,022	38,132,157	41,658,594	10.00 %
<u>Emergency Management</u>						
Personnel Expenditures	650,190	831,059	642,704	1,020,987	686,104	7.00 %
Operating Expenditures	368,996	581,029	368,979	9,031,981	643,214	74.00 %
Capital Outlay Expenditures	114,730	188,564	349,045	579,930	322,195	(8.00)%
Total Budget	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.00 %
<u>Veterans Affairs</u>						
Personnel Expenditures	778,813	840,703	935,265	962,669	1,008,655	8.00 %
Operating Expenditures	37,866	58,381	78,984	64,680	79,097	- %
Capital Outlay Expenditures	1,599	-	40,000	41,300	-	(100.00)%
Total Budget	818,278	899,084	1,054,249	1,068,649	1,087,752	3.00 %
<u>Airport Services</u>						
Personnel Expenditures	2,960,439	3,618,341	3,669,937	4,386,099	4,178,780	14.00 %
Operating Expenditures	31,340,380	76,663,316	45,865,050	148,359,569	50,985,184	11.00 %
Capital Outlay Expenditures	552,708	578,601	11,450,000	8,179,587	20,162,000	76.00 %
Total Budget	34,853,526	80,860,257	60,984,987	160,925,256	75,325,964	24.00 %
<u>Emergency Services</u>						
Personnel Expenditures	18,811,577	21,029,715	20,385,083	23,091,032	23,540,484	15.00 %
Operating Expenditures	7,885,506	9,255,109	10,601,364	10,494,061	12,399,001	17.00 %
Capital Outlay Expenditures	477,584	317,253	856,010	1,306,968	778,913	(9.00)%
Total Budget	27,174,667	30,602,078	31,842,457	34,892,060	36,718,398	15.00 %
<u>Budget & Finance</u>						
Personnel Expenditures	1,028,576	1,255,051	1,422,755	1,525,728	1,547,692	9.00 %
Operating Expenditures	292,271	8,785,750	1,834,475	13,029,902	409,538	(78.00)%
Capital Outlay Expenditures	185,600	514,435	2,500	1,558,746	2,500	- %
Total Budget	1,506,447	10,555,237	3,259,730	16,114,376	1,959,730	(40.00)%

**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Division**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Information Technology</u>						
Personnel Expenditures	1,547,968	1,715,634	1,811,684	1,834,947	2,062,390	14.00 %
Operating Expenditures	1,258,365	1,354,345	1,377,489	1,697,226	1,361,282	(1.00)%
Capital Outlay Expenditures	94,551	95,824	456,850	113,850	380,000	(17.00)%
Total Budget	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.00 %
<u>County Attorney</u>						
Personnel Expenditures	2,075,857	2,332,028	2,571,042	2,756,805	2,973,492	16.00 %
Operating Expenditures	6,347,977	5,764,147	12,303,209	12,157,467	11,918,523	(3.00)%
Capital Outlay Expenditures	15,657	881,868	89,985	85,861	76,835	(15.00)%
Total Budget	8,439,491	8,978,044	14,964,236	15,000,133	14,968,850	- %
<u>Social Services</u>						
Personnel Expenditures	2,407,030	2,450,900	1,495,279	3,028,233	1,658,945	11.00 %
Operating Expenditures	2,726,243	2,905,837	2,460,920	4,556,345	2,544,193	3.00 %
Capital Outlay Expenditures	1,382	-	-	4,540	-	- %
Total Budget	5,134,655	5,356,737	3,956,199	7,589,118	4,203,138	6.00 %
<u>Library Services</u>						
Personnel Expenditures	3,142,269	3,667,231	4,156,350	4,318,506	4,410,601	6.00 %
Operating Expenditures	776,239	1,153,514	1,317,975	1,342,357	1,314,213	- %
Capital Outlay Expenditures	1,348,643	663,360	944,158	1,135,588	837,988	(11.00)%
Total Budget	5,267,151	5,484,105	6,418,483	6,796,451	6,562,802	2.00 %
<u>Building Department</u>						
Personnel Expenditures	4,598,058	5,007,499	5,646,686	5,643,793	5,568,277	(1.00)%
Operating Expenditures	1,011,232	1,126,090	999,767	1,022,096	923,380	(8.00)%
Capital Outlay Expenditures	163,617	25,431	129,000	156,600	129,000	- %
Total Budget	5,772,907	6,159,020	6,775,453	6,822,489	6,620,657	(2.00)%
<u>Planning & Environmental Resources</u>						
Personnel Expenditures	3,739,761	4,079,656	4,449,464	4,735,411	4,354,316	(2.00)%
Operating Expenditures	2,655,304	2,847,510	2,819,527	16,173,834	2,715,168	(4.00)%
Capital Outlay Expenditures	5,382,583	3,537,212	542,419	4,680,512	474,751	(12.00)%
Total Budget	11,777,648	10,464,379	7,811,410	25,589,756	7,544,235	(3.00)%
<u>Code Compliance</u>						
Personnel Expenditures	1,253,793	1,367,885	2,014,748	2,038,917	1,817,914	(10.00)%
Operating Expenditures	418,101	213,477	578,427	547,865	565,011	(2.00)%
Capital Outlay Expenditures	52,920	5,059	26,850	33,243	-	(100.00)%
Total Budget	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.00)%
<u>Project Management</u>						
Personnel Expenditures	2,161,905	2,295,212	2,733,702	2,751,557	3,028,422	11.00 %
Operating Expenditures	11,286,660	8,426,062	9,731,726	19,523,749	9,762,596	- %
Capital Outlay Expenditures	1,819,796	821,616	27,198,255	25,419,748	49,561,857	82.00 %
Total Budget	15,268,361	11,542,890	39,663,683	47,695,054	62,352,875	57.00 %

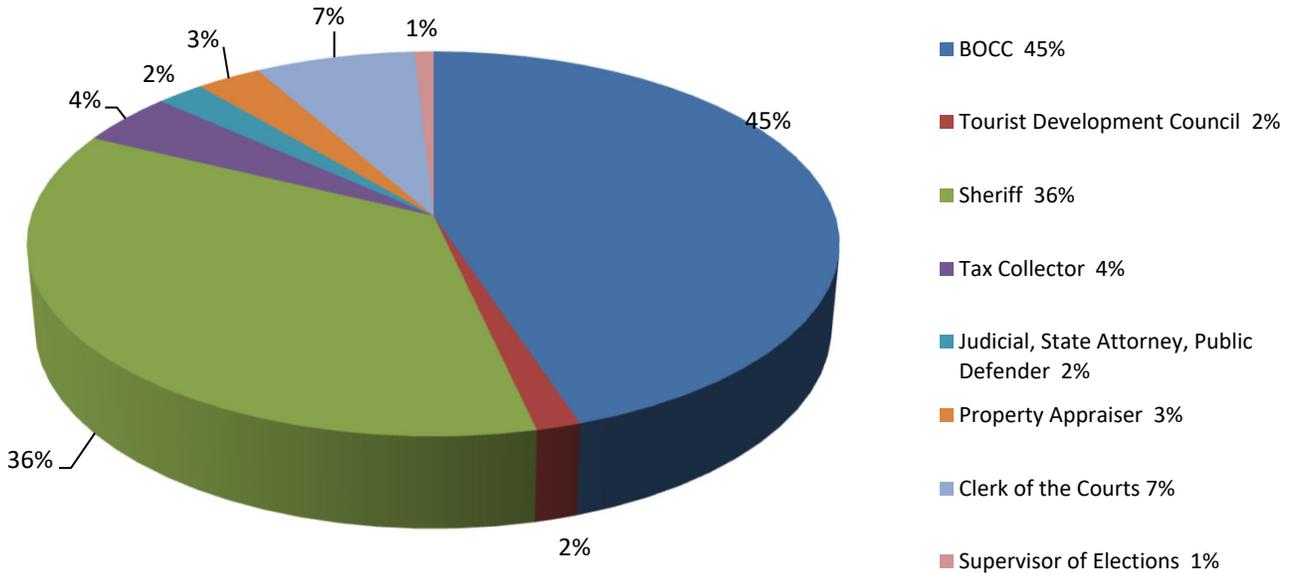
**Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Division**

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Engineering Services/Roads</u>						
Personnel Expenditures	3,076,039	3,444,092	4,177,588	4,289,679	4,481,817	7.00 %
Operating Expenditures	11,271,378	11,993,002	18,198,973	36,306,128	24,521,723	35.00 %
Capital Outlay Expenditures	621,234	227,376	1,802,400	1,831,045	2,057,656	14.00 %
Total Budget	14,968,652	15,664,470	24,178,961	42,426,852	31,061,196	28.00 %
<u>Solid Waste</u>						
Personnel Expenditures	1,298,059	1,443,380	1,610,937	1,786,047	1,723,119	7.00 %
Operating Expenditures	19,901,678	22,381,287	29,432,518	28,677,824	32,550,200	11.00 %
Capital Outlay Expenditures	55,866	156,398	391,713	396,213	1,559,492	298.00 %
Total Budget	21,255,602	23,981,065	31,435,168	30,860,084	35,832,811	14.00 %
<u>Elected Officials</u>						
Personnel Expenditures	9,966,642	10,600,657	12,241,602	13,091,584	12,121,255	(1.00)%
Operating Expenditures	75,267,364	84,673,544	95,090,456	97,024,117	100,535,992	6.00 %
Capital Outlay Expenditures	134,538	147,379	221,500	302,214	307,465	39.00 %
Interfund Transfers	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.00 %
Total Budget	91,781,245	102,657,181	116,513,373	119,377,730	123,010,727	6.00 %
<u>Tourist Development Council</u>						
Personnel Expenditures	494,790	610,818	737,039	862,118	845,937	15.00 %
Operating Expenditures	36,019,117	46,802,190	124,893,890	124,734,011	115,429,460	(8.00)%
Capital Outlay Expenditures	-	20,434	12,000	46,800	40,000	233.00 %
Total Budget	36,513,907	47,433,442	125,642,929	125,642,929	116,315,397	(7.00)%
<u>Medical Examiner</u>						
Personnel Expenditures	-	253,060	682,127	687,246	711,462	4.00 %
Operating Expenditures	560,006	411,366	227,374	218,255	222,255	(2.00)%
Capital Outlay Expenditures	-	-	3,000	7,000	3,000	- %
Total Budget	560,006	664,426	912,501	912,501	936,717	3.00 %
<u>Fleet Management</u>						
Personnel Expenditures	2,332,806	2,434,025	2,757,846	2,883,472	2,933,716	6.00 %
Operating Expenditures	1,485,790	2,292,088	2,459,536	2,363,920	1,693,324	(31.00)%
Capital Outlay Expenditures	25,664	196,221	474,000	474,000	102,000	(78.00)%
Total Budget	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(17.00)%
<u>Facilities Maintenance</u>						
Personnel Expenditures	3,832,816	4,387,840	4,547,365	5,219,685	4,932,821	8.00 %
Operating Expenditures	5,420,102	4,921,834	8,344,342	7,751,414	8,154,072	(2.00)%
Capital Outlay Expenditures	51,867	143,787	802,101	722,710	237,000	(70.00)%
Total Budget	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(3.00)%

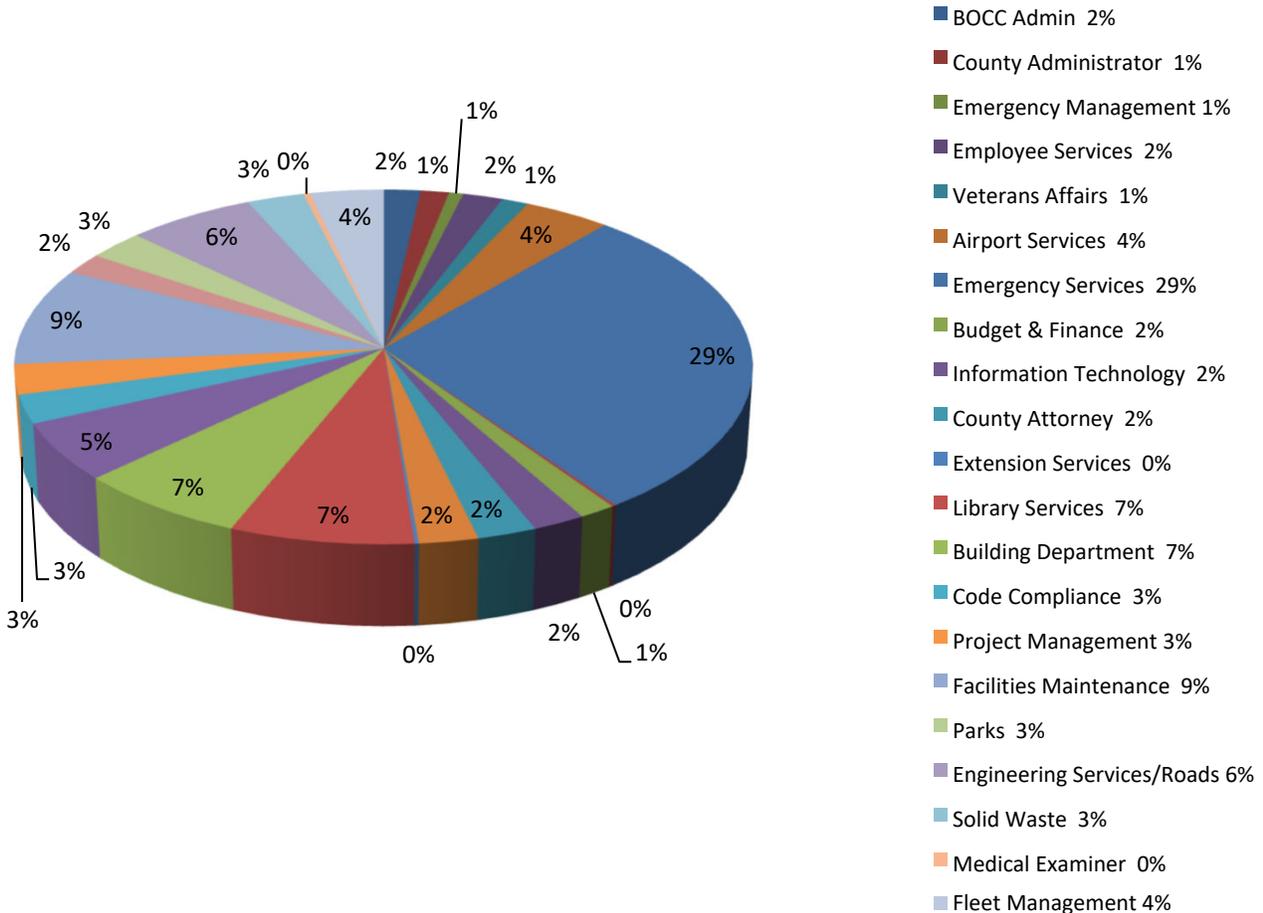
Monroe County Board of County Commissioners
FY 2025 Adopted Fiscal Plan by Division

	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
<u>Corrections Facilities</u>						
Personnel Expenditures	903,952	1,105,055	1,227,370	1,204,681	1,284,738	5.00 %
Operating Expenditures	1,627,625	1,900,763	2,098,387	2,121,835	3,206,948	53.00 %
Capital Outlay Expenditures	5,833	44,492	80,550	134,790	-	(100.00)%
Total Budget	<u>2,537,410</u>	<u>3,050,310</u>	<u>3,406,307</u>	<u>3,461,307</u>	<u>4,491,686</u>	<u>32.00 %</u>
<u>Parks & Recreation</u>						
Personnel Expenditures	1,289,855	1,741,796	1,930,261	2,176,227	1,741,183	(10.00)%
Operating Expenditures	1,917,110	2,010,109	3,141,562	3,759,784	3,379,598	8.00 %
Capital Outlay Expenditures	168,180	38,654	424,027	436,625	81,900	(81.00)%
Total Budget	<u>3,375,145</u>	<u>3,790,559</u>	<u>5,495,850</u>	<u>6,372,635</u>	<u>5,202,681</u>	<u>(5.00)%</u>
<u>Canals</u>						
Operating Expenditures	14,653	17,687	62,200	67,637	168,000	170.00 %
Total Budget	<u>14,653</u>	<u>17,687</u>	<u>62,200</u>	<u>67,637</u>	<u>168,000</u>	<u>170.00 %</u>
County Total Budget	<u>400,533,449</u>	<u>503,451,523</u>	<u>667,311,304</u>	<u>872,292,933</u>	<u>715,714,185</u>	<u>7.00 %</u>

FY2025 Total Position Percentage - 1,377.50 FTE's



FY2025 BOCC Positions by Department - 618.75 FTE's



Monroe County Board of County Commissioners FY 2025 Adopted Fiscal Plan Position Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Variance
<u>B.O.C.C.</u>						
BOCC Administrative	11.00	11.00	11.00	11.00	11.00	0.00
B.O.C.C. Total FTE	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>0.00</u>

County Administrator

Guardian Ad Litem	2.00	2.00	2.00	2.00	1.00	-1.00
County Administrator	5.00	5.00	3.00	3.00	3.00	0.00
Office of Sustainability	1.00	1.00	2.00	2.00	2.00	0.00
Office of Legislative Affairs	1.00	1.00	1.00	1.00	1.00	0.00
Office of Strategic Planning	0.50	0.50	0.50	0.50	0.50	0.00
Office of Transit	-	-	1.00	1.00	1.00	0.00
Public Information Officer	-	-	1.00	1.00	1.00	0.00
Extension Services	1.00	1.00	1.00	1.00	1.00	0.00
County Administrator Total FTE	<u>10.50</u>	<u>10.50</u>	<u>11.50</u>	<u>11.50</u>	<u>10.50</u>	<u>-1.00</u>

Employee Services

Employee Services - Loss Control	1.35	1.35	2.35	2.35	2.35	0.00
Employee Services - Personnel	4.98	4.97	4.97	4.97	4.97	0.00
Employee Services - Worker's Comp	1.28	1.28	1.28	1.28	1.28	0.00
Employee Services - Group Insurance	3.43	3.43	3.43	3.43	3.43	0.00
Employee Services Total FTE	<u>11.03</u>	<u>11.02</u>	<u>12.02</u>	<u>12.02</u>	<u>12.02</u>	<u>0.00</u>

Emergency Management

Emergency Management	4.04	4.06	4.27	4.27	4.27	0.00
Emergency Management Total FTE	<u>4.04</u>	<u>4.06</u>	<u>4.27</u>	<u>4.27</u>	<u>4.27</u>	<u>0.00</u>

Veterans Affairs

Veteran Affairs	8.00	8.00	8.00	8.00	8.00	0.00
Veterans Affairs Total FTE	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>

Airport Services

Key West Airport	17.00	20.00	20.00	20.00	22.00	2.00
Marathon Airport	4.00	4.00	4.00	4.00	4.00	0.00
Airport Services Total FTE	<u>21.00</u>	<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>26.00</u>	<u>2.00</u>

Emergency Services

Emergency Medical Air Transport	20.34	21.00	21.00	21.00	21.00	0.00
Fire & Rescue Central	99.66	99.00	99.00	99.00	123.00	24.00
Fire & Rescue Coordinator/Fire Academy	12.02	12.00	14.02	14.02	15.02	1.00
Fire Marshal	6.00	6.00	6.00	6.00	6.00	0.00
Fire & Rescue Key West Airport	14.00	14.00	14.00	14.00	14.00	0.00
Emergency Services Total FTE	<u>152.02</u>	<u>152.00</u>	<u>154.02</u>	<u>154.02</u>	<u>179.02</u>	<u>25.00</u>

Monroe County Board of County Commissioners FY 2025 Adopted Fiscal Plan Position Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Variance
<u>Budget & Finance</u>						
Office of Management & Budget	6.30	6.30	5.75	5.75	5.75	0.00
Grants Management	3.20	3.20	1.75	1.75	0.75	-1.00
Purchasing	1.50	1.50	2.50	2.50	2.50	0.00
Budget & Finance Total FTE	<u>11.00</u>	<u>11.00</u>	<u>10.00</u>	<u>10.00</u>	<u>9.00</u>	<u>-1.00</u>
<u>Information Technology</u>						
Information Technology	14.00	14.00	13.00	13.00	13.00	0.00
Information Technology Total FTE	<u>14.00</u>	<u>14.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
<u>County Attorney</u>						
County Attorney - Risk Mgmt.	2.23	2.19	2.19	2.19	2.19	0.00
County Attorney	12.37	12.41	12.36	12.36	12.36	0.00
County Attorney Total FTE	<u>14.60</u>	<u>14.60</u>	<u>14.55</u>	<u>14.55</u>	<u>14.55</u>	<u>0.00</u>
<u>Social Services</u>						
Welfare Services	5.05	5.84	5.84	5.84	6.84	1.00
Social Service Transportation	7.70	7.75	7.75	7.75	7.75	0.00
Bayshore Manor	10.20	1.00	1.00	1.00	-	-1.00
Social Services Total FTE	<u>22.95</u>	<u>14.59</u>	<u>14.59</u>	<u>14.59</u>	<u>14.59</u>	<u>0.00</u>
<u>Library Services</u>						
Libraries	42.16	45.25	45.25	45.25	45.25	0.00
Library Services Total FTE	<u>42.16</u>	<u>45.25</u>	<u>45.25</u>	<u>45.25</u>	<u>45.25</u>	<u>0.00</u>
<u>Building Department</u>						
Building Department	47.31	46.31	46.31	46.31	42.31	-4.00
Building Department Total FTE	<u>47.31</u>	<u>46.31</u>	<u>46.31</u>	<u>46.31</u>	<u>42.31</u>	<u>-4.00</u>
<u>Planning & Environmental Resources</u>						
Planning Department	23.55	24.55	24.55	24.55	22.88	-1.67
Environmental Resources	11.33	11.33	11.33	11.33	8.33	-3.00
Marine Resources	1.00	1.00	1.00	1.00	1.00	0.00
Planning & Environmental Resources Total FTE	<u>35.88</u>	<u>36.88</u>	<u>36.88</u>	<u>36.88</u>	<u>32.21</u>	<u>-4.67</u>
<u>Code Compliance</u>						
Code Compliance	19.00	19.00	19.00	19.00	16.00	-3.00
Code Compliance Total FTE	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>16.00</u>	<u>-3.00</u>

Monroe County Board of County Commissioners

FY 2025 Adopted Fiscal Plan Position Summary

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Variance
<u>Project Management</u>						
Public Works Management	16.32	15.32	16.27	16.27	17.47	1.20
Wastewater MSTU Capital	0.91	0.91	-	-	-	0.00
Project Management Total FTE	<u>17.22</u>	<u>16.22</u>	<u>16.27</u>	<u>16.27</u>	<u>17.47</u>	<u>1.20</u>

<u>Engineering Services/Roads</u>						
County Engineering General	1.20	1.20	1.10	1.10	1.20	0.10
Road Department	35.18	36.18	36.28	36.28	36.28	0.00
Card Sound Road	3.00	3.00	1.00	1.00	1.00	0.00
Engineering Services/Roads Total FTE	<u>39.38</u>	<u>40.38</u>	<u>38.38</u>	<u>38.38</u>	<u>38.48</u>	<u>0.10</u>

<u>Solid Waste</u>						
Solid Waste	18.10	17.10	17.10	17.10	17.10	0.00
Solid Waste Total FTE	<u>18.10</u>	<u>17.10</u>	<u>17.10</u>	<u>17.10</u>	<u>17.10</u>	<u>0.00</u>

<u>Elected Officials</u>						
Clerk of Courts	96.00	101.00	101.00	101.00	101.00	0.00
Monroe County Sheriff	491.50	492.50	492.50	492.50	492.50	0.00
Tax Collector	61.00	61.00	61.00	61.00	61.00	0.00
Property Appraiser	45.00	45.00	42.00	42.00	41.00	-1.00
Supervisor of Elections	12.00	12.00	12.00	12.00	12.00	0.00
Public Defender	2.00	2.00	2.00	2.00	2.00	0.00
Judicial Administration	29.00	29.00	29.00	29.00	28.00	-1.00
Elected Officials Total FTE	<u>736.50</u>	<u>742.50</u>	<u>739.50</u>	<u>739.50</u>	<u>737.50</u>	<u>-2.00</u>

<u>Tourist Development Council</u>						
TDC District 4 Third Cent	14.00	14.00	14.00	14.00	14.00	0.00
TDC District 5 Third Cent	1.75	1.75	3.75	3.75	3.75	0.00
TDC Two Penny Generic	0.50	0.50	0.50	0.50	0.50	0.00
TDC District 1 Third Penny	2.00	2.00	2.00	2.00	2.00	0.00
TDC District 2 Third Cent	1.00	1.00	1.00	1.00	1.00	0.00
Tourist Development Council Total FTE	<u>19.25</u>	<u>19.25</u>	<u>21.25</u>	<u>21.25</u>	<u>21.25</u>	<u>0.00</u>

<u>Medical Examiner</u>						
Medical Examiner	-	-	2.00	2.00	2.00	0.00
Medical Examiner Total FTE	<u>-</u>	<u>-</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>

<u>Fleet Management</u>						
Fleet Management	21.05	21.05	22.05	22.05	22.05	0.00
Fleet Management Total FTE	<u>21.05</u>	<u>21.05</u>	<u>22.05</u>	<u>22.05</u>	<u>22.05</u>	<u>0.00</u>

Monroe County Board of County Commissioners FY 2025 Adopted Fiscal Plan Position Summary

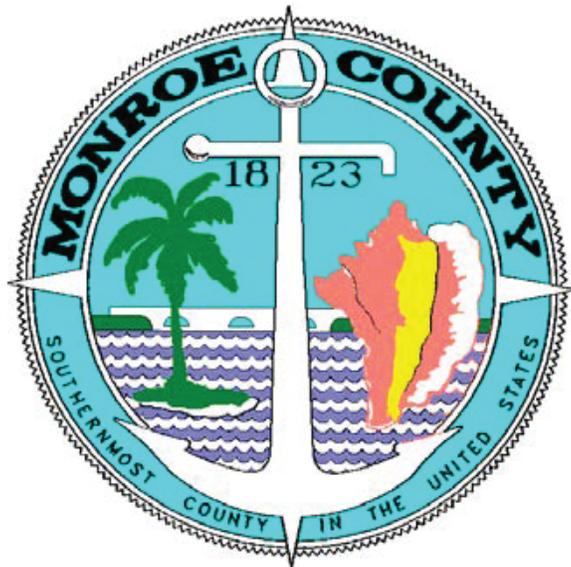
	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Variance
<u>Facilities Maintenance</u>						
Facilities Maintenance	48.50	51.15	54.15	54.15	55.15	1.00
Facilities Maintenance Total FTE	<u>48.50</u>	<u>51.15</u>	<u>54.15</u>	<u>54.15</u>	<u>55.15</u>	<u>1.00</u>
<u>Corrections Facilities</u>						
Correction Facilities	10.15	11.00	12.00	12.00	12.00	0.00
Corrections Facilities Total FTE	<u>10.15</u>	<u>11.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>
<u>Parks & Recreation</u>						
Parks & Recreation	17.28	15.78	16.78	16.78	16.78	0.00
Parks & Recreation Total FTE	<u>17.28</u>	<u>15.78</u>	<u>16.78</u>	<u>16.78</u>	<u>16.78</u>	<u>0.00</u>
County Total FTE	<u>1,351.92</u>	<u>1,356.64</u>	<u>1,363.87</u>	<u>1,363.87</u>	<u>1,377.50</u>	<u>13.63</u>

**FULL TIME EQUIVALENT (FTE)
CHANGES BY DEPARTMENT**

County Administrator		
Guardian Ad Litem	<u>-1.00</u>	FTE converted to contractual position - Executive Assistant
	<u>-1.00</u>	
Airport Services		
Key West Airport	1.00	New FTE - Assist Manager Airport Landside Operations
Key West Airport	<u>1.00</u>	New FTE - Assist Manager Airport Airfield Operations
	<u>2.00</u>	
Emergency Services		
Fire & Rescue Central	1.00	New FTE - Firefighter Charge Paramedic - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
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Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Central	1.00	New FTE - Firefighter EMT - Previously Safer Grant Funded
Fire & Rescue Coordinator	<u>1.00</u>	New FTE - Fire & Rescue Coordinator - Logistics Assistant
	<u>25.00</u>	
Budget & Finance		
Grants Management	<u>-1.00</u>	FTE Eliminated - Coordinator
	<u>-1.00</u>	
Social Services		
Welfare Services	1.00	FTE transferred from Bayshore Manor
Bayshore Manor	<u>-1.00</u>	FTE transferred to Welfare Services
	<u>0.00</u>	
Library Services		
Key West Library	-0.50	PTE reallocated
Big Pine Library	<u>0.50</u>	(2) PTEs combined - Library Assistant
	<u>0.00</u>	
Building Department		
Building Department	-1.00	FTE Eliminated - Inspector II/Plans Examiner
Building Department	-1.00	FTE Eliminated - Plans Examiner
Building Department	-1.00	FTE Eliminated - Customer Service Representative
Building Department	<u>-1.00</u>	FTE Eliminated - Customer Service Representative
	<u>-4.00</u>	
Planning & Enviro Resources		
Planning Department	-1.00	FTE Eliminated - Senior Planning Policy Advisor
Environmental Resources	-1.00	FTE Eliminated - Land Steward Assistant
Environmental Resources	-1.00	FTE Eliminated - Land Steward Assistant
Environmental Resources	<u>-1.00</u>	FTE Eliminated - Senior Environmental Planner
	<u>-4.00</u>	
Code Compliance		
Code Compliance	-1.00	FTE Eliminated - Senior Inspector
Code Compliance	-1.00	FTE Eliminated - Inspector
Code Compliance	<u>-1.00</u>	FTE Eliminated - Inspector
	<u>-3.00</u>	
Project Management		
Public Works Management	<u>0.63</u>	(0.63) New FTE - Preventative Maintenance System Operator
	<u>0.63</u>	
Facilities Maintenance		
Facilities Maintenance	<u>1.00</u>	(1) New FTE - Maintenance Worker 1
	<u>1.00</u>	
Elected Officials		
Property Appraiser	-1.00	
Judicial Administration	<u>-1.00</u>	
	<u>-2.00</u>	
Total BOCC Positions	15.63	
Total Elected & Appointed Positions	<u>-2.00</u>	Constitutional Officers are not required to have positions adopted by the BOCC
Total	<u><u>13.63</u></u>	

FY25 Adopted Budget

BOCC



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

B.O.C.C.



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

B.O.C.C.

Vision

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

Mission Statement

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

Strategic Goals

Quality of Life: Areas of Concern & Priority

Community Character-

Smart Growth

Respectful Redevelopment

Illegal Transient Rentals

Collaboration with municipalities and other synergistic agencies

Viability-

Workforce Housing

Traffic and Road Safety on US1

Enhanced Public Transportation

Address Infrastructure concerns related to Climate Change and future storm resiliency

Wind and Flood Insurance Rates

Services to All-

Parks and Recreation

Access to water for economy and recreation

Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

Environment: Areas of Concern & Priority

Conservation-

Coral Reef conservation

Nearshore Water Quality

Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)

Reuse/Reduction/Recycling of solid waste

Protection-

Enforcement of Regulatory Statutes: local, state and federal

Nearshore Water and Benthic monitoring

Pursue Protective Ordinances

Canal Protection

Restoration-

Irma Recovery

Canal Restoration

Nearshore Water Quality and Benthic Restoration

Florida Bay and Everglades projects and advocacy

Resiliency-

Adaptation plans to help plant, animals and humans adapt to climate change impacts

Mitigation plans to help avoid climate change impacts

Stormwater Solutions

Economy: Areas of Concern & Priority

Workforce-

Workforce Housing

Workforce Transportation- Alternative Solutions

Infrastructure-

Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

Tourism Transportation- Alternative Solutions

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

B.O.C.C.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,051,007	1,218,461	1,181,063	1,332,135	1,216,641	3.0%
Operating Expenditures	62,308,548	79,142,510	112,045,540	115,256,878	106,688,751	(4.8)%
Capital Outlay Expenditures	5,643	97,447	42,665	264,586	42,665	-%
Total Budget	63,365,197	80,458,419	113,269,268	116,853,599	107,948,057	(4.7)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
2003 Revenue Bond	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	-%
BOCC Administrative	1,777,874	2,107,091	2,487,757	2,736,909	2,682,984	8%
BOCC Miscellaneous	10,118,374	6,537,647	7,445,121	11,926,860	7,365,713	(1)%
Budgeted Transfers	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(1)%
Housing Assistance	616,221	818,295	2,623,591	2,808,525	3,525,927	34%
Human Service Advisory Board Funding	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	-%
Other Non-profit Funding (Not HSAB)	118,843	133,046	143,347	168,347	138,141	(4)%
Quasi-external Services	144,516	158,418	230,000	230,000	230,000	-%
Reserves	-	-	34,439,079	31,718,419	28,361,735	(18)%
Total Budget	63,365,197	80,458,419	113,269,268	116,853,599	107,948,057	(5)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	5,493,537	16,339,763	21,491,452	19,822,902	9,962,415	(53.6)%
Affordable Housing Programs	-	-	317,850	317,850	317,850	-%
Fine & Forfeiture Fund	1,321,929	1,519,232	5,812,863	5,721,683	4,458,429	(23.3)%
Road And Bridge Fund	408,919	408,919	2,644,876	2,644,876	2,358,919	(10.8)%
Middle Keys Health Care MSTU	1,982,985	2,328,364	2,701,948	2,701,948	3,336,887	23.5%
TDC District Two Penny	72,713	72,713	72,713	72,713	72,713	-%
TDC Admin & Promo 2 Cent	114,278	114,278	114,278	114,278	114,278	-%
TDC District 1 Third Cent	54,392	54,392	54,392	54,392	54,392	-%
TDC District 2 Third Cent	14,975	14,975	14,975	14,975	14,975	-%
TDC District 3 Third Cent	13,595	13,595	13,595	13,595	13,595	-%
TDC District 4 Third Cent	13,002	13,002	13,002	13,002	13,002	-%
TDC District 5 Third Cent	26,318	26,318	26,318	26,318	26,318	-%
Governmental Fund Type Grants	5,292,104	1,077,827	-	5,888,758	-	-%
Impact Fees Fund - Libraries	-	143,538	-	-	-	-%
Fire & Ambulance, District #1 - Lower and Middle Keys	1,178,309	1,219,110	2,450,778	2,450,778	2,273,110	(7.2)%
Unincorporated Svc District - Parks & Recreation	331,776	331,776	574,477	574,477	581,776	1.3%
Unincorporated Svc District - Planning, Building, and Zoning	1,392,847	1,412,580	676,118	582,838	634,501	(6.2)%
Municipal Policing	-	14,338	1,022,902	1,022,902	1,014,338	(0.8)%
Duck Key Security District	107,959	110,570	160,000	160,000	160,000	-%
Local Housing Assistance Trust Fund	510,263	817,797	2,333,591	2,333,591	3,235,927	38.7%
Boating Improvement Fund (BIF)	-	7,363	475,000	475,000	475,000	-%
Miscellaneous Special Revenue Fund	138,989	140,909	2,417,323	2,246,137	1,374,669	(43.1)%

Monroe County Board of County Commissioners
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B.O.C.C.

Environmental Restoration Fund	-	2,449	250,700	250,700	210,268	(16.1)%
Law Enforcement Trust (600)	-	-	23,750	23,750	23,750	-%
Court Facilities Fees Trust (602)	-	-	95,000	95,000	95,000	-%
Clerk's Drug Abuse Trust (603)	40,044	54,977	65,000	65,000	65,000	-%
Marathon Municipal Service Taxing Unit	-	2,736	-	-	-	-%
Bay Point Wastewater Municipal Service Taxing Unit	-	48,024	-	-	-	-%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	531	-	-	-	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	9,119	-	-	-	-%
Stock Island Wastewater MSTU	-	1,375,831	-	-	-	-%
Conch Key Municipal Service Taxing Unit	-	595	-	-	-	-%
Long Key, Layton Municipal Service Taxing Unit	-	261,727	-	-	-	-%
Duck Key Municipal Service Taxing Unit	-	45,760	-	-	-	-%
Canal Special Assessments	-	-	15,000	10,500	25,000	66.7%
Building Fund	538,659	538,659	638,659	588,659	638,659	-%
Debt Service Fund	18,504,534	18,500,067	24,010,918	24,010,918	24,008,795	-%
One Cent Infrastructure Surtax	19,207,766	22,921,647	26,177,837	25,340,945	26,927,626	2.9%
Clerks Rev Note, Capital	-	-	-	100,000	-	-%
Infrastructure Revenue Bonds Series 2007	-	186,086	-	-	-	-%
Big Coppitt Waste Water Project	-	126,536	-	-	-	-%
Duck Key Waste Water Project	-	664,405	-	-	-	-%
Cudjoe Regional WW Project	2,125,740	4,128,796	-	-	-	-%
Infrastructure Revenue Bonds Series 2014	-	1,538,160	-	-	-	-%
Long Key Wastewater	-	398,300	-	-	-	-%
Land Acquisition	-	-	150,000	150,000	-	(100.0)%
Card Sound Bridge	79,776	79,776	850,594	720,797	567,531	(33.3)%
Marathon Airport	137,385	137,385	347,385	347,385	347,385	-%
Key West International Airport	499,097	477,280	490,579	490,579	5,552,280	1,031.8%
General Airport Revenue Bond	-	-	2,864,750	2,864,750	2,864,750	-%
PFC & Oper Restrictions	2,737,010	1,682,853	2,445,000	2,445,000	7,412,386	203.2%
MSD Solid Waste Management	235,202	235,202	3,775,639	4,442,098	1,323,112	(65.0)%
Worker's Compensation	-	69,064	298,756	298,756	294,064	(1.6)%
Group Insurance Fund	127,936	127,936	4,796,502	4,771,002	4,702,418	(2.0)%
Risk Management Fund	133,720	133,720	1,684,895	1,684,895	1,500,000	(11.0)%
Fleet Management Fund	529,439	529,439	882,353	882,353	879,439	(0.3)%
Fire & EMS LOSAP Trust Fund	-	-	17,500	17,500	17,500	-%
Total Revenue	63,365,197	80,458,419	113,269,268	116,853,599	107,948,057	(4.7)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
BOCC Administrative	11.00	11.00	11.00	11.00	-
Total Full-Time FTE	11.00	11.00	11.00	11.00	-
Total FTE	11.00	11.00	11.00	11.00	-

Monroe County Board of County Commissioners

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B.O.C.C. BOCC Administrative

Mission Statement

Serve as the chief legislative and policy-making body for Monroe County, Florida. The five-member body enacts legislation and sets policy to improve the County and the welfare of its residents.

Description and Services Provided

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

- Review and pass the County budget and levy taxes. The budget is approved every year in September.
- Make appropriations for the operation of the County as identified in the budget.
- Authorize bonds for capital improvement projects.
- Manage County properties through the County Administrator.
- Confirm division and department heads appointed by the County Administrator and appoint members to special boards and committees.
- Establish policies which, through the County Administrator, filters down to department heads and others who execute them.
- Present ordinances to the public for hearings and then vote whether or not to adopt them for inclusion in the County Code.

The Board meets on the third Wednesday and (if needed) Thursday of every month at 9:00am at one of the following three locations: Murray E. Nelson Government Center in Key Largo, Marathon Government Center in Marathon, and Harvey Government Center in Key West.

Monroe County Website address: www.monroecounty-fl.gov

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	952,867	1,107,714	1,181,063	1,191,798	1,216,641	3.0%
Operating Expenditures	825,006	906,204	1,264,029	1,511,054	1,423,678	12.6%
Capital Outlay Expenditures	-	93,173	42,665	34,057	42,665	-%
Total Budget	1,777,874	2,107,091	2,487,757	2,736,909	2,682,984	7.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,777,874	2,107,091	2,487,757	2,487,757	2,511,832	1.0%
Miscellaneous Special Revenue Fund	-	-	-	249,152	171,152	-%
Total Revenue	1,777,874	2,107,091	2,487,757	2,736,909	2,682,984	7.8%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	6.00	6.00	6.00	6.00	-
Officials & Administrators	5.00	5.00	5.00	5.00	-
Total Full-Time FTE	11.00	11.00	11.00	11.00	-
Total FTE	11.00	11.00	11.00	11.00	-

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B.O.C.C.
Housing Assistance

Description and Services Provided

These programs include SHIP and CDBG grant funding. The CDBG grants include Disaster Recovery, Small Cities and DREF programs.

Advisory Board:

- Housing Financial Authority

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	98,139	110,748	-	120,724	-	-%
Operating Expenditures	518,081	706,343	2,623,591	2,686,593	3,525,927	34.4%
Capital Outlay Expenditures	-	1,204	-	1,209	-	-%
Total Budget	616,221	818,295	2,623,591	2,808,525	3,525,927	34.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Affordable Housing Programs	-	-	290,000	290,000	290,000	-%
Governmental Fund Type Grants	105,958	498	-	184,934	-	-%
Local Housing Assistance Trust Fund	510,263	817,797	2,333,591	2,333,591	3,235,927	38.7%
Total Revenue	616,221	818,295	2,623,591	2,808,525	3,525,927	34.4%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

B.O.C.C.

Other Non-profit Funding (Not HSAB)

Mission Statement

To provide support to essential non-profit service providers.

Description and Services Provided

All non-profit programs are funded with Ad Valorem Property Tax Revenue.

The following Agencies receive additional funding from Monroe County through other programs:

- Council of the Arts- \$100,000 from TDC plus \$87,800 from B.O.C.C Non-HSAB funding, for a total of \$187,800 in County funding. In addition, the Board provides free office space to the Arts Council in the Gato Building.
- Guidance Care Center - B.O.C.C. Direct funding \$33,841 (Grant Match)

Major Variances

This budget includes the following funding:

- AARP Big Pine \$4,000
- AARP Lower Keys \$4,000
- AARP Middle Keys \$4,000
- AARP Upper Keys \$4,000
- Council of the Arts \$87,800
- Guidance Care Center Transportation Disadv. Comm. Program \$33,841
- Older American Volunteer Program \$500

Total \$138,141

<u>Budgetary Cost Summary</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Operating Expenditures	118,843	133,046	143,347	168,347	138,141	(3.6)%
Total Budget	118,843	133,046	143,347	168,347	138,141	(3.6)%

<u>Revenue Sources</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
General Fund	118,843	133,046	143,347	143,347	138,141	(3.6)%
Governmental Fund Type Grants	-	-	-	25,000	-	-%
Total Revenue	118,843	133,046	143,347	168,347	138,141	(3.6)%

Monroe County Board of County Commissioners

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B.O.C.C.

Human Service Advisory Board Funding

Mission Statement

The mission of the Human Service Advisory Board (H.S.A.B.) is to annually make funding recommendations to the BOCC for county-wide human services from eligible non-profit organizations. The H.S.A.B. Boards accepts and reviews numerous applications from Monroe County non-profit human service organizations and provides recommendations to the BOCC.

Description and Services Provided

The services provided from the H.S.A.B include medical and health services, child care and mentoring, food, clothing, literacy training and services for the elderly and disabled.

Advisory Board

Human Service Advisory Board

The 5 members of the HSAB are each appointed by a County Commissioner.

Major Variances

All non-profit programs are funded with Ad Valorem Property Tax Revenue.

The Human Service Advisory Board met to make funding recommendations to the Board of County Commissioners for the FY25 budget. Funding recommendation is for twenty-eight organizations as follows:

- o AIDS Help: \$100,000
- o Anchors Aweigh: \$15,000
- o Autism Society of the Keys (ASK): \$45,000
- o Boys and Girls Club: \$85,000
- o Burton Memorial UMC: \$15,000
- o Domestic Abuse Shelter: \$97,742
- o Florida Keys Area Health Education Ctr. (AHEC): \$195,000
- o Florida Keys Children's Shelter: \$150,000
- o Florida Keys Healthy Start Coalition: \$110,000
- o Florida Keys Outreach Coalition: \$110,000
- o GCC Heron: \$45,000
- o Good Health Clinic: \$100,000
- o Grace Jones Community Center: \$60,000
- o Independence Cay: \$45,000
- o Keys Area Interdenominational Resources: \$45,000
- o Keys to be the Change: \$42,000
- o Literacy Volunteers: \$45,000
- o Heart of the Keys/Marathon Recreation Center: \$50,000
- o Monroe Assoc. for Retarded Citizens (MARC): \$205,000
- o Samuel's House: \$110,000
- o Star of the Sea Foundation: \$90,000
- o Wesley House: \$113,000
- o Womankind: \$160,000
- o Special Olympics: \$27,742
- o A Positive Step: \$55,000
- o Kids Come First In The Florida Keys, Inc.: \$37,742
- o Key West Community Sailing: \$25,000
- o Rural Health Network: \$15,000
- o Presents in Paradise: \$5,000
- o The Hammock House at St. Columba Episcopal: \$5,000

Total: \$2,203,226

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	-%
Total Budget	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	-%

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B.O.C.C.

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	-%
Total Revenue	2,041,727	2,126,245	2,203,225	2,203,225	2,203,226	-%

**Monroe County Board of County Commissioners
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**B.O.C.C.
BOCC Miscellaneous**

Description and Services Provided

To account for State mandated and miscellaneous programs.

Major Variances

This budget includes the following funding:

From the General Fund (001)- Ad Valorem funds

- > Promotional Advertising: \$5,000 (Conch certificates and other awards)
- > Value Adjustment Board: \$35,000
- > Hurricane: \$100,000
- > Firm Study: \$50,000
- > Lower Keys Medical Center-Baker Act: \$83,333 (State Mandate 394.76 F.S.)
- > Guidance Care Center-Baker Act Transportation: \$210,740 (State Mandate 394.76 F.S.)
- > Guidance Care Center-Substance Abuse Mental Health: \$875,000 (State Mandate F.S. 394.76)
- > Historic FL Keys Foundation: \$32,450
- > Guidance Care Center- Jail Incarceration Program (JIP): \$221,303 (Grant match)

From Fine & Forfeiture Fund (101)- Ad Valorem funds

- > Juvenile Detention Cost Share: \$250,000 (State mandate, Section 985.686, F.S.)
- >Tax Increment Payment: \$1,900,000

From Middle Keys Health Care MSTU Fund (104)- Ad Valorem fund

- > Middle Keys Health Care: \$3,310,993 (Ordinance 012-2018)

From Duck Key Security District Fund (152) -Special Revenue Fund

- > Duck Key Security Special District \$115,000 (Governed by the Duck Key Security Advisory Board)

From Miscellaneous Special Revenue Fund (158)

- > FL Keys Council of Handicapped: \$3,000
- > Ord 016-2004 Legal Aid: \$40,000
- > Ord 021-2002 Traffic Education Fund: \$50,000

From Drug Abuse Fund (164) -Special Revenue Fund

- > Drug Abuse Trust \$55,000

Governmental Fund Type Grants will be rolled over into the FY2025 budget when the prior year's expenditures are reconciled.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	-	-	19,613	-	-%
Operating Expenditures	10,112,731	6,534,576	7,445,121	11,677,928	7,365,713	(1.1)%
Capital Outlay Expenditures	5,643	3,071	-	229,320	-	-%
Total Budget	10,118,374	6,537,647	7,445,121	11,926,860	7,365,713	(1.1)%

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B.O.C.C.

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,340,321	1,339,973	2,845,173	1,345,173	1,612,826	(43.3)%
Fine & Forfeiture Fund	1,321,929	1,485,524	1,750,000	1,951,408	2,153,000	23.0%
Middle Keys Health Care MSTU	1,982,985	2,328,364	2,626,948	2,626,948	3,336,887	27.0%
Governmental Fund Type Grants	5,186,146	1,077,330	-	5,678,824	-	-%
Duck Key Security District	107,959	110,570	115,000	115,000	115,000	-%
Miscellaneous Special Revenue Fund	138,989	140,909	53,000	154,507	93,000	75.5%
Clerk's Drug Abuse Trust (603)	40,044	54,977	55,000	55,000	55,000	-%
Total Revenue	10,118,374	6,537,647	7,445,121	11,926,860	7,365,713	(1.1)%

Monroe County Board of County Commissioners

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B.O.C.C. Reserves

Description and Services Provided

Each fund is set up with a Reserves budget, generally with contingency and cash balance line items.

Contingency items can be budgeted for up to 10% of the total operating fund budget and can be used for unexpected expenditures. The BOCC must approve resolutions to transfer funds from contingency.

Emergency Reserves in the General Fund include \$10M for natural and/or man-made disasters.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	34,439,079	31,718,419	28,361,735	(17.6)%
Total Budget	-	-	34,439,079	31,718,419	28,361,735	(17.6)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	-	-	3,381,950	3,213,400	3,066,390	(9.3)%
Affordable Housing Programs	-	-	27,850	27,850	27,850	-%
Fine & Forfeiture Fund	-	-	4,029,529	3,736,941	2,270,429	(43.7)%
Road And Bridge Fund	-	-	2,235,957	2,235,957	1,950,000	(12.8)%
Middle Keys Health Care MSTU	-	-	75,000	75,000	-	(100.0)%
Fire & Ambulance, District #1 - Lower and Middle Keys	-	-	1,277,668	1,277,668	1,100,000	(13.9)%
Unincorporated Svc District - Parks & Recreation	-	-	242,701	242,701	250,000	3.0%
Unincorporated Svc District - Planning, Building, and Zoning	-	-	676,118	582,838	634,501	(6.2)%
Municipal Policing	-	-	1,008,564	1,008,564	1,000,000	(0.8)%
Duck Key Security District	-	-	45,000	45,000	45,000	-%
Boating Improvement Fund (BIF)	-	-	475,000	475,000	475,000	-%
Miscellaneous Special Revenue Fund	-	-	1,252,117	730,272	571,227	(54.4)%
Environmental Restoration Fund	-	-	250,700	225,700	210,268	(16.1)%
Law Enforcement Trust (600)	-	-	23,750	23,750	23,750	-%
Court Facilities Fees Trust (602)	-	-	95,000	95,000	95,000	-%
Clerk's Drug Abuse Trust (603)	-	-	10,000	10,000	10,000	-%
Canal Special Assessments	-	-	15,000	10,500	25,000	66.7%
Building Fund	-	-	100,000	50,000	100,000	-%
Debt Service Fund	-	-	1,000,000	1,000,000	1,000,000	-%
One Cent Infrastructure Surtax	-	-	3,548,024	2,684,425	4,000,000	12.7%
Land Acquisition	-	-	150,000	150,000	-	(100.0)%
Card Sound Bridge	-	-	770,818	641,021	487,755	(36.7)%
Marathon Airport	-	-	210,000	210,000	210,000	-%
Key West International Airport	-	-	13,299	13,299	75,000	464.0%
General Airport Revenue Bond	-	-	2,864,750	2,864,750	2,864,750	-%
PFC & Oper Restrictions	-	-	300,000	300,000	114,923	(61.7)%
MSD Solid Waste Management	-	-	3,540,437	2,994,437	1,087,910	(69.3)%
Worker's Compensation	-	-	229,692	229,692	225,000	(2.0)%
Group Insurance Fund	-	-	4,668,566	4,643,066	4,574,482	(2.0)%
Risk Management Fund	-	-	1,551,175	1,551,175	1,500,000	(3.3)%
Fleet Management Fund	-	-	352,914	352,914	350,000	(0.8)%
Fire & EMS LOSAP Trust Fund	-	-	17,500	17,500	17,500	-%
Total Revenue	-	-	34,439,079	31,718,419	28,361,735	(17.6)%

**Monroe County Board of County Commissioners
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**B.O.C.C.
Budgeted Transfers**

Description and Services Provided

To account for interfund transfers such as Workers Comp, Group Insurance, Risk Management, Fleet Management (vehicle maintenance), Cost Allocation and Debt Service charges along with grant matches.

Major Variances

Budget changes are from Governmental Grant Fund rollovers and unanticipated Grant revenues. Rollovers are not part of the budget adoption process. By resolutions, Grants are budgeted in October. Later in the fiscal year when Grants are reconciled by Finance, resolutions will be approved to amend the October rollover amounts to an exact amount. OMB calls this action, a true-up process.

<u>Budgetary Cost Summary</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Operating Expenditures	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(0.6)%
Total Budget	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(0.6)%

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B.O.C.C.

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	70,256	10,474,992	10,200,000	10,200,000	200,000	(98.0)%
Fine & Forfeiture Fund	-	33,708	33,334	33,334	35,000	5.0%
Road And Bridge Fund	408,919	408,919	408,919	408,919	408,919	-%
TDC District Two Penny	72,713	72,713	72,713	72,713	72,713	-%
TDC Admin & Promo 2 Cent	114,278	114,278	114,278	114,278	114,278	-%
TDC District 1 Third Cent	54,392	54,392	54,392	54,392	54,392	-%
TDC District 2 Third Cent	14,975	14,975	14,975	14,975	14,975	-%
TDC District 3 Third Cent	13,595	13,595	13,595	13,595	13,595	-%
TDC District 4 Third Cent	13,002	13,002	13,002	13,002	13,002	-%
TDC District 5 Third Cent	26,318	26,318	26,318	26,318	26,318	-%
Impact Fees Fund - Libraries	-	143,538	-	-	-	-%
Fire & Ambulance, District #1 - Lower and Middle Keys	1,178,309	1,219,110	1,173,110	1,173,110	1,173,110	-%
Unincorporated Svc District - Parks & Recreation	331,776	331,776	331,776	331,776	331,776	-%
Unincorporated Svc District - Planning, Building, and Zoning	1,392,847	1,412,580	-	-	-	-%
Municipal Policing	-	14,338	14,338	14,338	14,338	-%
Boating Improvement Fund (BIF)	-	7,363	-	-	-	-%
Miscellaneous Special Revenue Fund	-	-	1,112,206	1,112,206	539,290	(51.5)%
Environmental Restoration Fund	-	2,449	-	25,000	-	-%
Marathon Municipal Service Taxing Unit	-	2,736	-	-	-	-%
Bay Point Wastewater Municipal Service Taxing Unit	-	48,024	-	-	-	-%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	531	-	-	-	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	9,119	-	-	-	-%
Stock Island Wastewater MSTU	-	1,375,831	-	-	-	-%
Conch Key Municipal Service Taxing Unit	-	595	-	-	-	-%
Long Key, Layton Municipal Service Taxing Unit	-	261,727	-	-	-	-%
Duck Key Municipal Service Taxing Unit	-	45,760	-	-	-	-%
Building Fund	538,659	538,659	538,659	538,659	538,659	-%
One Cent Infrastructure Surtax	19,207,766	22,921,647	22,629,813	22,656,520	22,927,626	1.3%
Clerks Rev Note, Capital	-	-	-	100,000	-	-%
Infrastructure Revenue Bonds Series 2007	-	186,086	-	-	-	-%
Big Coppitt Waste Water Project	-	126,536	-	-	-	-%
Duck Key Waste Water Project	-	664,405	-	-	-	-%
Cudjoe Regional WW Project	2,125,740	4,128,796	-	-	-	-%
Infrastructure Revenue Bonds Series 2014	-	1,538,160	-	-	-	-%
Long Key Wastewater	-	398,300	-	-	-	-%
Card Sound Bridge	79,776	79,776	79,776	79,776	79,776	-%
Marathon Airport	137,385	137,385	137,385	137,385	137,385	-%
Key West International Airport	499,097	477,280	477,280	477,280	5,477,280	1,047.6%
PFC & Oper Restrictions	2,737,010	1,682,853	2,145,000	2,145,000	7,297,463	240.2%
MSD Solid Waste Management	235,202	235,202	235,202	1,447,661	235,202	-%
Worker's Compensation	-	69,064	69,064	69,064	69,064	-%
Group Insurance Fund	127,936	127,936	127,936	127,936	127,936	-%
Risk Management Fund	133,720	133,720	133,720	133,720	-	(100.0)%
Fleet Management Fund	529,439	529,439	529,439	529,439	529,439	-%
Total Revenue	30,043,109	50,077,612	40,686,230	42,050,395	40,431,536	(0.6)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**B.O.C.C.
2003 Revenue Bond**

Description and Services Provided

Debt Service for 2014 and 2016 Revenue Bond, Clean Water State Revolving Fund (SRF) Loans for Big Coppitt Wastewater Project and Cudjoe Regional Wastewater project, Key Largo Wastewater Treatment District - Mayfield Loan and Line of Credit for the Hurricane.

See the Debt Service section for details.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	-%
Total Budget	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Debt Service Fund	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	-%
Total Revenue	18,504,534	18,500,067	23,010,918	23,010,918	23,008,795	-%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**B.O.C.C.
Quasi-external Services**

Description and Services Provided

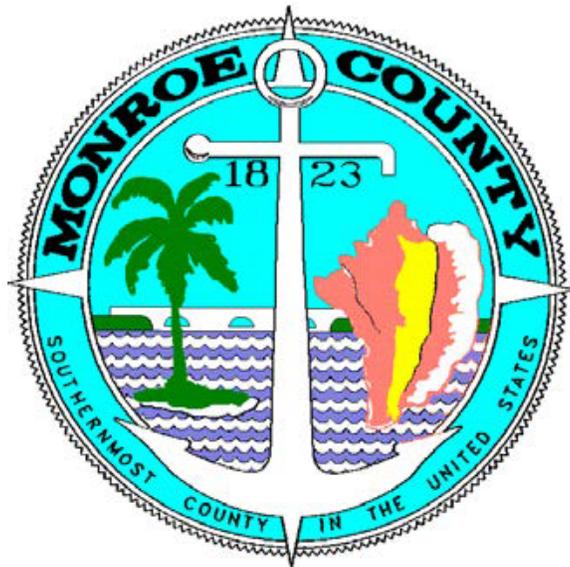
General Fund expenditures (postage, phone, and courier services) that are reimbursed by outside agencies

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	144,516	158,418	230,000	230,000	230,000	-%
Total Budget	144,516	158,418	230,000	230,000	230,000	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	144,516	158,418	230,000	230,000	230,000	-%
Total Revenue	144,516	158,418	230,000	230,000	230,000	-%

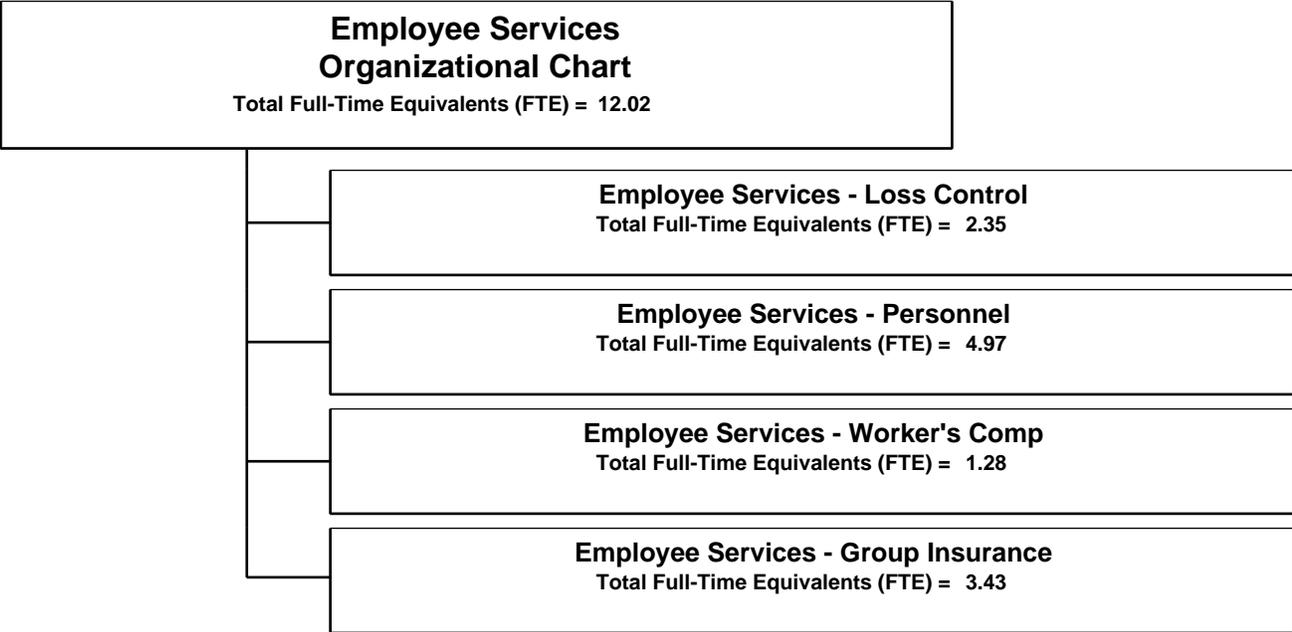
FY25 Adopted Budget

Employee Services



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Employee Services



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Employee Services

Vision

Our mission is to provide guidance and essential information to County employees and the public as the County navigates through the challenges of a changing workforce by proactive management of the services.

Mission Statement

The Employee Services Department provides guidance and information the County's BOCC employees, Constitutional Officer employees, retirees, in the areas of Group Insurance Benefits, Human Resources, and Workers' Compensation & Safety.

Services Provided

The department includes Group Insurance Benefits, Human Resources, and Workers' Compensation and Safety. Responsibilities include:

Human Resources

Manages all matters relating to the County's most valuable resource, its 634 full and part-time BOCC employees, and is responsible for:

- * Managing job recruitment, selection, and promotion
- * Developing, promoting, and enforcing personnel policies
- * Promoting employee career development and job training
- * Promoting orientation programs for new hires
- * Providing guidance regarding disciplinary actions

In addition to serving County employees, the Group Insurance 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 Court, Tax Collector, and Supervisor of Elections.

Group Insurance Benefits

Provides and administers health, prescription, dental, vision, and life coverage to more than 2,650 BOCC and Constitutional Officer employees, retirees, and dependent spouses and children. 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 \$300 each year by participating in preventative health screenings. Despite healthcare industry costs rising, the department has been able to maintain employee/retiree costs for medical, dental, vision, and supplemental life.

Workers' Compensation and Safety

Provides safety training and administers Workers' Compensation program for more than 1,700 BOCC and Constitutional Officer employees. Manages security programs and systems for County employees, buildings, and other assets. The County continues to work towards enhancing safety and security for employees, the public, and county assets by expanding access control systems.

Strategic Goals

Department Goals, Actions and Measures:

a. Resolution 1:

- i. Goal: Our department wants to increase Wellness Program participation and wellness/wellbeing educational offerings (webinars, Lunch & Learn, etc.).
- ii. Action: To accomplish this, we will offer more webinars and Lunch & Learn sessions to encourage healthy lifestyles and preventative health screenings for employees.
- iii. Performance Measure: We will know we succeeded by an increased number of employees qualifying for reward, attending wellness events, and utilizing education/tools.

In FY24, Group Benefits had great success with improving and supporting the health and wellness of our employees:

- a. Over 350 employees attended the annual Health and Wellness Fairs throughout the Keys and participated in learning opportunities and events. Employees (participating employers) earned four hours of paid time off by attending our Health and Wellness Fairs.
- b. Lunch & Learn Wellness sessions were very popular and educated employees on ways to improve their health and well-being.
- c. Over 370 employees visited their personal physician for age-appropriate preventive screenings and will be granted a \$25/month premium reduction savings for the entire next year (a total savings of \$300).
Marathon & Key Largo events had record breaking attendance.

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Employee Services

b. Resolution 2:

- i. Goal: Our department wants to enhance Training and Development opportunities for employees to strengthen job performance and enable future career growth.
- ii. Action: To accomplish this, we will research and execute available and economical training opportunities such as online courses, seminars, and workshops.
- iii. Performance Measure: We will know we succeeded by developing programs that are focused on professional growth and will accommodate all the departments under Monroe County BOCC.

In FY24, Human Resources finalized the new Performance Evaluation System, focused on enhancing recruitment strategies, and continuously worked to streamline business process.

c. Resolution 3:

- i. Goal: Our department wants to improve public safety and security systems at County buildings.
- ii. Action: To accomplish this, we will expand into the next phase of projects developed based on Facility Security Vulnerability Assessment.
- iii. Performance Measure: We will know we succeeded by completion of improved safety measures.

In FY24, the Safety and Security Office completed the installation and implementation of Access Control systems at the Key West Library and the Marathon Government Center and both systems are now live and operational. They are now in the design and installation stages for the next three County facilities to have Access Control and Video Management Systems installed.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,582,218	1,916,399	2,179,264	2,286,373	2,320,902	6.5%
Operating Expenditures	23,286,318	22,654,671	35,233,610	35,589,049	38,833,192	10.2%
Capital Outlay Expenditures	33,503	14,585	578,148	256,735	504,500	(12.7)%
Total Budget	24,902,039	24,585,655	37,991,022	38,132,157	41,658,594	9.7%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Employee Services - Group Insurance	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	12%
Employee Services - Loss Control	902,544	1,000,910	1,341,961	1,341,961	1,377,255	3%
Employee Services - Personnel	621,049	882,231	816,475	932,110	852,675	4%
Employee Services - Worker's Comp	2,568,912	2,263,932	5,320,426	5,320,426	5,331,200	-%
Total Budget	24,902,039	24,585,655	37,991,022	38,132,157	41,658,594	10%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	621,049	882,231	816,475	932,110	852,675	4.4%
Worker's Compensation	2,647,959	2,358,955	5,437,559	5,437,559	5,456,762	0.4%
Group Insurance Fund	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	11.8%
Risk Management Fund	823,497	905,887	1,224,828	1,224,828	1,251,693	2.2%
Total Revenue	24,902,039	24,585,655	37,991,022	38,132,157	41,658,594	9.7%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Employee Services

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Employee Services - Loss Control	1.35	1.35	2.35	2.35	-
Employee Services - Personnel	4.98	4.97	4.97	4.97	-
Employee Services - Worker's Comp	1.28	1.28	1.28	1.28	-
Employee Services - Group Insurance	3.43	3.43	3.43	3.43	-
Total Full-Time FTE	11.03	11.02	12.02	12.02	-
Total FTE	11.03	11.02	12.02	12.02	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Employee Services
Employee Services - Loss Control**

Mission Statement

Description and Services Provided

Provide occupational safety training, inspections and investigations of accidents and analyze trends. Produce and enforce Safety Policies that ensure compliance of the driving policy and provide professional safety consultation to staff including constitutional officers.

MANDATES:

County Code Article XVII Risk Management Program
Section 2-323

Major Variances

Safety and Security: presenting a flat budget for FY2025

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	146,802	239,784	372,293	375,905	400,071	7.5%
Operating Expenditures	726,446	748,567	398,020	710,821	477,184	19.9%
Capital Outlay Expenditures	29,296	12,560	571,648	255,235	500,000	(12.5)%
Total Budget	902,544	1,000,910	1,341,961	1,341,961	1,377,255	2.6%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Worker's Compensation	79,047	95,023	117,133	117,133	125,562	7.2%
Risk Management Fund	823,497	905,887	1,224,828	1,224,828	1,251,693	2.2%
Total Revenue	902,544	1,000,910	1,341,961	1,341,961	1,377,255	2.6%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.60	0.10	1.60	1.60	-
Officials & Administrators	0.75	0.75	0.75	0.75	-
Professionals	-	0.50	-	-	-
Total Full-Time FTE	1.35	1.35	2.35	2.35	-
Total FTE	1.35	1.35	2.35	2.35	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Employee Services
Employee Services - Personnel

Description and Services Provided

Apply and carry out personnel policies and regulations as adopted by the Board of County Commissioners for recruiting, hiring, and career advancement of qualified personnel.

MANDATES:

- Federal Labor Laws
- County Code Article II 2-213 Policies and Procedures Board
69 Career Service
- Florida Statute Title X Public Officers, Employees and Records
Title XXXI Labor
- Ordinance 007-2013 - Security Sensitive Background Screenings

Major Variances

Human Resources: presenting a flat budget for FY2025

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	556,197	754,473	665,358	764,641	726,799	9.2%
Operating Expenditures	60,645	125,733	146,117	167,470	122,876	(15.9)%
Capital Outlay Expenditures	4,207	2,025	5,000	-	3,000	(40.0)%
Total Budget	621,049	882,231	816,475	932,110	852,675	4.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	621,049	882,231	816,475	932,110	852,675	4.4%
Total Revenue	621,049	882,231	816,475	932,110	852,675	4.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	3.63	2.62	3.62	3.62	-
Officials & Administrators	1.35	2.35	1.35	1.35	-
Total Full-Time FTE	4.98	4.97	4.97	4.97	-
Total FTE	4.98	4.97	4.97	4.97	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Employee Services
Employee Services - Worker's Comp**

Description and Services Provided

Ensure that any injured worker gets medical treatment and is returned to work at the first available opportunity. Work in tandem with the Loss Control Office to ensure a safe work environment.

MANDATES:

Florida Statute Title XXXI Labor Chapter 440
Title XXXVII Insurance Requirements

Major Variances

Workers' Compensation: presenting a flat budget for FY2025

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	514,419	526,161	696,917	698,022	713,331	2.4%
Operating Expenditures	2,054,493	1,737,771	4,623,509	4,622,404	4,617,869	(0.1)%
Total Budget	2,568,912	2,263,932	5,320,426	5,320,426	5,331,200	0.2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Worker's Compensation	2,568,912	2,263,932	5,320,426	5,320,426	5,331,200	0.2%
Total Revenue	2,568,912	2,263,932	5,320,426	5,320,426	5,331,200	0.2%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.65	0.15	0.65	0.65	-
Officials & Administrators	0.63	0.63	0.63	0.63	-
Professionals	-	0.50	-	-	-
Total Full-Time FTE	1.28	1.28	1.28	1.28	-
Total FTE	1.28	1.28	1.28	1.28	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Employee Services
Employee Services - Group Insurance

Description and Services Provided

Provide insurance benefits to active employees, retirees, and their eligible dependents in accordance with BOCC policies.

MANDATES:

County Code Article II Chapter 63 & 76 Group Insurance

Florida Statute Chapter 112 - General Provisions

Title XXXVII Insurance Requirements

Resolution 388-2013 Retirees

339-2017 Rule of 70 Subsidy

081-1998 Domestic Partners

120-2010 AFLAC

049-2017 Wellness

Patient Protection Affordable Care Act (PPACA)

Annual Notices:

*Medicare Part D Drug Plan

*Womens Health and Cancer Rights

*CHIP - State Premium Assistance

*Mental Health Parity Exemption Notice

*HIPPA Election Rights Notice (every 3 years)

IRS Section 6055 & 6056 Reporting

Major Variances

For FY2025 the budget request is a mostly flat budget with only moderate increases proportional to the unavoidable increased cost of anticipated services, office equipment, and supplies

502-08002 (Group Insurance Operations):

The adopted FY 2025 budget includes a \$75,558 increase for the 2025 renewal of the Bestco Benefit Plans, LLC-d/b/a Benistar; Blue Cross and Blue Shield of Capital Rx, Inc.; Cleartrack HR, LLC.

The adopted FY 2025 budget includes a \$78,042 increase for the 2025 renewal of the Minnesota Life Insurance Company.

502-08003 (Group Insurance Claims):

The adopted FY 2025 budget includes a \$3,000,000 increase for the 2025 forecasted higher claim expenses recommended by the County's benefits actuary, Gallagher Benefits Services, and with the knowledge that a single million dollar claim beyond the forecast is likely in today's medical/pharmacy arena.

502-08004 (Group Insurance Asserted Claims)

The adopted FY 2025 budget includes a \$359,736 increase for forecasted higher claim expenses.

502-08008 (Medicare Eligible Retiree Stipend)

The adopted FY 2025 budget includes a \$39,000 increase for forecasted higher claim expense recommended by the County's benefits actuary, Gallagher Benefits Services.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	364,800	395,981	444,696	447,805	480,701	8.1%
Operating Expenditures	20,444,734	20,042,601	30,065,964	30,088,355	33,615,263	11.8%
Capital Outlay Expenditures	-	-	1,500	1,500	1,500	-%
Total Budget	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	11.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Group Insurance Fund	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	11.8%
Total Revenue	20,809,535	20,438,582	30,512,160	30,537,660	34,097,464	11.8%

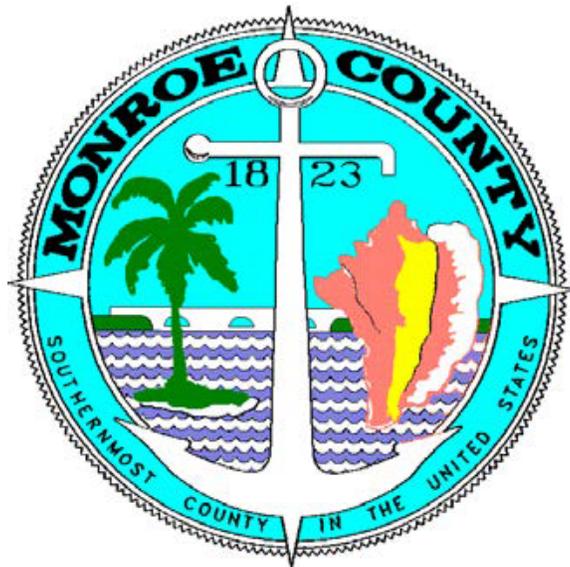
**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Employee Services

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.15	2.15	2.15	2.15	-
Officials & Administrators	1.28	1.28	1.28	1.28	-
Total Full-Time FTE	3.43	3.43	3.43	3.43	-
Total FTE	3.43	3.43	3.43	3.43	-

FY25 Adopted Budget

Project Management



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Project Management

**Project Management
Organizational Chart**
Total Full-Time Equivalents (FTE) = 17.47

Public Works Management
Total Full-Time Equivalents (FTE) = 17.47

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Project Management

Mission Statement

The Project Management Department's mission is to provide a standardized approach and successful delivery of capital funded, grant funded and government-mandated projects and programs .

Services Provided

The Project Management Department teams with our internal clients in order to provide the leadership and technical knowledge during the life cycle every project follows conception, development, construction, and operational transition.

The Project Management Department provides our internal clients the information and resources needed to make informed decisions. The services we provide include:

- Capital improvement Construction
- Facility Relocation
- Capital Expansion Construction
- Cost Forecasting
- Scheduling

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Viability- Address Infrastructure concerns related to Climate Change and future storm resiliency
 - Action: The Project Management Department will develop a plan to standardize and harden critical facilities back up generation.
 - Performance Measure: Complete plan for standardization and hardening of Generators
 - Target Metric: Completed or not completed
- Quality of Life: Services to All- Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis
 - Action: The Project Management Department will assess current implementation status of ADA Master Plan and create multi-year completion calendar.
 - Performance Measure: Complete assessment of ADA Master Plan and identify the next three years of projects.
 - Target Metric: Completed or not completed
- Environment: Conservation- Reuse/Reduction/Recycling of solid waste
 - Action: The Project Management Department will develop a plan to encourage construction site recycling
 - Performance Measure: Implement plan for construction site recycling Target
 - Metric: Completed or not completed
- Environment: Restoration- Irma Recovery
 - Action: The Project Management Department will complete the repair of damage done to County facilities during Hurricane Irma
 - Performance Measure: Complete Irma related damage at all County facilities.
 - Target Metric: 75%
- Environment: Resiliency- Mitigation plans to help avoid climate change impacts
 - Action: The Project Management Department will create mitigation plans to help avoid climate change impacts
 - Performance Measure: Complete mitigation plan for County Projects to prevent damage to exposed mechanical systems and prevent wind driven rain intrusion.
 - Target Metric: Completed or not completed
- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification
 - Action: The Project Management Department will complete the final phase of the drainage project at East Martello
 - Performance Measure: Complete East Martello drainage project
 - Target Metric: Completed or not completed

Department Goals, Actions and Measures:

- Goal: Increase the capacity for Emergency response among the Project Management Staff

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Project Management

- Action: All Staff will certify in 100, 200, 700 & 800 ICS level
- Performance Measure: All staff certifications completed.
- Target Metric: Completed or not completed

- Action: All Staff will receive an assigned responsibility in case of a county-wide emergency
- Performance Measure: All staff know assignments during county-wide emergencies
- Target Metric: Completed or not completed

- Goal: Ensure continuity of operations, efficient processes and reduction in missed funding opportunities

- Action: Create an administrative alert system and calendar for essential Project Management department functions
- Performance Measure: Department emergency alert system and calendar in place
- Target Metric: Completed or not completed

- Goal: Create an archive for the purposes of records retention and storage

- Action: Create plan for digitization and migration of records utilizing state-mandated "naming nomenclature"
- Performance Measure: Detailed and implementable plan for digitization and migration of Department records
- Target Metric: Completed or not completed

<u>Budgetary Cost Summary</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Personnel Expenditures	2,161,905	2,295,212	2,733,702	2,751,557	3,028,422	10.8%
Operating Expenditures	11,286,660	8,426,062	9,731,726	19,523,749	9,762,596	0.3%
Capital Outlay Expenditures	1,819,796	821,616	27,198,255	25,419,748	49,561,857	82.2%
Total Budget	15,268,361	11,542,890	39,663,683	47,695,054	62,352,875	57.2%

<u>Appropriations by Department</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Animal Shelters	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	8%
County Engineering Capital	56,452	-	-	-	-	-%
Culture & Recreation Capital Projects	2,235,466	1,363,401	1,950,754	2,056,564	840,050	(57)%
Economic Environment Capital Projects	-	-	-	1,679,000	2,303,000	-%
General Gov Cap Projects	3,084,457	4,430,754	4,412,740	7,046,200	2,061,523	(53)%
Impact Fees Parks & Recreation	31,877	7,149	860,359	860,359	647,270	(25)%
Other Capital Projects	-	-	500,000	500,000	675,785	35%
Physical Environment Projects	480,705	473,907	1,976,857	2,031,857	1,194,336	(40)%
Public Safety Capital Projects	4,271,215	660,538	24,094,693	23,495,703	48,062,360	99%
Public Works Management	2,499,935	2,936,548	3,986,043	8,143,134	4,539,898	14%
Wastewater MSTU Capital	847,358	-	-	-	-	-%
Wastewater MSTUs	6,542	-	-	-	-	-%
Total Budget	15,268,361	11,542,890	39,663,683	47,695,054	62,352,875	57%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,845,898	1,746,325	2,148,335	2,152,485	2,291,364	6.7%
Governmental Fund Type Grants	113,338	780,770	-	4,818,809	-	-%
Impact Fees Fund - Parks & Recreation	31,877	7,149	860,359	860,359	647,270	(24.8)%
Stock Island Wastewater MSTU	3,565	-	-	-	-	-%
Long Key, Layton Municipal Service Taxing Unit	1,218	-	-	-	-	-%
Duck Key Municipal Service Taxing Unit	1,759	-	-	-	-	-%
One Cent Infrastructure Surtax	7,902,187	8,628,741	34,718,132	37,926,544	58,319,905	68.0%
Big Coppitt Waste Water Project	701,736	-	-	-	-	-%
Duck Key Waste Water Project	350	-	-	-	-	-%
Cudjoe Regional WW Project	145,273	-	-	-	-	-%
Infrastructure Revenue Bonds Series 2014	4,174,952	-	-	-	-	-%
Land Acquisition	346,208	379,905	1,936,857	1,936,857	1,094,336	(43.5)%
Total Revenue	15,268,361	11,542,890	39,663,683	47,695,054	62,352,875	57.2%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Public Works Management	16.32	15.32	16.27	17.47	1.20
Wastewater MSTU Capital	0.91	0.91	-	-	-
Total Full-Time FTE	17.22	16.22	16.27	17.47	1.20
Total FTE	17.22	16.22	16.27	17.47	1.20

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
Public Works Management

Description and Services Provided

Public Works Management provides public services through various department functions such as Facilities Maintenance, Engineering services, Project Management services, Solid Waste Management, and wastewater.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,044,252	2,287,480	2,733,702	2,704,644	3,028,422	10.8%
Operating Expenditures	448,609	641,327	1,252,341	5,392,393	1,333,831	6.5%
Capital Outlay Expenditures	7,074	7,741	-	46,098	177,645	-%
Total Budget	2,499,935	2,936,548	3,986,043	8,143,134	4,539,898	13.9%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	91,546	75,732	266,098	270,248	262,711	(1.3)%
Governmental Fund Type Grants	55,328	104,418	-	4,152,941	-	-%
One Cent Infrastructure Surtax	2,353,062	2,756,399	3,719,945	3,719,945	4,277,187	15.0%
Total Revenue	2,499,935	2,936,548	3,986,043	8,143,134	4,539,898	13.9%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.58	5.73	5.85	5.85	-
Officials & Administrators	4.19	4.19	4.32	4.89	0.57
Technicians	0.30	0.30	1.00	1.00	-
Professionals	9.25	5.10	5.10	5.73	0.63
Total Full-Time FTE	16.32	15.32	16.27	17.47	1.20
Total FTE	16.32	15.32	16.27	17.47	1.20

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Project Management
Animal Shelters**

Description and Services Provided

Animal care, receiving surrendered and abandoned pets, return of lost pets, pet adoptions, animal law enforcement, education, licensing, and low-cost spay and neuter programs.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	7.8%
Total Budget	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	7.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	7.8%
Total Revenue	1,754,353	1,670,593	1,882,237	1,882,237	2,028,653	7.8%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
Physical Environment Projects

Description and Services Provided

Projects in this category include Wastewater, canals and land acquisition. Capital infrastructure projects of which have a life expectancy in excess of five years.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	335,773	113,763	48,647	103,647	100,000	105.6%
Capital Outlay Expenditures	144,932	360,144	1,928,210	1,928,210	1,094,336	(43.2)%
Total Budget	480,705	473,907	1,976,857	2,031,857	1,194,336	(39.6)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	-	-	-	55,000	-	-%
One Cent Infrastructure Surtax	134,497	94,002	40,000	40,000	100,000	150.0%
Land Acquisition	346,208	379,905	1,936,857	1,936,857	1,094,336	(43.5)%
Total Revenue	480,705	473,907	1,976,857	2,031,857	1,194,336	(39.6)%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
General Gov Cap Projects

Description and Services Provided

Services provided by the legislative and administrative branches of local government for the benefit of the public and the governmental body as a whole. Projects in this category include courthouses and administrative offices. Capital infrastructure projects of which have a life expectancy in excess of five years.

Major Variances

The completion of approved projects from the previous budgets is a major priority this year. The Public Defender/Simonton Property project has begun work and will continue work into the fiscal year 2025. Additional projects are expected to begin in the fiscal year 2025.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,559	7,732	-	46,914	-	-%
Operating Expenditures	1,465,629	4,423,022	2,297,388	6,248,224	1,494,007	(35.0)%
Capital Outlay Expenditures	1,617,269	-	2,115,352	751,062	567,516	(73.2)%
Total Budget	3,084,457	4,430,754	4,412,740	7,046,200	2,061,523	(53.3)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	1,559	676,352	-	610,868	-	-%
One Cent Infrastructure Surtax	3,082,898	3,754,402	4,412,740	6,435,332	2,061,523	(53.3)%
Total Revenue	3,084,457	4,430,754	4,412,740	7,046,200	2,061,523	(53.3)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Project Management
Culture & Recreation Capital Projects**

Description and Services Provided

Quality of life, capital infrastructure park and beaches projects that have a life expectancy in excess of five years.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	2,235,466	909,670	1,950,754	2,056,564	720,050	(63.1)%
Capital Outlay Expenditures	-	453,731	-	-	120,000	-%
Total Budget	2,235,466	1,363,401	1,950,754	2,056,564	840,050	(56.9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
One Cent Infrastructure Surtax	2,235,466	1,363,401	1,950,754	2,056,564	840,050	(56.9)%
Total Revenue	2,235,466	1,363,401	1,950,754	2,056,564	840,050	(56.9)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Project Management
Economic Environment Capital Projects**

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	-	1,679,000	2,303,000	-%
Total Budget	-	-	-	1,679,000	2,303,000	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
One Cent Infrastructure Surtax	-	-	-	1,679,000	2,303,000	-%
Total Revenue	-	-	-	1,679,000	2,303,000	-%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
Public Safety Capital Projects

Description and Services Provided

Projects in this category include fire/ambulance stations, Emergency Operations Center (EOC) and detention facilities. Projects must have a life expectancy in excess of five years.

Major Variances

Fund 304 includes the purchase of (3) Trauma Star Air Ambulances, Hydrants for District 1, and funding for a new Sugarloaf fire station. The Plantation Key Jail and Courthouse was completed in the Fiscal Year 2023, and Fund 314 was closed.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	4,220,694	660,538	940,000	801,325	460,000	(51.1)%
Capital Outlay Expenditures	50,521	-	23,154,693	22,694,378	47,602,360	105.6%
Total Budget	4,271,215	660,538	24,094,693	23,495,703	48,062,360	99.5%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
One Cent Infrastructure Surtax	96,264	660,538	24,094,693	23,495,703	48,062,360	99.5%
Infrastructure Revenue Bonds Series 2014	4,174,952	-	-	-	-	-%
Total Revenue	4,271,215	660,538	24,094,693	23,495,703	48,062,360	99.5%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Project Management
Other Capital Projects**

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	500,000	500,000	675,785	35.2%
Total Budget	-	-	500,000	500,000	675,785	35.2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
One Cent Infrastructure Surtax	-	-	500,000	500,000	675,785	35.2%
Total Revenue	-	-	500,000	500,000	675,785	35.2%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
Impact Fees Parks & Recreation

Description and Services Provided

Funds are used exclusively for the capital expansion of the county's community park facilities. Funds must be expended in the sub-district from which they are collected. Expenditures must be consistent with the capital improvements plan of the comprehensive plan. The expenditure of such funds requires the approval of the Board of County Commissioners.

Major Variances

Budgets are adjusted to reflect available funding. Impact Fees Parks & Recreation Fund 131 district budgets are listed in the Capital Improvement Plans.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	31,877	7,149	860,359	860,359	647,270	(24.8)%
Total Budget	31,877	7,149	860,359	860,359	647,270	(24.8)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Parks & Recreation	31,877	7,149	860,359	860,359	647,270	(24.8)%
Total Revenue	31,877	7,149	860,359	860,359	647,270	(24.8)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Project Management
Wastewater MSTUs**

Description and Services Provided

Engineering/Administrative work for district waste water projects.

Big Coppitt WW MSTU District: Fund was closed in FY2023.

Key Largo WW MSTU District: Fund was closed in FY2023.

Stock Island WW MSTU: Fund was closed in FY2023.

Big Pine WW MSTU: Fund was closed in FY2023.

Long Key-Layton WW MSTU: Fund was closed in FY2023.

Conch Key WW MSTU: Fund was closed in FY2023.

Major Variances

Any residual - special assessment fees will be added to Fund 304.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	6,542	-	-	-	-	-%
Total Budget	6,542	-	-	-	-	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Stock Island Wastewater MSTU	3,565	-	-	-	-	-%
Long Key, Layton Municipal Service Taxing Unit	1,218	-	-	-	-	-%
Duck Key Municipal Service Taxing Unit	1,759	-	-	-	-	-%
Total Revenue	6,542	-	-	-	-	-%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Project Management
Wastewater MSTU Capital

Description and Services Provided

Engineering/Administrative work for district waste water projects.

Big Coppitt WW MSTU: Fund was closed in FY2023.

Summerland/Cudjoe-Sugarloaf WW MSTU: Fund was closed in FY2023.

Duck Key WW MSTU: All remaining debt service payments will be made from Fund 304.

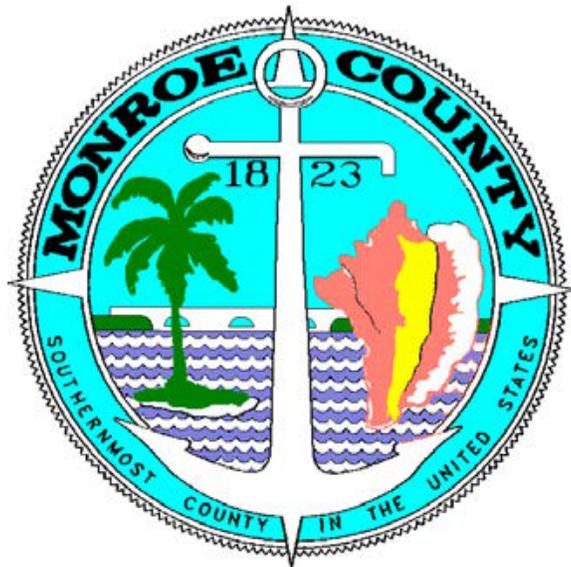
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	116,094	-	-	-	-	-%
Operating Expenditures	731,264	-	-	-	-	-%
Total Budget	847,358	-	-	-	-	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Big Coppitt Waste Water Project	701,736	-	-	-	-	-%
Duck Key Waste Water Project	350	-	-	-	-	-%
Cudjoe Regional WW Project	145,273	-	-	-	-	-%
Total Revenue	847,358	-	-	-	-	-%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.13	0.13	-	-	-
Officials & Administrators	0.08	0.08	-	-	-
Technicians	0.70	0.70	-	-	-
Total Full-Time FTE	0.91	0.91	-	-	-
Total FTE	0.91	0.91	-	-	-

FY25 Adopted Budget

Facilities Maintenance



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Facilities Maintenance

**Facilities Maintenance
Organizational Chart**

Total Full-Time Equivalents (FTE) = 55.15

Facilities Maintenance
Total Full-Time Equivalents (FTE) = 55.15

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Facilities Maintenance

Mission Statement

The mission of the Facilities Maintenance Department is to maintain all county buildings and grounds constitutional offices at the highest level of quality and in the most efficient manner to provide employees, citizens, and visitors with clean, safe, and comfortable facilities.

Services Provided

The Facilities Maintenance Department maintains all of Monroe County's existing buildings. In addition to in-house maintenance, Facilities also solicits requests for qualifications, proposals, and solicitations for work from outside vendors. Facilities act as an owner's representative for key stakeholders, and track and monitor scope, schedule, and cost while maintaining a budget.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority-related Actions:

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep our attractions including Environment, Historical Sites, and Beautification

- Action: The Facilities Maintenance Department will initiate a Park, Beach, and Boat Ramp Informational Signage Project (i.e.- static signage, interactive information kiosks, integration with the County's mobile app) in collaboration with Project Management, Sustainability, Environmental Resources, Extension Services, PIO and others as appropriate to improve the quality of our facilities and our resident and visitors' experience.

- Performance Measure: Collaborated with appropriate departments to create a plan of action and request necessary funding.

- Target Metric: Completed or Not Completed

Department Goals, Actions, and Measures:

- Goal: Increased organizational efficiency through the selection and implementation of a consolidated work order system

- Action: PHASE1: Collaborate with appropriate departments on selection of new consolidated work order system

- Performance Measure: Collaborated with appropriate departments to choose an effective cross-departmental work order system

- Target Metric: Completed or Not Completed

- Goal: Become proactive in preventative maintenance to reduce emergency/unforeseen repairs that result in increased costs and strain on resources

- Action: Create a proposal for the creation of a Preventative Maintenance Team for each geographical area (Upper, Middle, Lower) generally comprised of 4-5 staff (Bi-lingual PM Clerk, plumber, electrician, carpenter and AC tech) and seek funding.

- Performance Measure: Proposal presenting and funding requested

- Target Metric: Completed or Not Completed

- Goal: Improve Workforce Recruitment

- Action: Support and Implementation of Evergreen recommendations as appropriate and identified by Employee Services

- Performance Measure: Implement as recommendations as appropriate and available.

- Target Metric: Completed or Not Completed

- Action: Increased participation in local job fairs

- Performance Measure: Participate in all library-hosted job fairs

- Target Metric: 100%

- Goal: Improve Workforce Retention

- Action: Tuition Reimbursement for skills that will provide benefit to the department and County including Journeyman 1 and English as a Second Language courses

- Performance Measure: Support all reimbursements requests that support the department and County objectives

- Target Metric: 100%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Facilities Maintenance

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	3,832,816	4,387,840	4,547,365	5,219,685	4,932,821	8.5%
Operating Expenditures	5,420,102	4,921,834	8,344,342	7,751,414	8,154,072	(2.3)%
Capital Outlay Expenditures	51,867	143,787	802,101	722,710	237,000	(70.5)%
Total Budget	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Facilities Maintenance	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(3)%
Total Budget	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(3)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%
Total Revenue	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Facilities Maintenance	48.50	51.15	54.15	55.15	1.00
Total Full-Time FTE	48.50	51.15	54.15	55.15	1.00
Total FTE	48.50	51.15	54.15	55.15	1.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Facilities Maintenance

Facilities Maintenance

Mission Statement

The mission of Facilities Maintenance Department is to maintain all county buildings, grounds constitutional offices, parks and beaches at the highest level of quality and in the most efficient manner to provide employees, citizens, and visitors with clean, safe and comfortable facilities.

Description and Services Provided

The Facilities Maintenance Department maintains all of Monroe County's existing buildings. In addition to in-house maintenance, Facilities also solicits requests for qualifications, proposals, and solicitations for work from outside vendors. Facilities act as an owner's representative for key stakeholders, and track and monitor scope, schedule, and cost while maintaining a budget.

Major Variances

20501- Facilities:

Contractual Services: All existing contracts receive between 3% and 6.5% CPIU increases depending on the terms of the contract. Several contracts fixed cost and additional services for repairs have been increased to accommodate additional buildings and services. The landscaping Contract will be going back out to bid on Demand Star and we anticipate it will be approx. \$296,000 annually. We have 4 HVAC contracts going back out to bid in the next few months, thus we anticipate increased costs. There is an increase to monitoring and maintenance of the Siemens Sole Source Contract that had 4 buildings added in March 2024, however the retrofit funds to incorporate new buildings that we asked for last year as part of the contract, are being asked for as a capital expense this year. Our total increase is \$118,398.00 from FY24.

Utilities: The FY24 Budget is \$2,098,463.00. In FY23 we spent 1,989,609.22 in utilities. Utilities for the new EOC are still under the contractor at this time, but we should be taking them over in May. The new Public Defender Office in Key West opened in February 2024 and we are utilizing the old PK courthouse as a community center now. Also the new BPK Community Center picked up on its usage in FY24. In light of all of these increased expenses we are asking for a 5% increase (\$104,834) to FY24 budget for a total of \$2,201,500.00.

Operating Supplies: Due to inflation in the cost of materials and supplies, and the increased janitorial and preventative maintenance demands (such as air filters) for the new buildings that came online in FY24, we are asking for a \$43,000 increase to FY24 budget for a total of \$258,000.

Repair and Maintenance (non building): Due to inflation in the cost of materials we are asking for an increase from FY24 for a total of \$78,000.

Repair and Maintenance (Building): Due to inflation in the cost of materials and contractors and considering the upkeep of new buildings, we are asking for a \$80,000 increase from FY24 for a total of \$580,000.

Communications: As more buildings are increasing and upgrading their Wifi connectivity, communications costs have gone up. We are asking for an increase of \$5,500 to FY24 budget for a total of \$23,500.

Airport Rentals: The airport is projecting a 5% CPI for FY25. Also our rental square footage footprint has changed and SF reallocated between departments in Marathon. The increase from FY24 is \$9,173.11 for a total of \$80,521.11.

Diesel: In FY23 we spent \$17,180.00. Only \$9,000 was awarded for FY24. We are on track to spend more than double that. Diesel prices are increasing and new Generators are coming online this year. Thus we are asking to increase our budget by \$15,000 to a new total of \$22,000.

Overtime: There are several factors for this- we are still shorthanded due to the split from Parks & Beaches, there are several jobs, such as monthly pest control, fire alarm testing and pressure washing that cannot be done during working hours at our buildings, and many of our bigger jobs such as build outs need to be worked on daily (including weekends) to meet completion deadlines. Additionally all 3 Government Centers continue to increase their after hours meeting/ community theater rentals requiring staff to be onsite.

Below is a list of all CIP requests we have turned in for FY25. The top 9 are our absolute urgent needs that our department can realistically get accomplished in FY25 and the remainder are just as important but can be deferred to FY26 if necessary.

*Spalling Repair and Exterior Painting of Marathon Professional Bldg. - \$74,000.

*Transfer Switch Upgrades for several Generators County Wide - \$370,000.

*Replace Generator at Medical Examiner's Office - \$193,000.

*Siemens Retrofit for Medical Examiner's Office - \$169,000.

*Spalling and Railing replacement for Ellis Building – \$97,000.

*Replace Roof at PK Garage - \$92,000.

*Replace 3 Daikin AC Compressors at Medical Examiner Office - \$82,000.

*Spalling Repairs and Exterior Painting at Harvey Govt Center – \$170,000.

*Lester Building Exterior Painting - \$149,000.

Repave Parking Lot and Drive Thru Harvey Govt Center - \$219,000.

Replace Ductwork & Air Flow Balance at Lester Building - \$176,000.

Spalling Repair and Exterior Painting of 63rd St Annex - \$72,000.

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Facilities Maintenance

Ruth Ivins Exterior Painting - \$45,000.
 Replace Carpet Lester Building 3rd Floor - \$38,000.
 Murray Nelson Building Exterior Painting - \$200,000.
 Jackson Square- Landscaping - \$103,000.
 Landscaping at Harvey Govt Center- \$70,000.
 Harvey Govt Center – Historic Exterior Lighting Repairs & LED upgrades - \$215,000.
 Stock Island Fire Station #8 Exterior Painting & Mural Touch Up - \$125,000.
 Freeman Justice Center Phase 2 Carpet Replacement - \$144,000.
 Magnolia Public Works Complex Exterior Painting - \$120,000.
 Tavernier Fire Station #22 Exterior Painting - \$120,000.
 Murray Nelson Replace Flooring- \$150,000.
 LED Lighting Upgrades at Conch Key Fire Station - \$35,000.
 LED Lighting Upgrade at Joe London Fire Training - \$23,000.
 Exterior Painting at Marathon Courthouse - \$50,000.
 Replace siding and wall repairs to Marathon Carpenter Shop - \$45,000.
 LED lighting upgrades to multiple locations in Lower Keys- \$140,000.
 Demolition of Big Pine Road Prison - \$128,000.
 Paint Exterior of Marathon Clerk of Courts - \$45,000.
 Paint Exterior of Conch Key Fire Station - \$75,000.

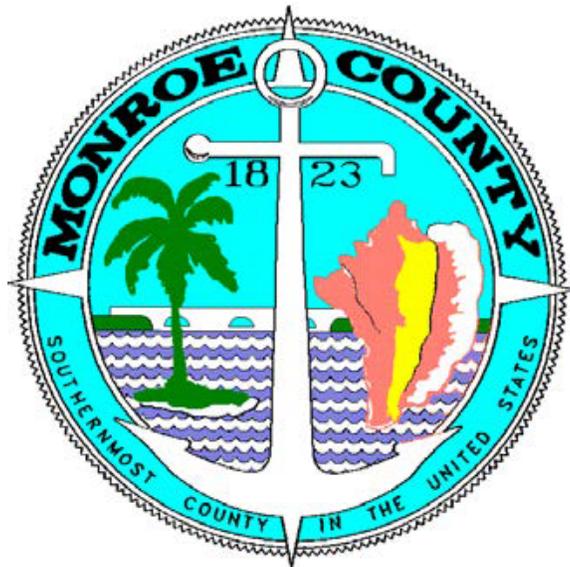
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	3,832,816	4,387,840	4,547,365	5,219,685	4,932,821	8.5%
Operating Expenditures	5,420,102	4,921,834	8,344,342	7,751,414	8,154,072	(2.3)%
Capital Outlay Expenditures	51,867	143,787	802,101	722,710	237,000	(70.5)%
Total Budget	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%
Total Revenue	9,304,785	9,453,460	13,693,808	13,693,808	13,323,893	(2.7)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	12.15	15.15	14.15	14.15	-
Officials & Administrators	1.85	2.00	2.00	2.00	-
Skilled Craft Workers	27.50	27.00	30.00	30.00	-
Service Maintenance	6.00	6.00	7.00	8.00	1.00
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	48.50	51.15	54.15	55.15	1.00
Total FTE	48.50	51.15	54.15	55.15	1.00

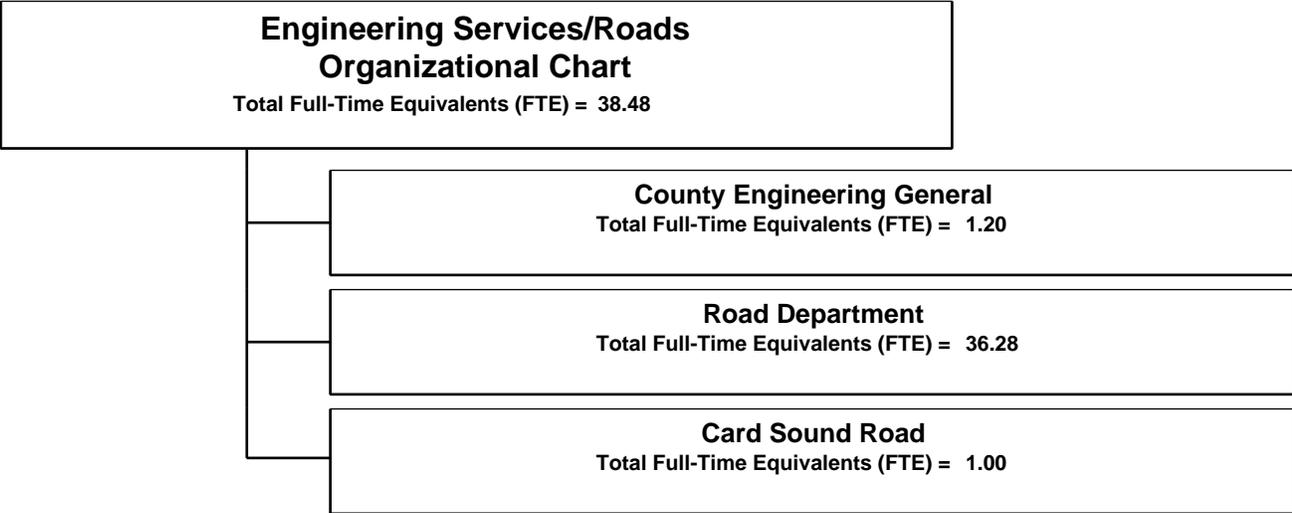
FY25 Adopted Budget

Engineering Services & Roads



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Engineering Services/Roads



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Engineering Services/Roads

Mission Statement

The mission of the Engineering Services and Roads Department is to provide residents and travelers with visibly enjoyable, safe and well-maintained roads, bridges, sidewalks and pedestrian/bicycle paths on which to travel.

Services Provided

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

Responsibilities include:

- Management of 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 to county roads and rights-of-way.
- Performing ongoing maintenance on 312 miles of county maintained roads and 26 bridges including cutting vegetation, fixing potholes, cleaning storm drains, repairing roadway shoulders, addressing flooding complaints, installing signage, sweeping and maintaining bicycle and shared use paths.
- Operating and maintaining the Card Sound Toll All Electronic Tolling System.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Viability- Enhanced Public Transportation

- Action: The Engineering Services and Roads Maintenance Department will improve existing transportation infrastructure to better serve alternative modes of transportation (bicyclists and pedestrians) as well as vehicular traffic.

- Performance Measure: Design phase of roadway improvement and bridge projects initiated will evaluate need to add sidewalks and/or bicycle facilities as part of the project scope(s); include in design scope wherever evaluation indicates need and inclusion is feasible based on site constraints and design guidance.

- Target Metric: Evaluate need for 100% of projects

Department Goals, Actions and Measures:

- Goal: Improve timing and delivery of road infrastructure maintenance services

- Action: Implement GIS based roadway asset management and maintenance system to identify road assets, proactively plan maintenance, document work completed and budget for future needs.

- Performance Measure: GIS based roadway asset management and maintenance system in place. Evaluate alternatives, identify and procure selected software system; initiate asset data collection and input into system.

- Target Metric: Completed or Not Completed

- Goal: Extend service life of roads and reduce amount of money spent on asphalt road rehabilitation.

- Action: Continue proactive pavement maintenance program with treatments (other than mill and resurface) to extend and improve asphalt life.

- Performance Measure: Develop multi-year program for surface treatment of recently resurfaced roads (past 5 years); Continue rejuvenation program and implement additional treatment techniques.

- Target Metric: Completed or Not Completed

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	3,076,039	3,444,092	4,177,588	4,289,679	4,481,817	7.3%
Operating Expenditures	11,271,378	11,993,002	18,198,973	36,306,128	24,521,723	34.7%
Capital Outlay Expenditures	621,234	227,376	1,802,400	1,831,045	2,057,656	14.2%
Total Budget	14,968,652	15,664,470	24,178,961	42,426,852	31,061,196	28.5%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Engineering Services/Roads

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Card Sound Road	724,899	776,163	1,631,246	1,631,246	836,934	(49)%
County Engineering Capital	27,978	-	-	482,550	-	-%
County Engineering General	152,079	170,745	184,485	184,485	209,389	13%
Impact Fees Roadways	324,884	214,343	720,192	720,192	598,515	(17)%
Road Department	10,860,039	7,951,913	9,249,469	15,916,149	16,493,022	78%
Transportation Capital Projects	2,878,773	6,551,305	12,393,569	23,492,231	12,923,336	4%
Total Budget	14,968,652	15,664,470	24,178,961	42,426,852	31,061,196	28%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Road And Bridge Fund	8,213,254	7,077,471	8,870,018	9,091,622	9,674,640	9.1%
Governmental Fund Type Grants	2,674,763	874,442	-	12,018,456	-	-%
Impact Fees Fund - Roadways	324,884	214,343	720,192	720,192	598,515	(16.9)%
One Cent Infrastructure Surtax	2,878,773	6,551,305	12,393,569	18,271,603	12,923,336	4.3%
Card Sound Bridge	876,978	946,908	2,195,182	2,324,979	7,864,705	258.3%
Total Revenue	14,968,652	15,664,470	24,178,961	42,426,852	31,061,196	28.5%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
County Engineering General	1.20	1.20	1.10	1.20	0.10
Road Department	35.18	36.18	36.28	36.28	-
Card Sound Road	3.00	3.00	1.00	1.00	-
Total Full-Time FTE	39.38	40.38	38.38	38.48	0.10
Total FTE	39.38	40.38	38.38	38.48	0.10

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Engineering Services/Roads
County Engineering Capital**

Description and Services Provided

Engineering services, including construction management, surveying, and inspection of a variety of county projects, and management of the County's 7-Year Roadway/Bicycle Path Plan, ADA Transition Plan and Capital Improvement Projects.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	27,978	-	-	-	-	-%
Capital Outlay Expenditures	-	-	-	482,550	-	-%
Total Budget	27,978	-	-	482,550	-	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	27,978	-	-	482,550	-	-%
Total Revenue	27,978	-	-	482,550	-	-%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Engineering Services/Roads
County Engineering General

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	150,364	168,341	181,506	182,222	205,126	13.0%
Operating Expenditures	1,715	2,404	2,979	2,263	4,263	43.1%
Total Budget	152,079	170,745	184,485	184,485	209,389	13.5%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Card Sound Bridge	152,079	170,745	184,485	184,485	209,389	13.5%
Total Revenue	152,079	170,745	184,485	184,485	209,389	13.5%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.25	0.45	0.45	0.45	-
Officials & Administrators	0.45	0.45	0.35	0.45	0.10
Technicians	0.15	0.15	0.15	0.15	-
Professionals	0.35	0.15	0.15	0.15	-
Total Full-Time FTE	1.20	1.20	1.10	1.20	0.10
Total FTE	1.20	1.20	1.10	1.20	0.10

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Engineering Services/Roads
Road Department**

Description and Services Provided

Plan, oversee and administer road and bridge improvement/repair contracts. Incorporate the Florida Department of Transportation's 5 Year Work Program into the Capital Improvement Plan and when needed, find the necessary Grant matches for those State projects. Maintenance of 312 county miles including: cleaning and mowing of the rights-of-way, street patching, guardrail maintenance, street sweeping, stormwater drainage installation and maintenance, and maintaining signs and markings.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,718,715	3,084,404	3,903,153	4,010,871	4,178,492	7.1%
Operating Expenditures	7,522,082	4,641,269	3,609,915	10,622,782	10,312,758	185.7%
Capital Outlay Expenditures	619,243	226,239	1,736,401	1,282,496	2,001,772	15.3%
Total Budget	10,860,039	7,951,913	9,249,469	15,916,149	16,493,022	78.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Road And Bridge Fund	8,213,254	7,077,471	8,870,018	9,091,622	9,674,640	9.1%
Governmental Fund Type Grants	2,646,785	874,442	-	6,315,279	-	-%
Card Sound Bridge	-	-	379,451	509,248	6,818,382	1,696.9%
Total Revenue	10,860,039	7,951,913	9,249,469	15,916,149	16,493,022	78.3%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	9.75	11.40	11.40	10.40	(1.00)
Officials & Administrators	2.08	2.08	1.18	1.18	-
Service - Maintenance	-	-	1.00	2.00	1.00
Skilled Craft Workers	15.00	15.00	15.00	15.00	-
Technicians	1.85	1.85	2.85	2.85	-
Service Maintenance	4.00	4.00	3.00	3.00	-
Professionals	2.50	1.85	1.85	1.85	-
Total Full-Time FTE	35.18	36.18	36.28	36.28	-
Total FTE	35.18	36.18	36.28	36.28	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Engineering Services/Roads
Card Sound Road**

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	206,961	191,346	92,929	96,586	98,199	5.7%
Operating Expenditures	517,938	583,680	1,472,318	1,468,661	682,851	(53.6)%
Capital Outlay Expenditures	-	1,137	65,999	65,999	55,884	(15.3)%
Total Budget	724,899	776,163	1,631,246	1,631,246	836,934	(48.7)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Card Sound Bridge	724,899	776,163	1,631,246	1,631,246	836,934	(48.7)%
Total Revenue	724,899	776,163	1,631,246	1,631,246	836,934	(48.7)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Technicians	1.00	1.00	-	-	-
Professionals	1.00	1.00	-	-	-
Total Full-Time FTE	3.00	3.00	1.00	1.00	-
Total FTE	3.00	3.00	1.00	1.00	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Engineering Services/Roads
Transportation Capital Projects

Description and Services Provided

The County's transportation capital projects include roadway and drainage improvement projects that were identified and prioritized using the County's 2014 Asphalt Pavement Assessment results. The county is continuing to maintain its 26 bridges using the priority ranking that was developed in the 2014 Bridge Assessment Study, with scheduled replacement of four county maintained bridges over the next few years.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	2,876,782	6,551,305	12,393,569	23,492,231	12,923,336	4.3%
Capital Outlay Expenditures	1,991	-	-	-	-	-%
Total Budget	2,878,773	6,551,305	12,393,569	23,492,231	12,923,336	4.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	-	-	-	5,220,628	-	-%
One Cent Infrastructure Surtax	2,878,773	6,551,305	12,393,569	18,271,603	12,923,336	4.3%
Total Revenue	2,878,773	6,551,305	12,393,569	23,492,231	12,923,336	4.3%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Engineering Services/Roads
Impact Fees Roadways**

Description and Services Provided

Funds are used exclusively for the capital expansion of the county's major road network system in the district from which the moneys were collected, with the exception that a portion of the funds from each district may be allocated to projects outside of the district, on U.S. 1, Card Sound Road, and C-905 in Key Largo, and the proceeds are used in a manner consistent with the capital improvements plan of the comprehensive plan.

The funds shall be used solely for the purpose of acquisition, expansion and development of the major road network system determined to be needed to serve new development, including but not limited to:

- 1) Planning, design and construction plan preparation;
- 2) Right-of-way acquisition;
- 3) Construction of new through lanes;
- 4) Construction of new turn lanes;
- 5) Construction of new bridges;
- 6) Construction of new drainage facilities in conjunction with new roadway construction;
- 7) Purchase and installation of traffic signalization;
- 8) Construction of new curbs, medians and shoulders;
- 9) Construction of new bicycle paths;
- 10) Construction of new pedestrian pathways and sidewalks;
- 11) Installation of new landscaping in conjunction with any of the projects listed above.

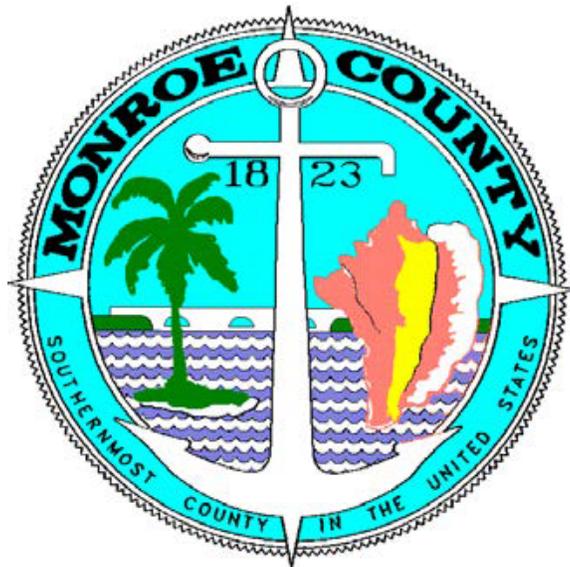
The disbursal of such funds requires the approval of the Board of County Commissioners. To follow the level of service goals and objectives of Element #3, Traffic Circulation.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	324,884	214,343	720,192	720,192	598,515	(16.9)%
Total Budget	324,884	214,343	720,192	720,192	598,515	(16.9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Roadways	324,884	214,343	720,192	720,192	598,515	(16.9)%
Total Revenue	324,884	214,343	720,192	720,192	598,515	(16.9)%

FY25 Adopted Budget

Solid Waste



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Solid Waste

**Solid Waste
Organizational Chart**
Total Full-Time Equivalents (FTE) = 17.10

Solid Waste
Total Full-Time Equivalents (FTE) = 17.10

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Solid Waste

Services Provided

The Solid Waste Department provides comprehensive, convenient and reliable services/programs, residential and commercial, for the collection and disposal of the different types of waste, including garbage, recyclables, yard waste, white goods, tires, household hazardous waste, electronic waste, and litter.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Environment: Conservation- Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)

- Action: The Solid Waste Department will collaborate/work with other County Agencies & Municipalities to improve the environment by identifying areas and neighborhoods throughout Monroe County that are repeated illegal dumpsites.

- Performance Measure: Identified “illegal dumping” sites countywide in collaboration with municipalities and agencies.

- Target Metric: Completed or Not Completed

- Environment: Conservation- Reuse/Reduction/Recycling of solid waste

- Action: The Solid Waste Department will educate, inform and enhance the role that Reduce/ Reuse/ Recycling of Solid Waste plays in our daily life, by helping to initiate programs in the schools and community to bring awareness of why, how and the benefits of recycling.

- Performance Measure: Created a school recycling program

- Target Metric At least three (3) schools in the Keys – preferably 1 in each area of upper, middle, lower.

Department Goals, Actions and Measures:

- Goal: Create Recycling Education Program

- Action: Hire Recycling Coordinator

- Performance Measure: Recycling Coordinator hired

- Target Metric: Completed or Not Completed

- Action: Sponsor and/or create a visual presence at community events that focus on Reduce/Reuse/Recycle

- Performance Measure: Provide educational presence at community event

- Target Metric: 3 Events

- Goal: Reduce and effectively manage illegal dumping sites/areas

- Action: Develop Outreach Programs/education; identify needs of Business/Private sectors

- Performance Measure: Develop Outreach program for businesses

- Target Metric: Completed or Not Completed

- Action: Post signage and possible purchase of surveillance equipment where possible, at most problematic illegal-dumping sites

- Performance Measure: Signage installed, and surveillance equipment utilized

- Target Metric: at least 10 sites

- Action: Placement of receptacle containers in heavily littered areas

- Performance Measure: Trash receptacles placed in most areas of littering

- Target Metric: Completed or not completed

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,298,059	1,443,380	1,610,937	1,786,047	1,723,119	7.0%
Operating Expenditures	19,901,678	22,381,287	29,432,518	28,677,824	32,550,200	10.6%
Capital Outlay Expenditures	55,866	156,398	391,713	396,213	1,559,492	298.1%
Total Budget	21,255,602	23,981,065	31,435,168	30,860,084	35,832,811	14.0%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Solid Waste

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Solid Waste	-	-	135,285	135,285	137,615	2%
Solid Waste	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14%
Total Budget	21,255,602	23,981,065	31,435,168	30,860,084	35,832,811	14%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Solid Waste	-	-	135,285	135,285	137,615	1.7%
MSD Solid Waste Management	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14.0%
Total Revenue	21,255,602	23,981,065	31,435,168	30,860,084	35,832,811	14.0%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Solid Waste	18.10	17.10	17.10	17.10	-
Total Full-Time FTE	18.10	17.10	17.10	17.10	-
Total FTE	18.10	17.10	17.10	17.10	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Solid Waste
Impact Fees Solid Waste

Description and Services Provided

Funds are used solely for the purpose of construction and expansion of solid waste facilities in Monroe County, including but not limited to:

- 1) Design and construction plan preparation;
- 2) Land acquisition; and
- 3) Acquisition of trucks and housing building equipment.

The funds shall not be used to maintain existing solid waste facilities. Funds shall be used in a manner consistent with the capital improvements plan (Element #8, Solid Waste) of the comprehensive plan. The disbursal of such funds shall require the approval of the BOCC.

The Public Works/Engineering Division, Department of Solid Waste/Recycling oversees the solid waste disposal and recovery program for the County.

Major Variances

This budget has been adjusted to reflect available revenue. Impact Fees Solid Waste Fund 133 budgets are also listed under the Capital Improvement Plans.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	-	-	137,615	-%
Capital Outlay Expenditures	-	-	135,285	135,285	-	(100.0)%
Total Budget	-	-	135,285	135,285	137,615	1.7%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Solid Waste	-	-	135,285	135,285	137,615	1.7%
Total Revenue	-	-	135,285	135,285	137,615	1.7%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Solid Waste
Solid Waste**

Description and Services Provided

The Solid Waste Program provides comprehensive, convenient, and reliable services/programs, residential and commercial, for the collection and disposal of different types of waste, including garbage, recyclables, yard waste, white goods, tires, household hazardous waste, electronic waste, and litter.

Major Variances

FY2025 Requested Budget - \$33,283,106.00

Recommendation for FY2025 Solid Waste Assessment per unit: \$548.58 (approximately 35,200 units)

** Current Non-Ad Valorem Assessment: \$457.15

** Recommendation to increase to \$548.58 per residential unit.

Justification: Contractual Increase

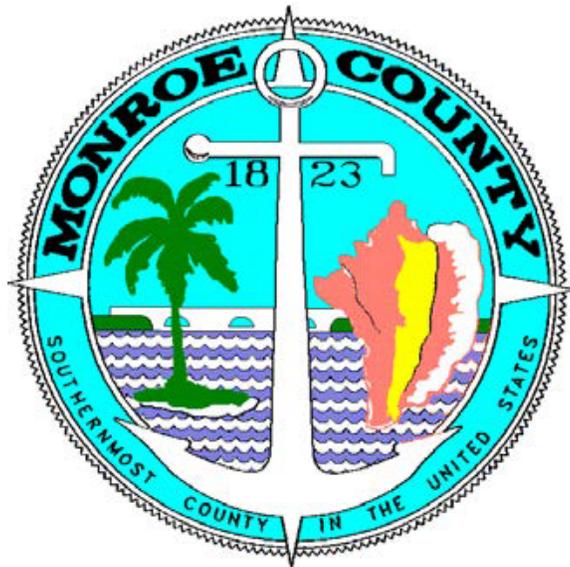
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,298,059	1,443,380	1,610,937	1,786,047	1,723,119	7.0%
Operating Expenditures	19,901,678	22,381,287	29,432,518	28,677,824	32,412,585	10.1%
Capital Outlay Expenditures	55,866	156,398	256,428	260,928	1,559,492	508.2%
Total Budget	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
MSD Solid Waste Management	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14.0%
Total Revenue	21,255,602	23,981,065	31,299,883	30,724,799	35,695,196	14.0%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.10	2.10	2.10	2.10	-
Officials & Administrators	1.00	1.00	1.00	1.00	-
Service - Maintenance	6.00	6.00	6.00	6.00	-
Skilled Craft Workers	5.00	4.00	4.00	4.00	-
Technicians	1.00	1.00	1.00	1.00	-
Professionals	3.00	3.00	3.00	3.00	-
Total Full-Time FTE	18.10	17.10	17.10	17.10	-
Total FTE	18.10	17.10	17.10	17.10	-

FY25 Adopted Budget

Fleet Management



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Fleet Management

**Fleet Management
Organizational Chart**
Total Full-Time Equivalents (FTE) = 22.05

Fleet Management
Total Full-Time Equivalents (FTE) = 22.05

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Fleet Management

Mission Statement

The Mission of the Fleet Management Department is to provide fleet services, fuel, safe county vehicles, equipment and facilities in the most effective and efficient means possible.

Services Provided

Fleet Department services vehicles and equipment out of three county garages located in Key West, Marathon, and Plantation Key.

The Department provides safety inspections, maintenance, and repairs for approximately 850 units which include approximately 230 sheriff department units and more than 70 emergency power generators.

Maintains safety and environmental accountability of 3 garages, 3 large capacity fuel tanks with fuel pumps located at 3 separate fueling facilities in Key West, Marathon, and Plantation Key.

Are responsible for acquiring, replacing, and disposing of more than 600 county vehicle/equipment units.

Resolves manufacturers vehicle and equipment safety recalls.

Manages outside warranty and specialty contract maintenance and repairs.

Operates and maintains a preventative maintenance and repair tracking system, and a fuel management tracking system.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Environment: Resiliency- Stormwater Solutions

- Action: Fleet Management will expand the Department's current Storm Water Pollution Prevention Plan (SWPP) into a comprehensive departmental program that includes County-wide training of fleet personnel and annual documentation of preventative actions used in maintaining hazard storage areas that can be used as a best practice by others in the community.

- Performance Measure: Departmental program established

- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Identify and promote ECO Driving practices for all county vehicle operators.

- Action: Provide ECO driving information bulletins for fleet department liaisons to share with department operators.

- Performance Measure: Send bulletins with every fuel bill and mass email

- Target Metric: 12

- Action: Provide simple driving practices and basic operator maintenance steps that can help save money and help protect the environment at the same time.

- Performance Measure: Send bulletins with every fuel bill and mass emails

- Target Metric: 12

- Goal: Reduce the consumption of fuel and carbon dioxide emissions for the Monroe County fleet through the promotion of best practices for operators and fleet management.

- Action: Encourage reduced vehicle idling times when safe and practical.

- Performance Measure: Send bulletins with every fuel bill and mass email

- Target Metric: 12

- Action: Encourage operators to check tire air pressure monthly.

- Performance Measure: Send bulletins with every fuel bill and mass email

- Target Metric: 12

- Action: Encourage county vehicle operators to ease into acceleration and brake smoothly around corners, avoid tailgating and rapid starts and stops.

- Performance Measure: Send bulletins with every fuel bill and mass email

- Target Metric: 12

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Fleet Management

- Action: Purchase fuel efficient replacement tires for county vehicles for all applications that are safe and practical.
- Performance Measure: Purchase Fuel efficient tires based on availability
- Target Metric: Completed or Not Completed

- Action: Purchase and use re-refined motor oils in county vehicles; for all applications that are practical, and manufacturer warranty compatible.
- Performance Measure: Purchase and use re-refined motor oils in county vehicles
- Target Metric: Completed or Not Completed

- Goal: Ensure all vehicles receive annual inspection according to scheduled parameters.

- Action: Provide vehicle/safety inspections and maintenance measurements through monthly “Preventative Maintenance Due” reports.
- Performance Measure: Conduct scheduled preventive maintenance on County vehicles
- Target Metric: At least 80%

- Goal: Control surplus vehicle inventory at minimum levels.

- Action: Manage timely surplus vehicle sales and disposal. Measured by running surplus unit inventory reports.
- Performance Measure: Reduction in number of units in surplus
- Target Metric: Less than 20

- Goal: Ensure efficient and effective operations through high quality fleet work order documentation.

- Action: Manage and operate preventative maintenance and repair work order tracking system. Measured by running individual mechanics accountability reports, and by random review of individual work orders.
- Performance Measure: Monitor all direct hours charged to work order in FASTER
- Target Metric: Completed or Not Completed

- Goal: Expedite resolution of vehicle and equipment safety recalls.

- Action: Resolve of all manufacturer’s vehicle and equipment safety recalls. Can be measured by viewing spread sheet data reports and saved documents for county vehicle recalls.
- Performance Measure: Ensure reasonable turnaround time on resolution of safety recalls
- Target Metric: within 30 days

- Goal: Ensure garages are subject to written inspections a minimum of 3 times annually and all repairs from inspection are completed and documented.

- Action: Provide garage facility safety inspections; provide repairs from inspection. Can be measured by reviewing garage safety inspection files.
- Performance Measure: Regular inspection for each garage facility
- Target Metric: 3 inspections per facility, per year

- Performance Measure: Complete repairs for each garage facility identified during safety inspections.
- Target Metric: 100%

- Action: Provide routine facility inspections, clean up, and documentation; for all areas utilized for working with and/or storing oils, lubricants, and other hazardous materials.
- Performance Measure: Regular inspection, cleanup and documentation for each garage facility
- Target Metric: Completed or Not Completed

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,332,806	2,434,025	2,757,846	2,883,472	2,933,716	6.4%
Operating Expenditures	1,485,790	2,292,088	2,459,536	2,363,920	1,693,324	(31.2)%
Capital Outlay Expenditures	25,664	196,221	474,000	474,000	102,000	(78.5)%
Total Budget	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(16.9)%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Fleet Management

<u>Appropriations by Department</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Fleet Management	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(17)%
Total Budget	<u>3,844,261</u>	<u>4,922,333</u>	<u>5,691,382</u>	<u>5,721,392</u>	<u>4,729,040</u>	<u>(17)%</u>

<u>Revenue Sources</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Fleet Management Fund	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(16.9)%
Total Revenue	<u>3,844,261</u>	<u>4,922,333</u>	<u>5,691,382</u>	<u>5,721,392</u>	<u>4,729,040</u>	<u>(16.9)%</u>

<u>Position Summary by Department</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Variance</u>
Fleet Management	21.05	21.05	22.05	22.05	-
Total Full-Time FTE	<u>21.05</u>	<u>21.05</u>	<u>22.05</u>	<u>22.05</u>	<u>-</u>
Total FTE	<u>21.05</u>	<u>21.05</u>	<u>22.05</u>	<u>22.05</u>	<u>-</u>

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Fleet Management Fleet Management

Mission Statement

The mission of the Fleet Management Department is to provide fleet management services in the most economical and efficient means possible.

Description and Services Provided

- Fleet Department services vehicles and equipment out of 3 garages located in Rockland Key, Marathon, and Plantation Key.
- The Department provides safety inspections, maintenance, and repairs for 852 units which include 308 sheriff department units, and more than 70 emergency power generators.
- Monroe County Fleet Management is Nationally recognized for:
 - o NAFA’s 100 Best Fleets in the Americas (Yes, the Western Hemisphere) program recognizes peak-performing public fleet operations. 11th in 2022 and 14th in 2023.
 - o Government Fleet’s Leading Fleets awards program, co-produced with the American Public Works Association, recognizes operations that are performing at a high level, particularly in fleet leadership, competitiveness, and efficiency, planning for the future, and overcoming challenges. Notable Fleet for 2022 and 2023. For 2024 Monroe County Fleet has been recognized as a Top 50 Leading Fleet in North America. (In the United States alone, there are just over 38,000 Government Fleets)
 - o ASE’s Blue Seal of Excellence recognition achievement for each garage for 2022, 2023 and 2024.
 - o The Monroe County Fleet Director has been nominated four times and a finalist for the Government Fleet Manager of the Year.
 - o The Monroe County Fleet Director has been nominated for the Public Fleet Hall of Fame for 2022, 2023 and 2024.

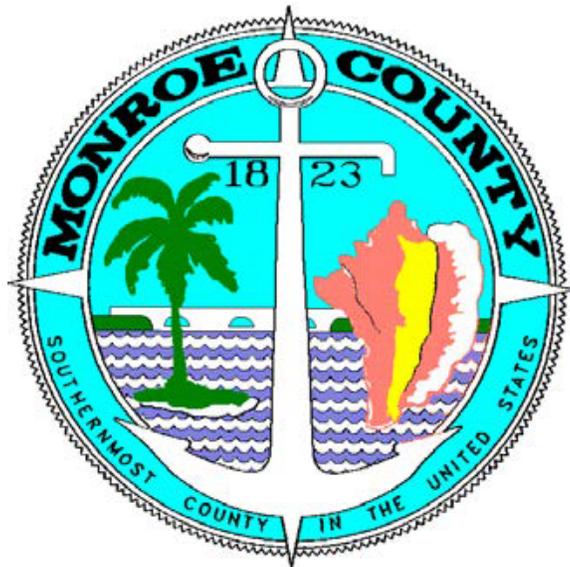
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,332,806	2,434,025	2,757,846	2,883,472	2,933,716	6.4%
Operating Expenditures	1,485,790	2,292,088	2,459,536	2,363,920	1,693,324	(31.2)%
Capital Outlay Expenditures	25,664	196,221	474,000	474,000	102,000	(78.5)%
Total Budget	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(16.9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fleet Management Fund	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(16.9)%
Total Revenue	3,844,261	4,922,333	5,691,382	5,721,392	4,729,040	(16.9)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	3.05	3.05	3.05	3.05	-
Officials & Administrators	2.00	2.00	2.00	2.00	-
Skilled Craft Workers	15.00	15.00	16.00	16.00	-
Technicians	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	21.05	21.05	22.05	22.05	-
Total FTE	21.05	21.05	22.05	22.05	-

FY25 Adopted Budget

Building Department



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Building Department

**Building Department
Organizational Chart**

Total Full-Time Equivalents (FTE) = 42.31

Building Department

Total Full-Time Equivalents (FTE) = 42.31

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Building Department

Mission Statement

To protect public health and safety, property, and the environment by providing an efficient, effective, and considerate permitting and code administration system in accordance with the Monroe County Code and the Florida Statutes that is consistent with and furthers the Monroe County Comprehensive Plan.

Services Provided

Provides planning, reviewing, and permitting services for compliance with the Florida Building Code, the Monroe County Code, and all other life safety codes.

Coordinates unsafe structure abatement with the Code Compliance Department and the Office of the County Attorney.

Provides inspection services in accordance with the Florida Building Code.

Provides a contractor licensing and testing program.

Provide staff support for the Contractors Examining Board and the Board of Adjustment and Appeals.

Provides coordinated administration and enforcement of County's Floodplain regulations including management of the County's Flood Insurance Inspection and Compliance Program .

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority-related Actions:

- Quality of Life: Viability- Wind and Flood Insurance Rates

- Action: The Building Department will explore the application of freeboard up to three feet (3') total. This freeboard requirement would mandate up to an additional three (3) feet of height over and above the Base

- Flood Elevation requirements for all development in Special Flood Hazard Areas (SFHAs) in Monroe County.

- Performance Measure: Complete exploratory work on the application of the new freeboard requirement and present it to the Board of County Commissioners

- Target Metric: Completed or Not Completed

- Action: The Building Department will work with FEMA to unveil the new Flood Maps, promote public awareness through community meetings, gather public input, and communicate that to FEMA.

- Performance Measure: Increase public awareness and understanding of the new Flood Maps throughout Unincorporated Monroe.

- Target Metric: Completed or Not Completed

Department Goals, Actions, and Measures:

- Goal: Increase the Departments's internal hurricane preparedness for a more effective and professional response in an emergency

- Action: Develop and implement an Internal Hurricane Preparedness Plan for distribution to staff explaining what is expected of them as storms develop and threaten.

- Performance Measure: Update Plan with development of GIS Damage Assessment Tool

- Target Metric: Completed or Not Completed

- Goal: Increase Departments' ability to respond efficiently to workload demands through increased cross-training of the team.

- Action: Plan Reviewers and Inspectors to gain cross-discipline certifications

- Performance Measure: Number of staff who possess cross-discipline certifications

- Target Metric: 50% in the 1st of 2 years

- Action: Certification of Customer Service Representatives as Permit Technicians.

- Performance Measure: Number of Customer Service Representatives certified as Permit Technicians

- Target Metric: 35% in the 1st of 2 years

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Building Department

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	4,598,058	5,007,499	5,646,686	5,643,793	5,568,277	(1.4)%
Operating Expenditures	1,011,232	1,126,090	999,767	1,022,096	923,380	(7.6)%
Capital Outlay Expenditures	163,617	25,431	129,000	156,600	129,000	-%
Total Budget	5,772,907	6,159,020	6,775,453	6,822,489	6,620,657	(2.3)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Building Department	5,729,803	6,021,583	6,745,453	6,692,489	6,540,657	(3)%
Building Refunds	43,104	137,437	30,000	130,000	80,000	167%
Total Budget	5,772,907	6,159,020	6,775,453	6,822,489	6,620,657	(2)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Miscellaneous Special Revenue Fund	31,509	45,639	70,000	70,000	70,000	-%
Building Fund	5,741,398	6,113,381	6,705,453	6,752,489	6,550,657	(2.3)%
Total Revenue	5,772,907	6,159,020	6,775,453	6,822,489	6,620,657	(2.3)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Building Department	47.31	46.31	46.31	42.31	(4.00)
Total Full-Time FTE	47.31	46.31	46.31	42.31	(4.00)
Total FTE	47.31	46.31	46.31	42.31	(4.00)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Building Department Building Department

Mission Statement

To protect public health and safety, property, and the environment by providing an efficient, effective, and considerate permitting and code administration system in accordance with the Monroe County Code and the Florida Statutes that is consistent with and furthers the Monroe County Comprehensive Plan .

Description and Services Provided

Provides planning, reviewing, and permitting services for compliance with the Florida Building Code, the Monroe County Code, and all other life safety codes.

Coordinates unsafe structure abatement with the Code Compliance Department and the Office of the County Attorney.

Provides inspection services in accordance with the Florida Building Code.

Provides a contractor licensing and testing program.

Provide staff support for the Contractors Examining Board and the Board of Adjustment and Appeals.

Provides coordinated administration and enforcement of County’s Floodplain regulations including management of the County’s Flood Insurance Inspection and Compliance Program .

Major Variances

FY25 Budget Request includes:

Fund 180 is a self-supported fee-funded cost center. The chart on page 2 illustrates the revenue and expenditure comparison from FY14 through FY23.2.

REVENUE AND EXPENSE

In FY23 the adopted revenue was \$5,853,000 and the actual revenue was \$6,973,967 while actual expenses were \$6,694,414, which included a transfer out of \$538,659 to Cost Allocation Recovery, resulting in a surplus of \$279,553.

Based on FY24 March OMB data, the FY24 estimated revenue is about \$5,900,000 and expenses are estimated to be about \$6,850,000, a deficit of \$950,000.

For FY25 expenses are projected to be \$6,540,657. Matching revenue would be expected to be achieved based on 3-year trending permitting activity (notwithstanding the FY23 Key West International Airport with a \$65M permit job value and about \$1M fees paid) and the fee resolution amended with its expected 3.4% CPI adjustment on October 1, 2024 along with a 12% increase in permit fees.

Total Expenses for Cost Center 52502 / Fund 180 is projected at \$6,540,657, comprised of:

- \$ 5,564,452 for Personal Services (includes elimination of four positions);
- \$ 847,205 for Operating Expenditures; and
- \$ 129,000 for Capital Outlay.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	4,598,058	5,007,499	5,646,686	5,643,793	5,568,277	(1.4)%
Operating Expenditures	968,128	988,653	969,767	892,096	843,380	(13.0)%
Capital Outlay Expenditures	163,617	25,431	129,000	156,600	129,000	-%
Total Budget	5,729,803	6,021,583	6,745,453	6,692,489	6,540,657	(3.0)%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Building Department

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Miscellaneous Special Revenue Fund	31,509	45,639	70,000	70,000	70,000	-%
Building Fund	5,698,295	5,975,944	6,675,453	6,622,489	6,470,657	(3.1)%
Total Revenue	5,729,803	6,021,583	6,745,453	6,692,489	6,540,657	(3.0)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	22.98	22.98	22.98	21.98	(1.00)
Officials & Administrators	2.33	1.33	1.33	1.33	-
Service - Maintenance	2.00	3.00	3.00	3.00	-
Professionals	20.00	19.00	19.00	16.00	(3.00)
Total Full-Time FTE	47.31	46.31	46.31	42.31	(4.00)
Total FTE	47.31	46.31	46.31	42.31	(4.00)

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Building Department
Building Refunds**

Description and Services Provided

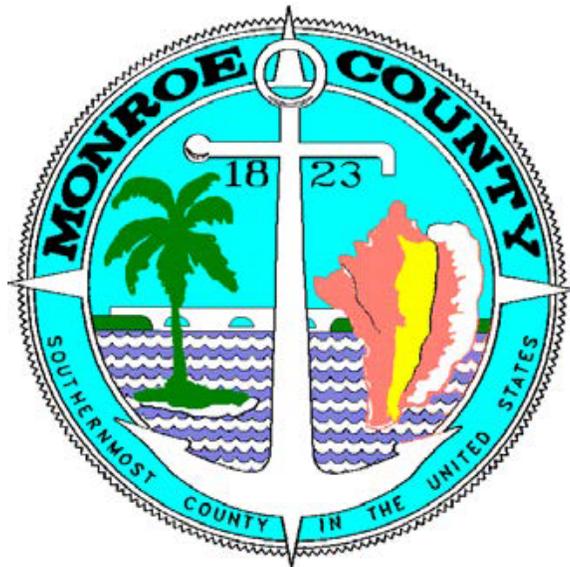
A budget is setup to account for refunds of permit fees.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	43,104	137,437	30,000	130,000	80,000	166.7%
Total Budget	43,104	137,437	30,000	130,000	80,000	166.7%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Building Fund	43,104	137,437	30,000	130,000	80,000	166.7%
Total Revenue	43,104	137,437	30,000	130,000	80,000	166.7%

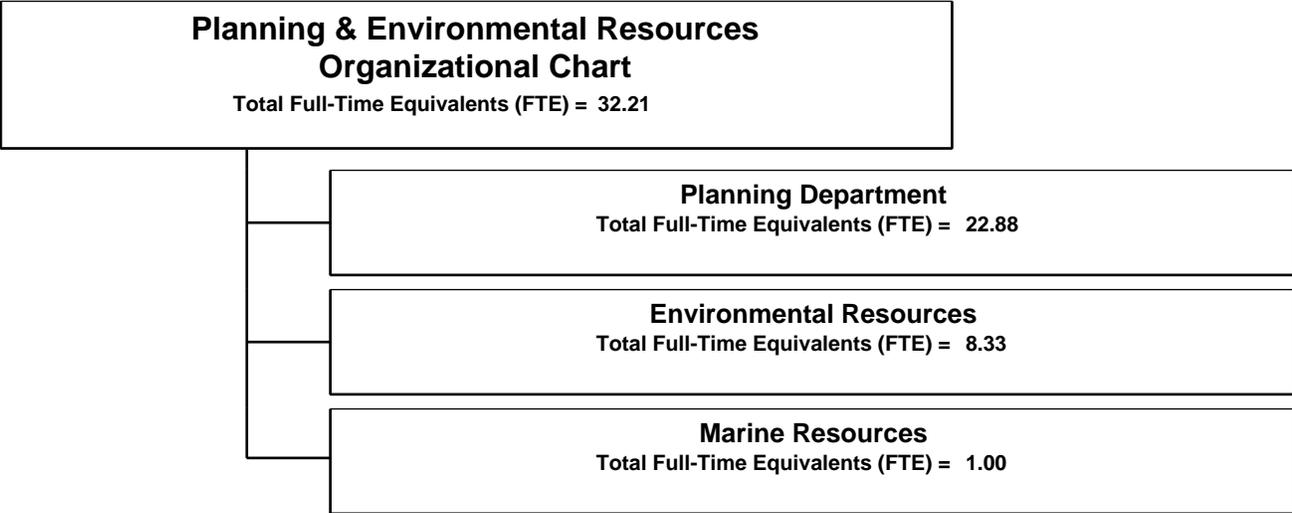
FY25 Adopted Budget

Planning & Environmental Resources



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Planning & Environmental Resources



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Planning & Environmental Resources

Mission Statement

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

Services Provided

Planning:

The Planning and Environmental Resources Department fosters sustainable, quality development in Monroe County while conserving and promoting stewardship of the County's fragile environment and the unique character of its diverse island communities. The Department is responsible for the administration of the adopted Monroe County Year 2030 Comprehensive Plan and Land Development Code thorough review of all development proposals for compliance with these plans, including community character, growth management provisions, and environmental compliance; and processing of amendments to the Comprehensive Plan and Land Development Codes based on changing conditions and applicant requests. The Department services also include transportation planning, administration of the County's affordable housing programs, and Geographical Information Systems (GIS) administration for both the Department and other County entities as needed.

Environmental Resources:

The Environmental Resources Office conducts a review of 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. Environmental Resources staff works to protect the sensitive environment and endangered species of the county, in coordination with state and federal environmental agencies. In addition, this office works in coordination with the Monroe County Land Authority, the Land Steward, and the Florida Department of Environmental Protection on land acquisition initiatives for conservation and retirement of development rights.

Marine Resources:

The Marine Resources Office works to protect the nearshore marine environment, ensure public water access, and provide waterway infrastructure for the recreational boating public. The Office manages Boating Improvement Funds and secures marine-related grants, which are used 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 as well as anchoring and mooring management.

Marker Maintenance- \$60,000 per year

Derelict Vessel Removal- \$348,263 per year

Mobile Vessel Pumpout Program- \$574,000 per year

Environmental Restoration:

The Land Steward manages the County's habitat restoration and improvement projects to enhance and preserve county-managed lands and partners with state and federal agencies on management issues. The Land Steward's focus includes invasive exotic species removal, habitat restoration, debris removal, and wildfire hazard reduction. The Land Steward also contributes to land acquisition efforts for both conservation purposes and the retirement of development rights.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Community Character-Smart Growth

- Action: The Planning and Environmental Resources Department will collaborate with FDEP on additional land acquisition for conservation and the retirement of development rights.

- Performance Measure: Ongoing collaboration with FDEP; 100% response to requests from FDEP related to acquisition within 7 days.

- Target Metric: completed/not completed

- Quality of Life: Community Character-Respectful Redevelopment

- Action: Pending a 5-year Capital Improvement Plan (CIP) completion by OMB, the Planning and Environmental Resources Department will complete an Impact Fee study.

- Performance Measure: Completed Impact Fee Study

- Target Metric: 50% Completed (assume 2 years)

- Quality of Life: Viability- Workforce Housing

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Planning & Environmental Resources

- Action: The Planning and Environmental Resources Department will reserve 36% of ROGO allocations annually for affordable workforce housing units.
- Performance Measure: Reserve identified ROGO allocations annually for affordable housing units
- Target Metric: 36% annually (averaged over the total ROGO allocations awarded through 2023)

- Action: The Planning and Environmental Resources Department will amend the Comprehensive Plan and Land Development Code to require all affordable housing to be workforce housing.
- Performance Measure: Bring proposal to public hearing
- Target Metric: Completed or Not Completed

- Quality of Life: Viability- Traffic and Road Safety on US1

- Action: The Planning and Environmental Resources Department will advocate to secure funding for a Transportation Strategy Master Plan, incorporating intermodal transportation options, including mass transit, and climate change considerations to increase transportation effectiveness and efficiency within the County.
- Performance Measure: secure funding
- Target Metric: 100% funded at \$350,000

- Quality of Life: Services to All- Access to water for economy and recreation

- Action: The Planning and Environmental Resources Department, in cooperation with the Project Management Department, will set aside BIF funding to prioritize the restoration of public boat ramps with the County.
- Performance Measure: Discussion by staff and/or BOCC of boat ramp restoration opportunities
- Target Metric: Completed or Not Completed

- Environment: Conservation- Nearshore Water Quality

- Action: The Planning and Environmental Resources Department will increase the annual number of vessel sewage pump outs to further improve and protect water quality.
- Performance Measure: Increase the vessel sewage pump outs
- Target Metric: Increase above previous year

- Environment: Protection- Nearshore Water and Benthic monitoring

- Action: The Planning and Environmental Resources Department will prioritize removal of derelict and sunken vessels Keys-wide.
- Performance Measure: Continue Derelict Vessel Removal program
- Target Metric: Removal of 100% of identified vessels annually

- Environment: Restoration- Irma Recovery

- Action: The Planning and Environmental Resources Department will implement planned housing assistance projects related to Hurricane Irma recovery.
- Performance Measure: Implement CDBG-DR, Tiny Homes, and HMGP projects.
- Target Metric: Completed or Not Completed

- Environment: Resiliency- Adaptation plans to help plant, animals and humans adapt to climate change impacts

- Action: The Planning and Environmental Resources Department will initiate the process to define and identify proposed Adaptation Action Areas (AAAs) or a similar concept in order to help address climate change impacts
- Performance Measure: Apply for State Grant and Coordinate timeline for AAAs with other sea level rise and peril of flood projects.
- Target Metric: completed

- Environment: Resiliency- Stormwater Solutions

- Action: The Planning and Environmental Resources Department will initiate and review Storm Water Management Regulations for consistency with best management practices, in anticipation of adopting updated regulations.
- Performance Measure: Hire consultant and initiate process
- Target Metric: completed

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Planning & Environmental Resources

- Economy: Workforce- Workforce Housing

- Action: The Planning and Environmental Resources Department will begin the public input process for implementation of inclusionary housing requirements for nonresidential and transient/hotel development and redevelopment within the County.

- Performance Measure: initiate public hearings

- Target Metric: completed

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

- Action: The Planning and Environmental Resources Department will expand environmental restoration and maintenance efforts on County owned and managed properties.

- Performance Measure: incorporate additional county owned land into management plan

- Target Metric: increase number/acres of property managed by County

Department Goals, Actions and Measures:

- Goal: Recruit a full Department staff based on our organizational chart.

- Action: Increase scope of advertising and promotion of open positions in various forums.

- Performance Measure: advertise in forums beyond county website and APA.

- Target Metric: Completed

- Goal: Provide improved career opportunities for existing staff.

- Action: Evaluate need for changes to structure of department.

- Performance Measure: Complete evaluation department structure

- Target Metric: Completed or not completed

- Action: Survey staff regarding their career goals and current Department opportunities.

- Performance Measure: Complete staff survey

- Target Metric: Completed or not completed

- Goal: Investigate project management software for use within Department to improve efficiencies.

- Action: Identify potential software options.

- Performance Measure: Identify potential software solutions for increased operational efficiencies

- Target Metric: Completed or not completed

- Action: Determine potential benefits vs costs of such programs.

- Performance Measure: Complete cost benefit analysis of software solutions for increased operational efficiencies

- Target Metric: Completed or not completed

- Goal: Promote and expand existing certification incentive program.

- Action: Educate existing and new staff on program details.

- Performance Measure: All Staff trained on certification incentive program

- Target Metric: Completed or not completed

- Action: Identify additional certifications that could be beneficial to the Department.

- Performance Measure: Additional certifications identified for certification incentive program

- Target Metric: Completed or not completed

- Action: Advocate for inclusion of additional certifications in the program.

- Performance Measure: Advocate for inclusion of additional identified certifications

- Target Metric: Completed or not completed

- Goal: Maximize use of staff for most essential tasks

- Action: Consider and evaluate option of using contractors for additional Department tasks, such as biannual channel marker surveys.

- Performance Measure: Identify cost and potential scope of work for contractor Involvement

- Target Metric: Completed or not completed

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Planning & Environmental Resources

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	3,739,761	4,079,656	4,449,464	4,735,411	4,354,316	(2.1)%
Operating Expenditures	2,655,304	2,847,510	2,819,527	16,173,834	2,715,168	(3.7)%
Capital Outlay Expenditures	5,382,583	3,537,212	542,419	4,680,512	474,751	(12.5)%
Total Budget	11,777,648	10,464,379	7,811,410	25,589,756	7,544,235	(3.4)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Environmental Resources	6,546,852	5,816,266	3,068,589	11,756,437	2,727,727	(11)%
Marine Projects	-	-	-	88,258	-	-%
Marine Resources	2,205,974	1,402,092	1,192,485	8,275,708	1,160,211	(3)%
Planning Commission	75,274	79,449	30,209	88,347	88,225	192%
Planning Department	2,928,748	3,135,514	3,500,127	5,361,007	3,543,072	1%
Planning Refunds	20,801	31,058	20,000	20,000	25,000	25%
Total Budget	11,777,648	10,464,379	7,811,410	25,589,756	7,544,235	(3)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	6,843,585	5,182,182	-	17,620,160	-	-%
Unincorporated Svc District - Planning, Building, and Zoning	3,530,176	4,056,846	4,943,870	5,004,056	4,802,423	(2.9)%
Affordable Housing Initiatives	-	-	15,232	15,232	78,578	415.9%
Boating Improvement Fund (BIF)	974,951	650,451	1,192,485	1,290,485	1,160,211	(2.7)%
Miscellaneous Special Revenue Fund	29,413	35,638	53,500	53,500	48,800	(8.8)%
Environmental Restoration Fund	399,523	539,261	1,606,323	1,606,323	1,454,223	(9.5)%
Total Revenue	11,777,648	10,464,379	7,811,410	25,589,756	7,544,235	(3.4)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Planning Department	23.55	24.55	24.55	22.88	(1.67)
Environmental Resources	11.33	11.33	11.33	8.33	(3.00)
Marine Resources	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	35.88	36.88	36.88	32.21	(4.67)
Total FTE	35.88	36.88	36.88	32.21	(4.67)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Planning & Environmental Resources

Planning Department

Mission Statement

The Planning and Environmental Resources Department is responsible for the administration of the adopted Monroe County Year 2030 Comprehensive Plan and Land Development Code through review of all development proposals for compliance with these plans

Description and Services Provided

Provide development review services for projects to ensure compliance with Comprehensive Plan and Land Development Regulations.

Enhance and maintain the County's permit allocation system for residential and non-residential development.

Implement Livable CommuniKeys Program and adopted community master plans through amendments to Land Development Regulations and other actions identified in these plans.

Maintain and update the County Comprehensive Plan in accordance with Chapters 163 and 380 Florida Statutes .

Maintain and amend the Land Development Regulations in accordance with the Comprehensive Plan, requirements resulting from community master planning efforts and regulatory streamlining efforts.

Prepare revised policy and regulatory framework, including amendments to the Comprehensive Plan and Land Development Regulations needed to implement Goal 105, Smart Growth/Tier System and appropriate recommendations of the Florida Keys Carrying Capacity.

Provide policy recommendations on the Comprehensive Plan and County's compliance with State Comprehensive Plan mandates to the BOCC, County Administrator, Directors and other County agencies.

Compile and disseminate policy, demographic, socio-economic, environmental and planning information to public and other County and public agencies.

Provide staff administrative support to Development Review Committee, Planning Commission, Historic Preservation Commission, Beneficial Use and Vesting Officer and special ad hoc committees.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,532,599	2,731,239	2,977,108	3,169,076	3,002,594	0.9%
Operating Expenditures	389,953	346,558	496,169	2,154,291	540,478	8.9%
Capital Outlay Expenditures	6,195	57,716	26,850	37,640	-	(100.0)%
Total Budget	2,928,748	3,135,514	3,500,127	5,361,007	3,543,072	1.2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	166,083	178,509	-	1,858,832	-	-%
Unincorporated Svc District - Planning, Building, and Zoning	2,762,665	2,957,005	3,484,895	3,486,943	3,464,494	(0.6)%
Affordable Housing Initiatives	-	-	15,232	15,232	78,578	415.9%
Total Revenue	2,928,748	3,135,514	3,500,127	5,361,007	3,543,072	1.2%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	5.01	5.01	8.01	10.01	2.00
Officials & Administrators	7.34	8.34	8.34	5.67	(2.67)
Professionals	11.20	11.20	8.20	7.20	(1.00)
Total Full-Time FTE	23.55	24.55	24.55	22.88	(1.67)
Total FTE	23.55	24.55	24.55	22.88	(1.67)

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Planning & Environmental Resources
Planning Commission**

Description and Services Provided

The primary function of the Planning Commission and planning staff members is serving the needs of the residents by following the Goals and Objectives of the Monroe County 2030 Comprehensive Plan and the Land Development Regulations as follows:

- Serve as the “local planning agency” pursuant to Section 163.3174; F.S
- Hold public hearings
- Review applications and comprehensive plan and land development code amendments
- Prepare recommendation for the Board of County Commissioners

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	56,854	57,220	-	58,788	58,666	-%
Operating Expenditures	18,421	22,229	30,209	29,559	29,559	(2.2)%
Total Budget	75,274	79,449	30,209	88,347	88,225	192.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Unincorporated Svc District - Planning, Building, and Zoning	75,274	79,449	30,209	88,347	88,225	192.0%
Total Revenue	75,274	79,449	30,209	88,347	88,225	192.0%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Planning & Environmental Resources
Environmental Resources**

Description and Services Provided

Review and process of development applications consistent with 2030 Comp Plan and Land Development Regulations
 Provide timely and courteous customer assistance
 Pre & post development site analyses and inspections
 Conduct habitat analyses and delineations
 Review conditional use, administrative relief variances, beneficial use determination reviews and reports
 Interdivisional coordination with Building Dept., Code Enforcement, Marine Resources, Planning
 Interdepartmental coordination with Engineering, Public Works, County Attorney, Airports
 Interagency coordination (FWS, ACOE, DEP, FWC, DCA, SFWMD, EPA, DOD) on environmentally related issues
 Conduct tier designation reviews and updates
 Complete Key Deer HCP monitoring and reporting
 Review and draft Comprehensive Plan amendments and updates
 Review applications under the Permit Referral Process
 Assist in evaluating acquisitions strategies and reviewing properties for acquisition

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	946,224	1,172,706	1,349,413	1,380,628	1,162,521	(13.8)%
Operating Expenditures	732,303	1,164,065	1,588,626	6,117,956	1,475,474	(7.1)%
Capital Outlay Expenditures	4,868,325	3,479,496	130,550	4,257,853	89,732	(31.3)%
Total Budget	6,546,852	5,816,266	3,068,589	11,756,437	2,727,727	(11.1)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	5,446,479	4,252,032	-	8,687,848	-	-%
Unincorporated Svc District - Planning, Building, and Zoning	671,437	989,335	1,408,766	1,408,766	1,224,704	(13.1)%
Miscellaneous Special Revenue Fund	29,413	35,638	53,500	53,500	48,800	(8.8)%
Environmental Restoration Fund	399,523	539,261	1,606,323	1,606,323	1,454,223	(9.5)%
Total Revenue	6,546,852	5,816,266	3,068,589	11,756,437	2,727,727	(11.1)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	-	-	1.00	1.00	-
Officials & Administrators	2.33	2.33	3.33	3.33	-
Professionals	9.00	9.00	7.00	4.00	(3.00)
Total Full-Time FTE	11.33	11.33	11.33	8.33	(3.00)
Total FTE	11.33	11.33	11.33	8.33	(3.00)

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Planning & Environmental Resources
Marine Resources**

Mission Statement

The mission of the Marine Resources Office is to help protect and conserve the marine environment of the Florida Keys within Monroe County in a manner consistent with the Monroe County 2030 Comprehensive Plan and to provide for the adequate and appropriate use of the Keys' marine resources.

Description and Services Provided

In coordination with other county offices and state and federal agencies, the Marine Resources Office provides the following primary services:

- Derelict and Abandoned Vessel Removal
- Vessel Pump-Out Services
- Anchoring and Mooring Management
- Waterway Marker Maintenance

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	204,084	118,491	122,943	126,918	130,535	6.2%
Operating Expenditures	1,493,827	1,283,601	684,523	7,763,771	644,657	(5.8)%
Capital Outlay Expenditures	508,064	-	385,019	385,019	385,019	-%
Total Budget	2,205,974	1,402,092	1,192,485	8,275,708	1,160,211	(2.7)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	1,231,023	751,641	-	6,985,223	-	-%
Boating Improvement Fund (BIF)	974,951	650,451	1,192,485	1,290,485	1,160,211	(2.7)%
Total Revenue	2,205,974	1,402,092	1,192,485	8,275,708	1,160,211	(2.7)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	1.00	1.00	1.00	1.00	-
Total FTE	1.00	1.00	1.00	1.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Planning & Environmental Resources
Planning Refunds**

Description and Services Provided

A budget is setup to account for refunds of permit fees.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	20,801	31,058	20,000	20,000	25,000	25.0%
Total Budget	20,801	31,058	20,000	20,000	25,000	25.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Unincorporated Svc District - Planning, Building, and Zoning	20,801	31,058	20,000	20,000	25,000	25.0%
Total Revenue	20,801	31,058	20,000	20,000	25,000	25.0%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Planning & Environmental Resources
Marine Projects**

Description and Services Provided

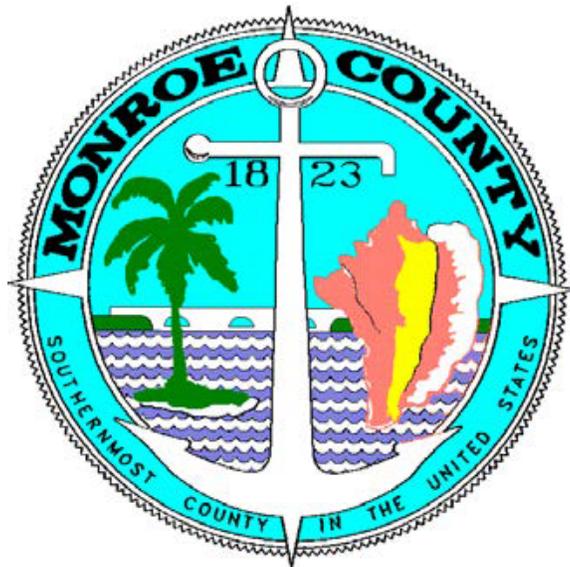
Provide effluent pump-out services to live-aboards, thereby, keeping our shore waters cleaner.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	-	88,258	-	-%
Total Budget	-	-	-	88,258	-	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	-	-	-	88,258	-	-%
Total Revenue	-	-	-	88,258	-	-%

FY25 Adopted Budget

Code Compliance



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Code Compliance

**Code Compliance
Organizational Chart**
Total Full-Time Equivalents (FTE) = 16.00

Code Compliance
Total Full-Time Equivalents (FTE) = 16.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Code Compliance

Mission Statement

The mission of the Code Compliance Department is to enhance and sustain the quality of life of citizens and the environment through effective, expeditious, and equitable enforcement and compliance with building, zoning, land development, environmental, and other codes and ordinances that protect public health, life, safety, welfare, and natural resources.

Services Provided

The Code Compliance Department performs field inspections and investigates complaints relating to ordinance violations.

- Prioritizes violations related to unsafe structures, work without permits, land clearing, sewer connections, and vacation rental violations
- Coordinates removal of abandoned vehicles/vessels, trash & debris, maintenance of overgrown lots
- Issues Courtesy Notices for less egregious violations and/or Notices of Violation
- Emphasis is placed on voluntary compliance but will proceed with enforcement measures to achieve compliance
- Provides assistance and information to Special Magistrate and the public regarding Monroe County Code of Ordinances
- Coordinates litigation efforts with the County Attorney's office
- Provides collections of fines/liens
- Coordinates with Real Estate Industry when sales of properties with violations or fines occur

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority-related Actions:

- Quality of Life: Community Character- Illegal Transient Rentals

- Action: Code Compliance will prioritize vacation rental enforcement, dedicate personnel to utilize software to identify illegal vacation rentals, will enhance the educational component of illegal vacation rental enforcement, and work toward encouraging property owners to obtain permits for vacation rentals

- Performance Measure: Proactively identify and cite illegal or unpermitted vacation rental cases to be presented on a monthly basis before the Special Magistrate; attend citizen meetings upon request to discuss VR regulations.

- Target Metric: 25-30 cases per month; attend 100%

- Environment: Conservation- Nearshore Water Quality

- Action: Code Compliance will dedicate personnel to ensure wastewater connection compliance.

- Performance Measure: Assign adequate personnel resources to wastewater connection to ensure compliance

- Target Metric: Completed or Not Completed

- Environment: Conservation- Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)

- Action: Code Compliance will work with Florida Keys Aqueduct Authority (FKAA) and Key Largo Wastewater Treatment District (KLWTD) to ensure properties are connected to central wastewater upon availability

- Performance Measure: Cite all properties referred to the department by the utilities for failing to connect to the central wastewater system.

- Target Metric: 100% of referrals

- Environment: Protection- Enforcement of Regulatory Statutes: local, state, and federal

- Action: Code Compliance will establish an annual meeting between local, state, and federal enforcement agencies operating in Monroe County, to review regulatory changes from each annual legislative session

- Performance Measure: Successful hosting of the annual meeting

- Target Metric: Completed or Not Completed

- Action: Code Compliance will focus on the adjudication of the remaining Irma-related cases for unsafe structures, work without permits, work beyond the scope of permit, and land clearing

- Performance Measure: Schedule cases before the Special Magistrate on a monthly basis.

- Target Metric: 50 cases per month

Department Goals, Actions, and Measures:

- Goal: Strengthen Department Communication, Cohesion, and Direction

- Action: Hold Bi-monthly staff meetings in Marathon focused on department policies, procedures, and current issues as appropriate

- Performance Measure: Held bi-monthly staff meetings

- Target Metric: Five staff meetings

- Action: Update Department SOPs

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Code Compliance

- Performance Measure: Assign senior staff to review/revise key departmental SOPs
- Target Metric: Completed or Not Completed

- Action: Recruit two new code inspectors with expertise in complex violations related to land use and environmental regulations
- Performance Measure: Hired
- Target Metric: Completed or Not Completed

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,253,793	1,367,885	2,014,748	2,038,917	1,817,914	(9.8)%
Operating Expenditures	418,101	213,477	578,427	547,865	565,011	(2.3)%
Capital Outlay Expenditures	52,920	5,059	26,850	33,243	-	(100.0)%
Total Budget	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Code Compliance	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9)%
Total Budget	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Unincorporated Svc District - Planning, Building, and Zoning	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%
Total Revenue	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Code Compliance	19.00	19.00	19.00	16.00	(3.00)
Total Full-Time FTE	19.00	19.00	19.00	16.00	(3.00)
Total FTE	19.00	19.00	19.00	16.00	(3.00)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Code Compliance Code Compliance

Mission Statement

The mission of the Code Compliance Department is to enhance and sustain the quality of life of citizens and the environment through effective, expeditious, and equitable enforcement and compliance with building, zoning, land development, environmental, and other codes and ordinances that protect public health, life, safety, welfare, and natural resources.

Description and Services Provided

The Code Compliance Department performs field inspections and investigates complaints relating to ordinance violations.

- Prioritizes violations related to unsafe structures, work without permits, land clearing, sewer connections, and vacation rental violations
- Coordinates removal of abandoned vehicles/vessels, trash & debris, maintenance of overgrown lots
- Issues Courtesy Notices for less egregious violations and/or Notices of Violation
- Emphasis is placed on voluntary compliance but will proceed with enforcement measures to achieve compliance
- Provides assistance and information to Special Magistrate and the public regarding Monroe County Code of Ordinances
- Coordinates litigation efforts with the County Attorney's office
- Provides collections of fines/liens
- Coordinates with Real Estate Industry when sales of properties with violations or fines occur

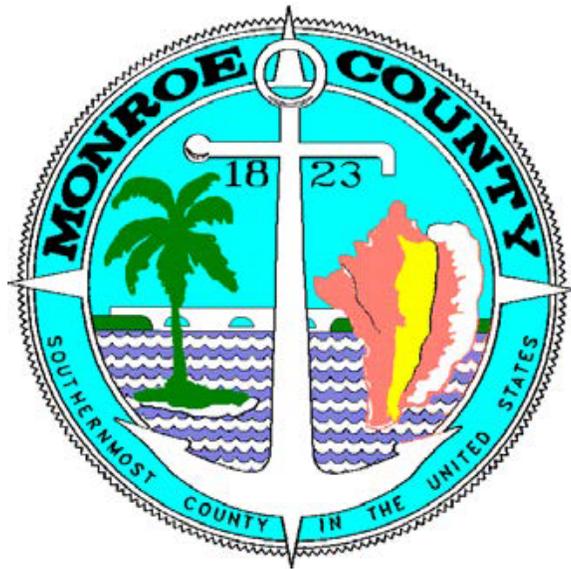
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,253,793	1,367,885	2,014,748	2,038,917	1,817,914	(9.8)%
Operating Expenditures	418,101	213,477	578,427	547,865	565,011	(2.3)%
Capital Outlay Expenditures	52,920	5,059	26,850	33,243	-	(100.0)%
Total Budget	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Unincorporated Svc District - Planning, Building, and Zoning	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%
Total Revenue	1,724,814	1,586,422	2,620,025	2,620,025	2,382,925	(9.0)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	4.00	4.00	4.00	4.00	-
Officials & Administrators	2.00	2.00	2.00	2.00	-
Service - Maintenance	11.00	11.00	11.00	9.00	(2.00)
Professionals	2.00	2.00	2.00	1.00	(1.00)
Total Full-Time FTE	19.00	19.00	19.00	16.00	(3.00)
Total FTE	19.00	19.00	19.00	16.00	(3.00)

FY25 Adopted Budget

Veterans Affairs



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Veterans Affairs

**Veterans Affairs
Organizational Chart**
Total Full-Time Equivalents (FTE) = 8.00

Veteran Affairs
Total Full-Time Equivalents (FTE) = 8.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Veterans Affairs

Mission Statement

The mission of the Veterans Affairs Department is to enhance the quality of life for Veterans, survivors, dependents, and family members by assisting them in the preparation, presentation, and prosecution of claims and appellate representation before the Board of Veterans Appeals for benefits and entitlements from federal, state, and local levels of government while advocating for Veteran's interests in the community.

Services Provided

The Veterans Affairs Department has eight employees providing in-person and virtual services from its Key Largo, Marathon (Satellite), and Key West offices to approximately 7,000 full-time veterans, 2,500 seasonal veterans, military personnel, their survivors, dependents, and family members in the Florida Keys. Department staff receives training per the Code of Federal Regulations Title 38, Florida Statute 292.11, and the Florida Department of Veterans Affairs. Each year the Veterans Affairs Department has over 18,500 client interactions while providing a wide variety of services including:

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 Healthcare application assistance
- Courtesy Veterans Transportation Program
- Virtual Medical Examination and Virtual Office Appointment Services

Documentation assistance in conjunction with the Department of Veterans Affairs for:

- Disabled veteran's license tags
- Property tax exemptions
- Educational benefits

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority-related Actions:
Department Goals, Actions, and Measures:

- Goal: Implement professional innovative technological advancements while reducing environmental waste and creating cost savings for the department

- Action: Employ efficient processes to streamline department productivity
- Performance Measure: Reduce in-house workflow steps for veteran benefit management
- Target Metric: 25%

- Action: Utilize innovative technology to reduce printing waste
- Performance Measure: Implement new technology to reduce printing in using applications and hardware
- Target Metric: Completed or not completed

- Action: Establish a paperless process for most client services
- Performance Measure: Paperless processes implemented
- Target Metric: 75%

- Goal: Augment internal department monthly statistical reporting practices for increased efficiency and collaboration

- Action: Consolidate reporting activities to a uniform process utilizing technology
- Performance Measure: Internal reporting activities merged for tracking specialty services and appellate cases
- Target Metric: Completed or not completed

- Action: Educate staff on proper reporting practices
- Performance Measure: All staff trained in proper departmental reporting
- Target Metric: Completed or not completed

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Veterans Affairs

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	778,813	840,703	935,265	962,669	1,008,655	7.8%
Operating Expenditures	37,866	58,381	78,984	64,680	79,097	0.1%
Capital Outlay Expenditures	1,599	-	40,000	41,300	-	(100.0)%
Total Budget	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Veteran Affairs	818,278	899,084	1,054,249	1,068,649	1,087,752	3%
Total Budget	818,278	899,084	1,054,249	1,068,649	1,087,752	3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%
Total Revenue	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Veteran Affairs	8.00	8.00	8.00	8.00	-
Total Full-Time FTE	8.00	8.00	8.00	8.00	-
Total FTE	8.00	8.00	8.00	8.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Veterans Affairs Veteran Affairs

Mission Statement

The mission of the Veterans Affairs Department is to enhance the quality of life for veterans, survivors, dependents, and family members by assisting them in the preparation, presentation, and prosecution of claims for benefits and entitlements from federal, state, and local levels of government while advocating for veteran’s interests in the community.

Description and Services Provided

The Monroe County Veterans Affairs Department is proposing a budget for approval with a 94.94% reduction for FY 2025. The budget decrease is primarily due to a reduction in capital outlay expenditure for the vehicle requested in FY24. Reductions were made throughout the budget to offset the increases where possible. However, there is still a need for a 5.06% increase in operating expenditures to maintain current Veteran Service Officer (VSO) accreditations and continue community engagement and service delivery enhancements aligned with the strategic plan.

Cost Center	Sub-Total of Expenditure	2024 Adopted Budget	2025 Proposed Budget	\$ Variance	% Variance
67001/67003	Operating	\$78,984.00	\$82,984.00	\$4,000.00	5.06%
67001/67003	Capital Outlay	\$40,000.00	\$0.00	(\$40,000.00)	(100)%
	Total	\$118,984.00	\$82,984.00	\$36,000.00	(94.94)%

Personnel Expenditure:

The department anticipates a Personnel Expenditure for the retirement payout of position VAVA005-Executive Assistant, effective July 1, 2025.

Operating Expenditure:

The departments' VSOs maintain their accreditation with the National Association of County Veterans Service Officers and the Florida Department of Veterans Affairs IAW with F.S. 292.11 through conference attendance. In FY 24, the Florida County Veterans Service Officers Association raised conference fees by 25%. In addition, the need for essential computer equipment <\$1k replacement and continuing current software is required for FY25 at a 31% increase over FY24.

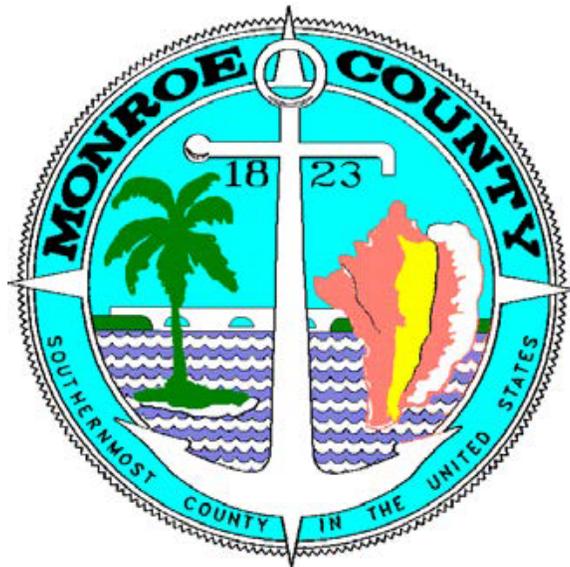
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	778,813	840,703	935,265	962,669	1,008,655	7.8%
Operating Expenditures	37,866	58,381	78,984	64,680	79,097	0.1%
Capital Outlay Expenditures	1,599	-	40,000	41,300	-	(100.0)%
Total Budget	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%
Total Revenue	818,278	899,084	1,054,249	1,068,649	1,087,752	3.2%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.00	2.00	4.00	4.00	-
Officials & Administrators	2.00	2.00	2.00	2.00	-
Technicians	2.00	2.00	1.00	1.00	-
Professionals	2.00	2.00	1.00	1.00	-
Total Full-Time FTE	8.00	8.00	8.00	8.00	-
Total FTE	8.00	8.00	8.00	8.00	-

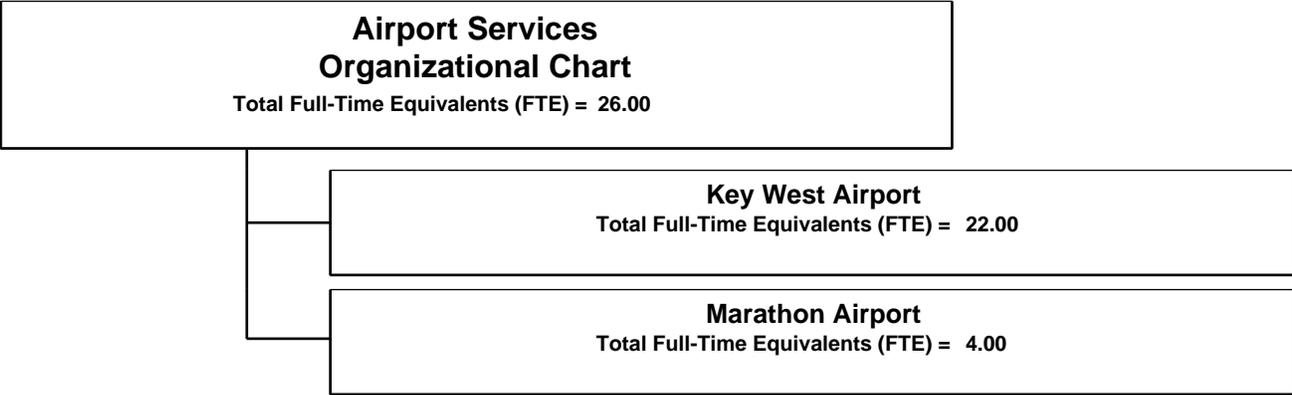
FY25 Adopted Budget

Airports



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Airport Services



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Airport Services

Mission Statement

The mission of the Airports is to provide and maintain world-class facilities for tourism, residents and business passengers.

Services Provided

The Department of Airports provides and maintains facilities for both Commercial Airlines and General Aviation activities at the Key West International Airport and the Florida Keys Marathon International Airport. The Department is responsible for day-to-day operations of the airports including administrative services, building and field maintenance, security and emergency response. Both airports are Federal Aviation Administration Part 139 certified and are staffed and maintained to that standard. Commercial Air Service in Key West and General Aviation activity in Marathon are vital to the economic wellbeing of both communities. More than 600 people are employed by agencies and businesses that serve the airports.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification
 - Action: The Department of Airports will complete the critically necessary Concourse A capital project to better serve our passengers
 - Performance Measure: Complete Concourse A capital project
 - Target Metric: 100% completed

- Economy: Infrastructure- Tourism Transportation- Alternative Solutions
 - Action: The Department of Airports will increase total number of destinations served
 - Performance Measure: Increase in destinations served
 - Target Metric: 1 new destination

Department Goals, Actions and Measures:

- Goal: Increase total airline seats in the Key West International Airport marketplace
 - Action: Meet with airlines and promote air service development.
 - Performance Measure: Meet with Airlines
 - Target Metric: 5

- Goal: Complete critically necessary capital projects at the Key West International Airport.
 - Action: Coordinate with the FAA, FDOT, Airport Engineers and Financial Consultants to fund and execute capital projects
 - Performance Measure: FAA approval of funding for capital improvements program
 - Target Metric: Fund 90%

- Goal: Relocate Runway 7/25 at the Florida Keys Marathon International Airport
 - Action: Award bid and contract for the project
 - Performance Measure: Secure FAA and FDOT grant funding for the project
 - Target Metric: Funding received or not received

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,960,439	3,618,341	3,669,937	4,386,099	4,178,780	13.9%
Operating Expenditures	31,340,380	76,663,316	45,865,050	148,359,569	50,985,184	11.2%
Capital Outlay Expenditures	552,708	578,601	11,450,000	8,179,587	20,162,000	76.1%
Total Budget	34,853,526	80,860,257	60,984,987	160,925,256	75,325,964	23.5%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Airport Services

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Key West Airport	24,969,352	54,949,946	54,992,256	129,858,423	63,935,695	16%
Key West Airport Debt Service - Interest & Other Debt Costs	755,381	1,151,221	2,091,100	2,172,291	2,691,000	29%
Marathon Airport	5,446,631	24,017,533	2,401,631	27,117,650	3,699,269	54%
PFC	3,682,162	741,557	1,500,000	1,776,893	5,000,000	233%
Total Budget	34,853,526	80,860,257	60,984,987	160,925,256	75,325,964	24%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Debt Service Fund	24,776	-	-	-	-	-%
Marathon Airport	5,446,631	23,996,701	2,401,631	26,728,482	3,514,192	46.3%
Key West International Airport	24,944,576	24,317,410	19,590,516	59,015,789	27,224,695	39.0%
General Airport Revenue Bond	755,381	31,783,757	37,492,840	73,014,925	39,402,000	5.1%
PFC & Oper Restrictions	3,682,162	762,389	1,500,000	2,166,061	5,185,077	245.7%
Total Revenue	34,853,526	80,860,257	60,984,987	160,925,256	75,325,964	23.5%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Key West Airport	17.00	20.00	20.00	22.00	2.00
Marathon Airport	4.00	4.00	4.00	4.00	-
Total Full-Time FTE	21.00	24.00	24.00	26.00	2.00
Total FTE	21.00	24.00	24.00	26.00	2.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Airport Services

Key West Airport

Major Variances

Key West International Airport:

The Key West International Airport continues fantastic passenger growth and new aircraft technology generating an increased index requiring a new \$1.4M ARFF Fire Truck.

Overall the proposed budget is up approximately \$6.4M over FY 2024 due primarily to on-going and upcoming construction projects, such as Concourse A, Customs Phase 3B, West Overflow Apron, Commercial Apron and Taxiway A.

- Bond Fund 405 includes \$25M for construction, \$6M for professional services for construction administration (CA) and Resident Project Representative (RPR) Services, \$5.7M for Concourse A Apron work, \$2,191,100 for Bond debt service, \$600k for PNC line of credit interest, and \$2,864,750 in required reserves.
- Personnel expenditures include proposed COLA/Merit adjustments and the two (2) new Security positions that are currently being recruited (BOCC approved 1.31.2024).
- Proposed Operating Expenditures include additional funding for Utilities and Contractual Services for anticipated increases due to the opening of Concourse A during FY 2025, added funding for the parking management contract (currently out out for bids), and added funding for required mitigation site monitoring fees. The MCSO Security contract is increased by \$162k for FY 2025.
- Capital Outlay budget is up \$4M over FY 2024 due to grant match funding for the following projects:
 1. \$2.4M for the Customs Phase 3B;
 2. \$1.9M for the Commercial Apron & Taxiway A;
 3. \$1.2M for the West Overflow Apron Parking;
 4. \$1.1M for Outbound Baggage System upgrades;
 5. \$1M for Concourse A Seating and Furniture;
 6. \$675k for Planning Studies;
 7. \$508k for Building & Security Improvements (Relocation of East Landside Utilities and Salt Pond Security Fencing);
 8. \$375k for Terminal Improvements (Elevated Electrical Vault);
 9. \$275k for Security Fencing & Lighting;
 10. \$250k for Noise Improvement Program; and
 11. \$235k for Mitigation Site Monitoring Year 1.
 12. \$205k for first year of new ARFF Fire Truck lease purchase.
 - Capital Outlay accounts also include:
 - 1) \$750k for unanticipated major repairs;
 - 2) \$750k for match for unanticipated FDOT grants;
 - 3) \$500k to update airfield lighting and generator; and
 - 4) \$90k to replace two of the oldest Airport pickup trucks.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,540,341	3,146,941	3,164,701	3,855,215	3,632,789	14.8%
Operating Expenditures	22,113,756	51,425,238	42,767,555	121,008,737	47,162,906	10.3%
Capital Outlay Expenditures	315,254	377,767	9,060,000	4,994,471	13,140,000	45.0%
Total Budget	24,969,352	54,949,946	54,992,256	129,858,423	63,935,695	16.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Debt Service Fund	24,776	-	-	-	-	-%
Key West International Airport	24,944,576	24,317,410	19,590,516	59,015,789	27,224,695	39.0%
General Airport Revenue Bond	-	30,632,536	35,401,740	70,842,634	36,711,000	3.7%
Total Revenue	24,969,352	54,949,946	54,992,256	129,858,423	63,935,695	16.3%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Airport Services

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	3.00	4.00	5.00	9.00	4.00
Officials & Administrators	7.00	7.00	6.00	5.00	(1.00)
Skilled Craft Workers	6.00	8.00	8.00	7.00	(1.00)
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	17.00	20.00	20.00	22.00	2.00
Total FTE	17.00	20.00	20.00	22.00	2.00

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Airport Services
Marathon Airport**

Major Variances

Florida Keys Marathon International Airport:

- Personnel expenditures include proposed COLA/Merit adjustments.
- Operating budget is relatively flat over FY 2024.

Overall budget increase is due to capital outlay grant match requirements.

- Capital Outlay includes grant match funds for the following projects:
 - 1) \$1.6M for Runway 7/25 Relocation;
 - 2) \$165k for Hurricane Impact Windows & Doors;
 - 3) \$75k for Planning Studies;
 - 4) \$60k for Mitigation Site Monitoring Year 1; and
- Capital Outlay account also includes the following proposed funding:
 - 1) \$50,000 for unanticipated FDOT grant match;
 - 2) \$50,000 for unanticipated major repairs; and
 - 3) \$22,000 for one new pickup truck.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	420,098	471,400	505,236	530,884	545,991	8.1%
Operating Expenditures	4,789,080	23,345,299	1,006,395	24,901,649	1,131,278	12.4%
Capital Outlay Expenditures	237,453	200,835	890,000	1,685,116	2,022,000	127.2%
Total Budget	5,446,631	24,017,533	2,401,631	27,117,650	3,699,269	54.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Marathon Airport	5,446,631	23,996,701	2,401,631	26,728,482	3,514,192	46.3%
PFC & Oper Restrictions	-	20,832	-	389,168	185,077	-%
Total Revenue	5,446,631	24,017,533	2,401,631	27,117,650	3,699,269	54.0%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	2.00	2.00	2.00	2.00	-
Skilled Craft Workers	2.00	2.00	2.00	2.00	-
Total Full-Time FTE	4.00	4.00	4.00	4.00	-
Total FTE	4.00	4.00	4.00	4.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Airport Services
PFC**

Description and Services Provided

The Passenger Facility Charge (PFC) Program allows the collection of PFC fees for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects/grants that enhance safety, security, or capacity; reduce noise; or increase air carrier competition. Some of our Grant projects have included Runway Safety, Noise Improvement, Drainage Rehab and Underground Utilities Master Plan.

Major Variances

Passenger Facility Charge (PFC) program:

Overall increase of \$1.5M from FY 2024 is for the following PFC projects:

- 1) \$1.2M for Customs Phase 3B;
- 2) \$1M for Concourse A seating & furniture; and
- 3) \$600k for PNC Bank LOC interest; and
- 4) \$95k for PFC Administration (PFC application amendments, close outs, etc.).

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	3,682,162	741,557	-	276,893	-	-%
Capital Outlay Expenditures	-	-	1,500,000	1,500,000	5,000,000	233.3%
Total Budget	3,682,162	741,557	1,500,000	1,776,893	5,000,000	233.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
PFC & Oper Restrictions	3,682,162	741,557	1,500,000	1,776,893	5,000,000	233.3%
Total Revenue	3,682,162	741,557	1,500,000	1,776,893	5,000,000	233.3%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Airport Services

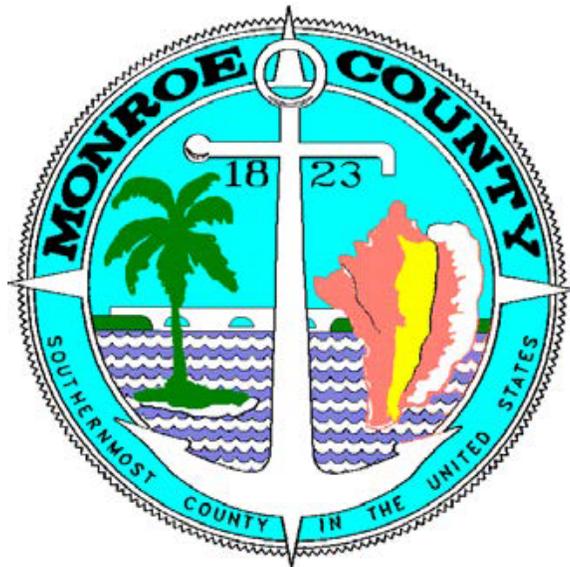
Key West Airport Debt Service - Interest & Other Debt Costs

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	755,381	1,151,221	2,091,100	2,172,291	2,691,000	28.7%
Total Budget	755,381	1,151,221	2,091,100	2,172,291	2,691,000	28.7%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Airport Revenue Bond	755,381	1,151,221	2,091,100	2,172,291	2,691,000	28.7%
Total Revenue	755,381	1,151,221	2,091,100	2,172,291	2,691,000	28.7%

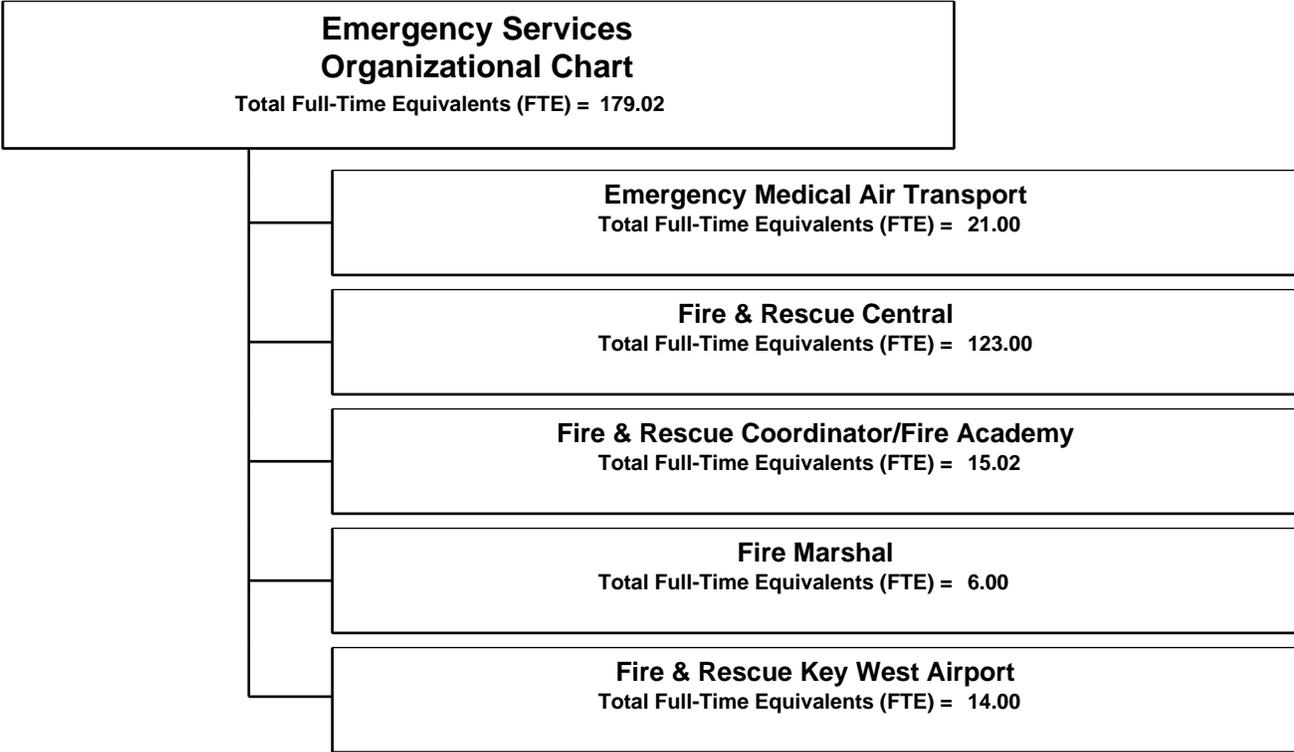
FY25 Adopted Budget

Emergency Services



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Emergency Services



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Services Provided

The Emergency Services Department plans for, responds to and mitigates the effects of most any emergency situation, including natural and man-made events. These responsibilities include:

- Fire suppression and Aircraft Emergency Response (ARFF);
- Advanced emergency medical response and transportation (air and ground);
- Fire prevention and safety education;
- Fire Investigation for Cause & Origin;
- Hurricane preparedness and response;
- Countywide firefighting and Emergency Medical Services (EMS) training.

Strategic Goals

Department Goals, Actions and Measures:

- Goal: Improve infrastructure for the delivery of Fire/EMS services to the Sugarloaf and Layton/Long Key communities.
 - Action: Continue funding for construction of new Fire Station 10, Sugarloaf Key.
 - Performance Measure: Successful submission of funding requests for construction of new fire station on Sugarloaf (Station 10).
 - Target Metric: Completed or Not Completed; Completed engineering design plan for Fire Station 10.
- Goal: Reduce employee turnover by 20% and increase percentage of MCFR firefighters that reside in Monroe County.
 - Action: Resubmit funding request for engineering design of new Fire Station 18, Layton/Long Key.
 - Performance Measure: Successful submission of engineering design and BOCC approval of new fire station on Layton (Station 18).
 - Target Metric: Completed or Not Completed; Not Funded
- Goal: Reduce employee turnover by 20% and increase percentage of MCFR firefighters that reside in Monroe County.
 - Action: Continue to offer "local's tuition fee waiver" to qualified local residents to attend MCFR Training Academy and utilize our fire training staff officers to provide coordination and instruction of fire minimum standards training program.
 - Performance Measure: Continue local's tuition fee waiver program.
 - Target Metric: Completed or Not Completed; Completed - Continue "Hot Shots" Program; 54% of department's employees live in Monroe County.
- Goal: Improve the quality of fire and emergency medical services provided.
 - Action: Implement advanced training and stringent quality assurance standards.
 - Performance Measure: Offer at least one in-house training certification course per month by the department's fire training academy.
 - Target Metric: Completed or Not Completed; Completed, Courses offered every month published on the training calendar for the year.
- Goal: Increase Promotion of Fire Safety and Prevention throughout Monroe County.
 - Action: Implement an in-house Emergency Medical Services (EMS) Quality Control Program.
 - Performance Measure: Review at least 40 patient care reports written by charge paramedics on a monthly basis.
 - Target Metric: Completed or Not Completed; Completed, Over 40 patient care reports are being reviewed on a monthly basis.
- Goal: Increase Promotion of Fire Safety and Prevention throughout Monroe County.
 - Action: Increase Promotion of Fire Safety and Prevention throughout Monroe County.
 - Action: Provide grade specific fire safety and prevention strategies utilizing approved School District objectives.
 - Performance Measure: Reach at least 500 students through grade specific fire safety and prevention events to school aged children in Monroe County schools.
 - Target Metric: Completed or Not Completed; Completed, Reached over 500 daycare/school age children presenting fire safety information.
- Goal: Increase Promotion of Fire Safety and Prevention throughout Monroe County.
 - Action: Reduce the number of preventable fire hazards through comprehensive pre-incident planning.
 - Performance Measure: Complete in-service company pre-incident plans on at least 2,000 commercial businesses.
 - Target Metric: Completed or Not Completed; Completed over 2,000 in-service company pre-incident plans performed.
- Goal: Increase Promotion of Fire Safety and Prevention throughout Monroe County.
 - Action: Continue to improve availability of water sources by increasing installation of additional fire hydrants.
 - Performance Measure: Install additional fire hydrants in Monroe County Fire Rescue response areas.
 - Target Metric: Completed or Not Completed; Not Completed, Bid issued, however, no bids received.

In Support of the 2020 BOCC Strategic Plan Emergency Services seeks to add the following services/programs/projects in FY25:

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services

- 1) Name of Project: Continue progress on new Fire Station 10, Sugarloaf Key by providing funding for construction.
 - a) Brief Description: Design for new fire station completed through Public Private Partnership (P3) project and funds for construction are required to complete the project.
 - b) Budget Enhancement Amount: \$9.6 million for construction.
 - c) BOCC Strategic Priority this aligns with: Section 1. B. iv. Address Infrastructure concerns related to Climate Change and future storm resiliency.
 - d) Management Priority this aligns with: N/A
 - e) Department Goal: Improve infrastructure for the delivery of Fire/EMS services to the Sugarloaf community.

- 2) Name of Project: Complete Engineering Design Plan for Fire Station 18, Layton/Long Key.
 - a) Brief Description: Funding requested for completion of engineering design of replacement Fire Station 18, Layton/Long Key.
 - b) Budget Enhancement Amount: Requested \$10,000,000 for engineering design.
 - c) BOCC Strategic Priority this aligns with: Section 1. B. iv. Address Infrastructure concerns related to Climate Change and future storm resiliency.
 - d) Management Priority this aligns with: N/A
 - e) Department Goal: Improve infrastructure for the delivery of Fire/EMS services to the Layton/Long Key community.

- 3) Name of Project: Continue progress on new Training Burn Simulator at the County Fire Training Academy.
 - a) Brief Description: Funding requested for completion of construction of Training Burn Simulator providing controlled environment for training firefighters in live fire operations.
 - b) Budget Enhancement Amount: Requested \$935,000 for construction.
 - c) BOCC Strategic Priority this aligns with: Section 1. B. iv. Address Infrastructure concerns related to Climate Change and future storm resiliency.
 - d) Management Priority this aligns with: N/A
 - e) Department Goal: Improve infrastructure for training firefighters in the delivery of Fire/EMS services to the Florida Keys community.

- 4) Training Academy Metal Shed \$80,000.

- 5) Name of Project: Installation of Fire Hydrants/Fire Wells Within Primary Response Zones.
 - a) Brief Description: Continue funding installation of fire hydrants and fire wells in areas that would benefit from improved water supply for firefighting operations. Dedicated water sources will support the ability to provide excellent fire protection services and enhance the ISO rating correlates to lower property owner insurance costs.
 - b) Budget Enhancement Amount: \$150,000
 - c) BOCC Strategic Priority this aligns with: N/A
 - d) Management Priority this aligns with: Increased Efficiencies
 - e) Department goal: MCFR is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys. The installation of dedicated water sources to support firefighting operations will enhance the department's ability to provide the highest level of firefighting services to the Florida Keys community.

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Emergency Services

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	18,811,577	21,029,715	20,385,083	23,091,032	23,540,484	15.5%
Operating Expenditures	7,885,506	9,255,109	10,601,364	10,494,061	12,399,001	17.0%
Capital Outlay Expenditures	477,584	317,253	856,010	1,306,968	778,913	(9.0)%
Total Budget	27,174,667	30,602,078	31,842,457	34,892,060	36,718,398	15.3%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Emergency Medical Air Transport	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21%
Fire & Rescue Central	13,943,855	16,099,021	14,931,629	17,963,932	17,460,660	17%
Fire & Rescue Coordinator/Fire Academy	1,941,185	2,030,438	2,835,931	2,835,931	2,977,549	5%
Fire & Rescue Key West Airport	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	5%
Fire Marshal	917,147	888,637	1,092,294	1,092,294	996,003	(9)%
Impact Fees Fire & EMS	-	-	191,739	191,739	184,490	(4)%
LOSAP	32,190	89,660	48,000	65,300	48,000	-%
Total Budget	27,174,667	30,602,078	31,842,457	34,892,060	36,718,398	15%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	638,085	620,905	1,057,372	1,057,372	810,016	(23.4)%
Fine & Forfeiture Fund	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21.0%
Governmental Fund Type Grants	954,903	1,994,190	-	2,815,483	-	-%
Impact Fees Fund - Fire & EMS	-	-	191,739	191,739	184,490	(3.8)%
Fire & Ambulance, District #1 - Lower and Middle Keys	12,988,952	14,104,832	14,931,629	15,148,449	17,460,660	16.9%
Unincorporated Svc District - Planning, Building, and Zoning	2,220,247	2,298,171	2,865,853	2,865,853	3,163,536	10.4%
Miscellaneous Special Revenue Fund	-	-	5,000	5,000	-	(100.0)%
Key West International Airport	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	4.9%
Fire & EMS LOSAP Trust Fund	32,190	89,660	48,000	65,300	48,000	-%
Total Revenue	27,174,667	30,602,078	31,842,457	34,892,060	36,718,398	15.3%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Emergency Medical Air Transport	20.34	21.00	21.00	21.00	-
Fire & Rescue Central	99.66	99.00	99.00	123.00	24.00
Fire & Rescue Coordinator/Fire Academy	12.02	12.00	14.02	15.02	1.00
Fire Marshal	6.00	6.00	6.00	6.00	-
Fire & Rescue Key West Airport	14.00	14.00	14.00	14.00	-
Total Full-Time FTE	152.02	152.00	154.02	179.02	25.00
Total FTE	152.02	152.00	154.02	179.02	25.00

Emergency Medical Air Transport

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

Through a partnership between Monroe County Emergency Services and Monroe County Sheriff's Office, provide a fully-staffed and operational air medical transport service in Monroe County for trauma scene response and medically necessary hospital-to-hospital transfers.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,926,783	3,038,029	3,322,538	3,322,538	3,482,221	4.8%
Operating Expenditures	5,513,154	6,319,808	6,950,734	6,983,806	8,997,619	29.4%
Capital Outlay Expenditures	14,979	56,096	168,963	135,891	158,273	(6.3)%
Total Budget	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fine & Forfeiture Fund	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21.0%
Total Revenue	8,454,916	9,413,934	10,442,235	10,442,235	12,638,113	21.0%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.34	3.00	3.00	3.00	-
Officials & Administrators	-	1.00	2.00	2.00	-
Protective Service Workers	11.00	8.00	10.00	10.00	-
Service - Maintenance	-	9.00	-	-	-
Professionals	7.00	-	6.00	6.00	-
Total Full-Time FTE	20.34	21.00	21.00	21.00	-
Total FTE	20.34	21.00	21.00	21.00	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services
Fire & Rescue Central

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

The Emergency Services Department plans for, responds to and mitigates the effects of most any emergency situation, including natural and man-made events. These responsibilities include:

- Fire suppression and Aircraft Emergency Response (ARFF);
- Advanced emergency medical response and transportation (air and ground);
- Fire prevention and safety education;
- Fire Investigation for Cause & Origin;
- Hurricane preparedness and response;
- Countywide firefighting and Emergency Medical Services (EMS) training.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	11,794,739	13,825,784	12,130,668	14,734,345	15,003,683	23.7%
Operating Expenditures	1,742,325	2,078,910	2,311,971	2,290,223	2,144,977	(7.2)%
Capital Outlay Expenditures	406,791	194,327	488,990	939,365	312,000	(36.2)%
Total Budget	13,943,855	16,099,021	14,931,629	17,963,932	17,460,660	16.9%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Governmental Fund Type Grants	954,903	1,994,190	-	2,815,483	-	-%
Fire & Ambulance, District #1 - Lower and Middle Keys	12,988,952	14,104,832	14,931,629	15,148,449	17,460,660	16.9%
Total Revenue	13,943,855	16,099,021	14,931,629	17,963,932	17,460,660	16.9%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.66	-	-	-	-
Officials & Administrators	-	1.00	-	-	-
Protective Service Workers	99.00	53.00	99.00	123.00	24.00
Service - Maintenance	-	45.00	-	-	-
Total Full-Time FTE	99.66	99.00	99.00	123.00	24.00
Total FTE	99.66	99.00	99.00	123.00	24.00

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services
Fire & Rescue Coordinator/Fire Academy

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

- Managerial Oversight
- Budgetary Control and Management
- Program Development
- Policy Development and Enforcement
- Development and Delivery of Training Programs
- Safety Program Compliance
- Supply and Equipment Purchasing, Delivery and Repairs
- Facilities and Apparatus Maintenance Coordination
- Provide in-house training and certification programs

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,678,829	1,687,355	2,227,385	2,273,165	2,385,748	7.1%
Operating Expenditures	233,454	278,709	450,672	403,920	447,621	(0.7)%
Capital Outlay Expenditures	28,901	64,374	157,874	158,846	144,180	(8.7)%
Total Budget	1,941,185	2,030,438	2,835,931	2,835,931	2,977,549	5.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	638,085	620,905	1,057,372	1,057,372	810,016	(23.4)%
Unincorporated Svc District - Planning, Building, and Zoning	1,303,100	1,409,533	1,773,559	1,773,559	2,167,533	22.2%
Miscellaneous Special Revenue Fund	-	-	5,000	5,000	-	(100.0)%
Total Revenue	1,941,185	2,030,438	2,835,931	2,835,931	2,977,549	5.0%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	5.00	5.00	5.00	6.02	1.02
Officials & Administrators	1.00	1.00	2.00	2.00	-
Protective Service Workers	4.00	2.00	5.00	5.00	-
Service - Maintenance	-	2.00	-	-	-
Skilled Craft Workers	2.00	2.00	2.00	2.00	-
Professionals	0.02	-	0.02	-	(0.02)
Total Full-Time FTE	12.02	12.00	14.02	15.02	1.00
Total FTE	12.02	12.00	14.02	15.02	1.00

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Emergency Services
Fire Marshal**

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

- Fire and Life Safety Code Enforcement
- Site Plan Review
- Building Plan Review
- Fire Protection Systems Plan Review
- Certificate of Occupancy Inspections for Fire Code Compliance
- Community Education Programs and Outreach Events
- Fire Investigations for Cause & Origin

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	778,548	757,111	878,270	886,108	761,063	(13.3)%
Operating Expenditures	132,711	130,328	199,787	151,379	176,426	(11.7)%
Capital Outlay Expenditures	5,888	1,199	14,237	54,807	58,514	311.0%
Total Budget	917,147	888,637	1,092,294	1,092,294	996,003	(8.8)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Unincorporated Svc District - Planning, Building, and Zoning	917,147	888,637	1,092,294	1,092,294	996,003	(8.8)%
Total Revenue	917,147	888,637	1,092,294	1,092,294	996,003	(8.8)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Protective Service Workers	5.00	4.00	5.00	5.00	-
Service - Maintenance	-	1.00	-	-	-
Total Full-Time FTE	6.00	6.00	6.00	6.00	-
Total FTE	6.00	6.00	6.00	6.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Emergency Services
LOSAP**

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

LOSAP (Length of Service Award Plan) was implemented on June 21, 1999 by Ordinance 026-1999. LOSAP provides benefits to certain eligible firefighters and emergency medical services volunteers who have achieved at least 10 years of active service and have reached the age of 60.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	32,190	89,660	48,000	65,300	48,000	-%
Total Budget	32,190	89,660	48,000	65,300	48,000	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fire & EMS LOSAP Trust Fund	32,190	89,660	48,000	65,300	48,000	-%
Total Revenue	32,190	89,660	48,000	65,300	48,000	-%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Emergency Services
Impact Fees Fire & EMS

Description and Services Provided

Impact fees are collected as an assessment on building permits issued for projects in unincorporated Monroe County and are used exclusively for the capital expansion of the county's fire infrastructure in a manner consistent with the capital improvements plan of the comprehensive plan, including the installation and retrofit of fire hydrants and wells. Chapter 126 of the Monroe County Code establishes the collection of impact fees. The disbursement of such funds require the approval of the Board of County Commissioners.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	-	-	191,739	191,739	184,490	(3.8)%
Total Budget	-	-	191,739	191,739	184,490	(3.8)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Fire & EMS	-	-	191,739	191,739	184,490	(3.8)%
Total Revenue	-	-	191,739	191,739	184,490	(3.8)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Emergency Services
Fire & Rescue Key West Airport**

Mission Statement

Emergency Services is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Description and Services Provided

- Emergency Response to Aircraft Emergencies
- EMS Support at the Airport
- Respond to all Unknown Hazardous Incidents Connected to the Airport

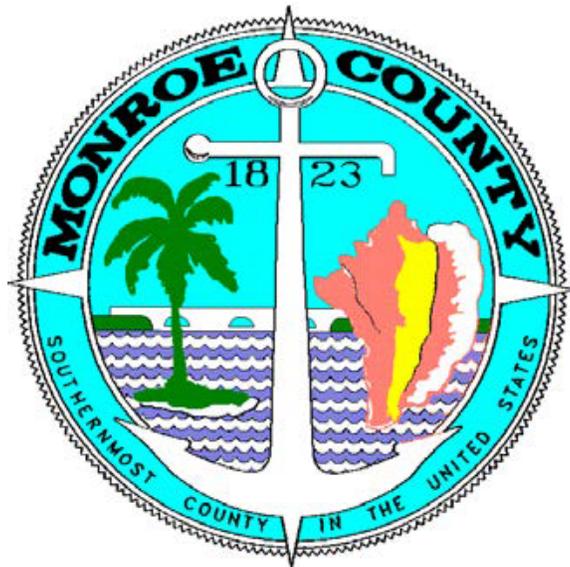
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,632,679	1,721,435	1,826,222	1,874,876	1,907,769	4.5%
Operating Expenditures	231,671	357,695	448,461	407,693	399,868	(10.8)%
Capital Outlay Expenditures	21,025	1,257	25,946	18,059	105,946	308.3%
Total Budget	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	4.9%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Key West International Airport	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	4.9%
Total Revenue	1,885,374	2,080,387	2,300,629	2,300,629	2,413,583	4.9%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Protective Service Workers	13.00	4.00	13.00	13.00	-
Service - Maintenance	-	9.00	-	-	-
Skilled Craft Workers	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	14.00	14.00	14.00	14.00	-
Total FTE	14.00	14.00	14.00	14.00	-

FY25 Adopted Budget

Emergency Management



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Emergency Management

**Emergency Management
Organizational Chart**

Total Full-Time Equivalents (FTE) = 4.27

Emergency Management
Total Full-Time Equivalents (FTE) = 4.27

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Emergency Management

Mission Statement

Emergency Management is committed to serving our community with the highest level of life and property protection to meet the needs of our residents and visitors in the Florida Keys.

Services Provided

The Emergency Management Department provides planning, preparedness and coordination of response activities to events that might impact the infrastructure of Monroe County or the safety of its residents and visitors, such as:

- Hurricanes, tornadoes, waterspouts;
- Mass immigration;
- Hazardous materials accidents;
- Terrorist activities;
- Large fires;
- Air crashes;
- Civil disorders;
- Possible accidents at the FP&L Turkey Point Nuclear Power Plant;
- Nuclear attack .

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	650,190	831,059	642,704	1,020,987	686,104	6.8%
Operating Expenditures	368,996	581,029	368,979	9,031,981	643,214	74.3%
Capital Outlay Expenditures	114,730	188,564	349,045	579,930	322,195	(7.7)%
Total Budget	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.4%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Emergency Management	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21%
Total Budget	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	580,581	749,538	1,360,728	1,663,904	1,651,513	21.4%
Governmental Fund Type Grants	553,336	851,114	-	8,968,994	-	-%
Total Revenue	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.4%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Emergency Management	4.04	4.06	4.27	4.27	-
Total Full-Time FTE	4.04	4.06	4.27	4.27	-
Total FTE	4.04	4.06	4.27	4.27	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Emergency Management
Emergency Management**

Major Variances

For the FY 2025 Emergency Management proposed budget reflects an increase of approximately \$313,484.00 in operating expense from FY 2024 due to the lease expense for the new Monroe County Emergency Operations Center on the Marathon Airport property.

In addition to the proposed FY 2025 budget, there is one other essential funding need for Emergency Management that is not yet incorporated into this year's budget submittal. The Senior Planner, Technology is anticipated to retire and may incur an unused time payout of approximately \$5,000.00.

All other budget line items remain the same as FY 2024.

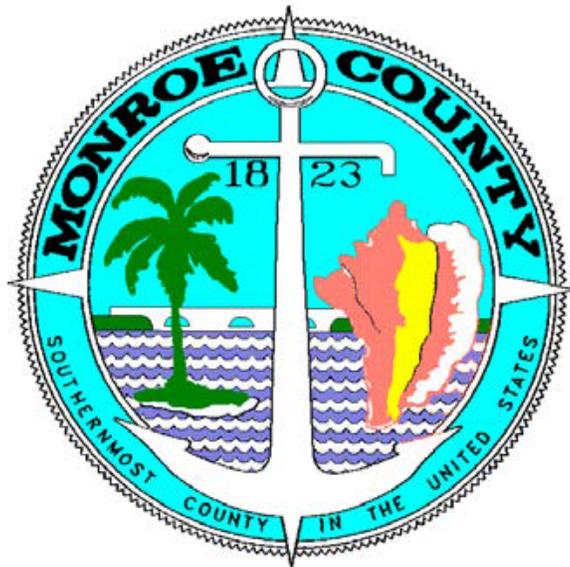
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	650,190	831,059	642,704	1,020,987	686,104	6.8%
Operating Expenditures	368,996	581,029	368,979	9,031,981	643,214	74.3%
Capital Outlay Expenditures	114,730	188,564	349,045	579,930	322,195	(7.7)%
Total Budget	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	580,581	749,538	1,360,728	1,663,904	1,651,513	21.4%
Governmental Fund Type Grants	553,336	851,114	-	8,968,994	-	-%
Total Revenue	1,133,916	1,600,652	1,360,728	10,632,898	1,651,513	21.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.37	0.37
Officials & Administrators	0.90	0.90	0.90	0.90	-
Professionals	2.14	2.16	2.37	2.00	(0.37)
Total Full-Time FTE	4.04	4.06	4.27	4.27	-
Total FTE	4.04	4.06	4.27	4.27	-

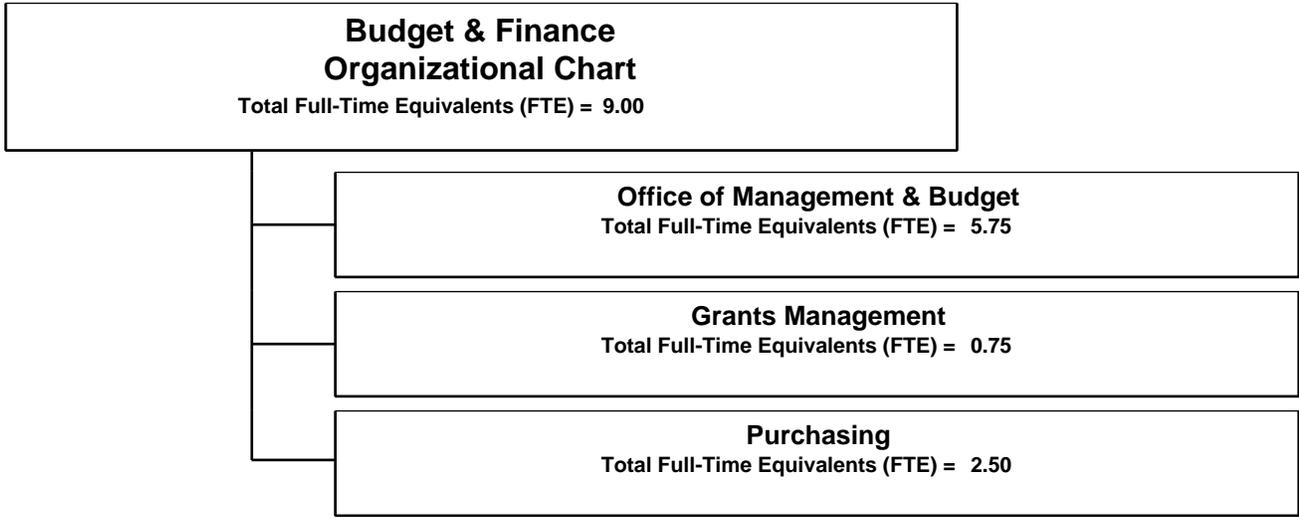
FY25 Adopted Budget

Budget & Finance



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Budget & Finance



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance

Mission Statement

The mission of the Budget and Finance Department is to provide effective development and implementation of Monroe County's budget; promote efficient, sound financial management; ensure governmental procurement regulations are followed countywide; facilitate financially responsible grant funding; and maintain the highest standards of ethics, integrity, and prudent expenditure of public funds .

Services Provided

The Budget and Finance Department encompasses the following areas and responsibilities:

- Office of Management and Budget
 - Collaborate and consult with Monroe County departments to develop the annual operating and capital budgets
 - Publish, administer and monitor all Monroe County budgets
 - Provide financial analysis, multi-year forecasting, and financial reporting

- Grants Management
 - Oversee County funding of nonprofit organizations
 - Provide grant administrative assistance to Monroe County departments
 - Pursue financially-responsible funding opportunities that promote the economic well-being of the County

- Purchasing
 - Provide high quality, best value purchasing and procurement activities to maximize the purchasing power of public funds and promote fair and open competition
 - Ensure governmental procurement regulations are followed countywide
 - Provide procurement support in a timely and professional manner to all County departments

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Action: The Department of Budget and Finance will maximize revenue generated through ad valorem taxes, non-ad Valorem assessments, sales tax, State and Federal grants, fees for services, and other sources to address all 'Areas of Concern and Priority' that require funding

• Quality of Life: Services to All- Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

- Action: The Department of Budget and Finance will facilitate grant funding focused on quality of life, medical services, and core services

- Performance Measure: Develop a summary compilation of the Annual Performance Reports submitted by non-profit Human Services Organization that are funded by the County.

- Target Metric: Completed or Not Completed

• Environment: Restoration- Irma Recovery

- Action: The Department of Budget and Finance will analyze projections, actual expenses, insurance proceeds, and FEMA reimbursements to ensure funding is available to repair and replace County assets that were damaged by Hurricane Irma

- Performance Measure: FEMA reimbursements

- Target Metric: Percent of Hurricane Irma expenses reimbursed

Department Goals, Actions, and Measures:

Goal: Increase efficiencies and reduce costs by instituting a paperless purchasing and procurement process by the end of FY 2025.

Action: Conduct the selection process for the new online procurement platform for small purchase procurement and bid solicitations

Target Measure: Platform is selected

Goal: Increase efficiencies and reduce costs by evaluating existing mail and courier services to current needs by the end of FY 2025.

Action: Determine the existing need for courier services

Target Measure: RFP courier services are advertised for bids

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance

Goal: Increase efficiencies and reduce costs by improving the disaster procurement process by the end of FY 2025.

Action: Research new resources from the Workday and Web EOC platforms

Target Measure: Make recommendations for a new process

Goal: Increase efficiencies and reduce costs by establishing a self-service solution for constituents to obtain public records by the end of FY 2025.

Action: Research self-service platforms

Target Measure: Proposal on a self-service solution for public records

Goal: Increase efficiencies and reduce costs by creating a decentralized budget process by the end of FY 2025.

Action: Work with GovMax to reclassify data based on the new budget structure in Workday

Target Measure: GovMax is updated

Action: Train key staff throughout the County on how to maximize the use of GovMax

Target Measure: Complete GovMax training for identified key county staff

Action: Provide training on how to better manage department budgets

Target Measure: Provide budget management training to identified departments

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,028,576	1,255,051	1,422,755	1,525,728	1,547,692	8.8%
Operating Expenditures	292,271	8,785,750	1,834,475	13,029,902	409,538	(77.7)%
Capital Outlay Expenditures	185,600	514,435	2,500	1,558,746	2,500	-%
Total Budget	1,506,447	10,555,237	3,259,730	16,114,376	1,959,730	(39.9)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Grants Management	135,649	140,253	426,930	276,191	327,833	(23)%
Office of Management & Budget	997,175	9,894,992	2,353,834	15,240,480	1,129,874	(52)%
Purchasing	373,623	519,991	478,966	597,705	502,023	5%
Total Budget	1,506,447	10,555,237	3,259,730	16,114,376	1,959,730	(40)%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,149,297	1,427,384	3,259,730	3,259,730	1,959,730	(39.9)%
Governmental Fund Type Grants	357,150	9,127,853	-	12,854,646	-	-%
Total Revenue	1,506,447	10,555,237	3,259,730	16,114,376	1,959,730	(39.9)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Office of Management & Budget	6.30	6.30	5.75	5.75	-
Grants Management	3.20	3.20	1.75	0.75	(1.00)
Purchasing	1.50	1.50	2.50	2.50	-
Total Full-Time FTE	11.00	11.00	10.00	9.00	(1.00)
Total FTE	11.00	11.00	10.00	9.00	(1.00)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance

Office of Management & Budget

Mission Statement

The mission of Budget & Finance is to provide support to all county departments with regard to budget, grant, and purchasing needs in accordance with policies determined by the Board of County Commissioners and Florida statutes.

Description and Services Provided

The Monroe County Office of Management and Budget (OMB) is a high-performance office with a true commitment to public service. Our staff shares a focus on community values and the rising expectations of our customers.

We realize the need for increased accountability and are dedicated to operational excellence.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	613,721	729,498	856,428	991,401	1,057,405	23.5%
Operating Expenditures	197,855	8,652,618	1,497,406	12,692,833	72,469	(95.2)%
Capital Outlay Expenditures	185,600	512,876	-	1,556,246	-	-%
Total Budget	997,175	9,894,992	2,353,834	15,240,480	1,129,874	(52.0)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	640,025	767,139	2,353,834	2,385,834	1,129,874	(52.0)%
Governmental Fund Type Grants	357,150	9,127,853	-	12,854,646	-	-%
Total Revenue	997,175	9,894,992	2,353,834	15,240,480	1,129,874	(52.0)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Officials & Administrators	2.30	2.30	2.25	2.25	-
Professionals	3.00	3.00	2.50	2.50	-
Total Full-Time FTE	6.30	6.30	5.75	5.75	-
Total FTE	6.30	6.30	5.75	5.75	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance
Grants Management

Mission Statement

The mission of the Grants Administration Department is to monitor grant applications and implementation, to oversee county funding of nonprofit organizations, and to apply for and administer certain pass-through grants.

Description and Services Provided

The Grants Department provides oversight of all contracts related to grant awards distributed or received by the County; to include:

- Direct County funding of nonprofits
- Facilitation of HSAB meetings and funding of nonprofits
- Facilitation of SAPAB meetings and application, implementation and monitoring of FDLE funding

The Grants Department also provides grant administrative assistance to County departments and human service organizations, pursues funding opportunities and writes grant proposals, and ensures a coordinated response to hurricane recovery grant assistance through FEMA and the state.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	131,814	116,270	221,830	71,091	122,733	(44.7)%
Operating Expenditures	3,835	23,984	202,600	202,600	202,600	-%
Capital Outlay Expenditures	-	-	2,500	2,500	2,500	-%
Total Budget	135,649	140,253	426,930	276,191	327,833	(23.2)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	135,649	140,253	426,930	276,191	327,833	(23.2)%
Total Revenue	135,649	140,253	426,930	276,191	327,833	(23.2)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	2.20	2.20	1.25	0.25	(1.00)
Professionals	1.00	1.00	0.50	0.50	-
Total Full-Time FTE	3.20	3.20	1.75	0.75	(1.00)
Total FTE	3.20	3.20	1.75	0.75	(1.00)

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Budget & Finance
Purchasing

Mission Statement

The mission of the Purchasing Office is to provide quality purchasing and contracting support to all county departments in a timely, cost-effective, and professional manner.

Description and Services Provided

Responsibilities

The Purchasing Office is a service-oriented agency for the operating departments of Monroe County's government.

It is the responsibility of the Purchasing Office to ensure that all procurement activities are conducted in compliance with policies, applicable laws, and regulations in a manner that supports the best interests of the County.

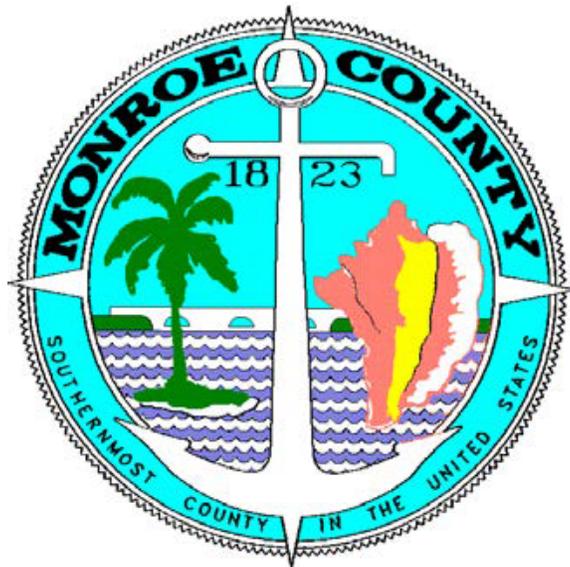
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	283,042	409,283	344,497	463,236	367,554	6.7%
Operating Expenditures	90,581	109,149	134,469	134,469	134,469	-%
Capital Outlay Expenditures	-	1,559	-	-	-	-%
Total Budget	373,623	519,991	478,966	597,705	502,023	4.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	373,623	519,991	478,966	597,705	502,023	4.8%
Total Revenue	373,623	519,991	478,966	597,705	502,023	4.8%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	0.50	0.50	1.50	1.50	-
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	1.50	1.50	2.50	2.50	-
Total FTE	1.50	1.50	2.50	2.50	-

FY25 Adopted Budget

Information Technology



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Information Technology

**Information Technology
Organizational Chart**

Total Full-Time Equivalents (FTE) = 13.00

Information Technology

Total Full-Time Equivalents (FTE) = 13.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Information Technology

Mission Statement

Monroe County Information Technology (IT) provides efficient, reliable and cost-effective technology, data network, telephone and video services to County Employees, Constitutional Offices as well as other governmental offices, and in some instances, the public.

Services Provided

Services offered by the Monroe County IT department include:

- End user computing support from the Service Desk (e.g. desktops/laptops, monitors, phones, software, printers, etc.)
- Technical support services for IT infrastructure (e.g. data center, networks, telecommunications, hardware, etc.)
- IT applications support (e.g. enterprise software, business systems, web/integration)
- IT services (IT project management, IT procurement)
- TV broadcast and audio-visual needs through Monroe County Television (MCTV)

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Viability- Address Infrastructure concerns related to Climate Change and future storm resiliency
 - Action: Information Technology will provide technical guidance and search for innovative alternatives to improve Monroe County's technical infrastructure for future storm resiliency
 - Performance Measure: Analyze, architect and implement communication improvements at the current EOC – making sure to incorporate newly viable technical innovations.
 - Target Metric: Completed
- Action: Information Technology will develop and confirm design planning for Monroe County's planned EOC Operations Center
- Performance Measure: Provide IT expertise on design for new EOC
- Target Metric: Completed

Department Goals, Actions and Measures:

- Goal: Assist other departments in researching, identifying and implementing automation opportunities
 - Action: Assist the Planning Department in identifying and implementing an appropriate Electronic Plan Review application
 - Performance Measure: Provide IT expertise on selection and implementation of new process system
 - Target Metric: Completed
- Goal: Improve Monroe County's technology security standards and tools
 - Action: Replace our existing enterprise firewalls with more capable alternatives
 - Performance Measure: Replace enterprise firewalls
 - Target Metric: Completed
- Goal: Maintain, optimize and improve Monroe County's technical infrastructure
 - Action: Replace the 2 backup servers with modern equivalent hardware
 - Performance Measure: Replace identified backup servers
 - Target Metric: Completed
 - Action: Research, select and implement technology which would support a disaster recovery approach for critical server functionality (such as Community Plus)
 - Performance Measure: Implement disaster recovery capability for Community Plus
 - Target Metric: Completed
 - Action: Replace aging and obsolete broadcast equipment in the Marathon BOCC chamber and broadcast booth
 - Performance Measure: Replace aging and obsolete Marathon BOCC broadcast equipment
 - Target Metric: Completed

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Information Technology

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,547,968	1,715,634	1,811,684	1,834,947	2,062,390	13.8%
Operating Expenditures	1,258,365	1,354,345	1,377,489	1,697,226	1,361,282	(1.2)%
Capital Outlay Expenditures	94,551	95,824	456,850	113,850	380,000	(16.8)%
Total Budget	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Information Technology	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4%
Total Budget	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%
Total Revenue	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Information Technology	14.00	14.00	13.00	13.00	-
Total Full-Time FTE	14.00	14.00	13.00	13.00	-
Total FTE	14.00	14.00	13.00	13.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Information Technology
Information Technology**

Description and Services Provided

The Information Technology Department is responsible for the installation, support and maintenance of the County’s technology infrastructure including: all applications, technology infrastructure, desktop/laptop computers, printers, multifunctional devices, telephones and mobile devices. The Department supports approximately 90 applications and more than 80 Windows based servers serving more than 40 locations throughout the Keys. IT also maintains and archives the emails of all users and provides network/internet access for approximately 1,100 users - including the Property Appraiser, Monroe County Sheriff, the 16th Judicial Circuit Court and the Clerk of Courts. The IT Department operates the Monroe County Television Cable Channel (MCTV), which broadcasts local government programming throughout the Florida Keys. MCTV also provides a digital stream of the broadcast on the County’s website and maintains a video on demand archive of all meetings that have been aired.

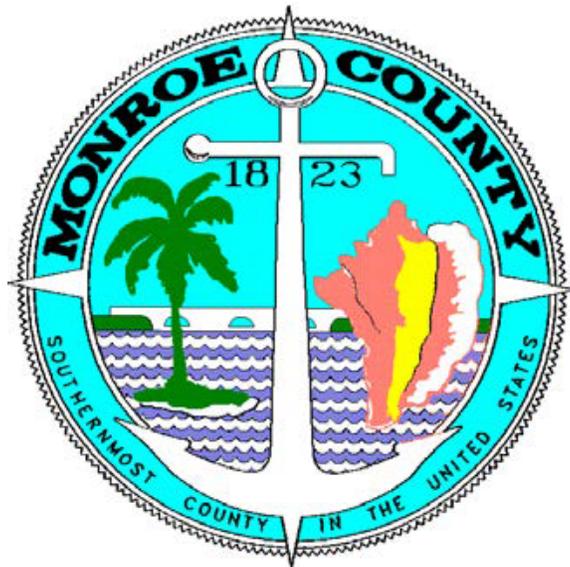
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,547,968	1,715,634	1,811,684	1,834,947	2,062,390	13.8%
Operating Expenditures	1,258,365	1,354,345	1,377,489	1,697,226	1,361,282	(1.2)%
Capital Outlay Expenditures	94,551	95,824	456,850	113,850	380,000	(16.8)%
Total Budget	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%
Total Revenue	2,900,883	3,165,803	3,646,023	3,646,023	3,803,672	4.3%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Officials & Administrators	3.00	3.00	2.00	2.00	-
Technicians	1.00	1.00	1.00	1.00	-
Professionals	9.00	9.00	9.00	9.00	-
Total Full-Time FTE	14.00	14.00	13.00	13.00	-
Total FTE	14.00	14.00	13.00	13.00	-

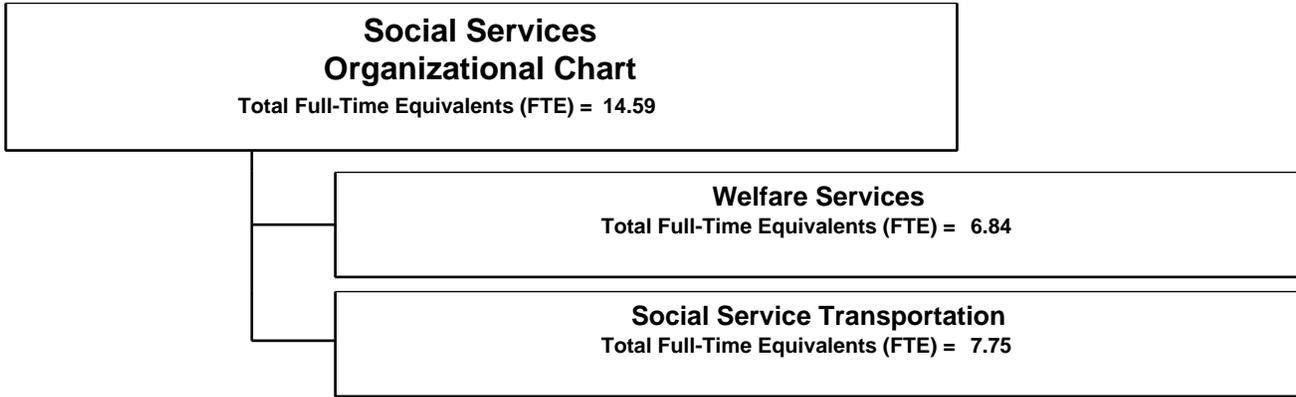
FY25 Adopted Budget

Social Services



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Social Services



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Social Services

Mission Statement

The Social Services Department provides a holistic approach to case management, interim financial assistance, medical assistance, and other life-sustaining supportive assistance, to eligible individuals and families in need of services throughout Monroe County.

Services Provided

Assistive Device Loaner Program: Loan equipment to families and individuals who could not otherwise afford item(s): wheelchairs, walkers, hospital beds, electric wheelchairs/scooters, shower chairs, bedside commodes, etc. Need-based, not eligibility-based.

Bayshore Manor Assisted Living Facility: 16-bedroom facility supporting elderly citizens in maintaining independence and avoiding nursing home placement by providing safe, competent, and caring residential services 24/7/365 in an assisted living setting. Adult daytime respite services are also provided Monday through Friday from 8AM to 5 PM for up to 10 guests per day.

Consumable Supplies: Provide consumable supplies to eligible individuals who could not otherwise afford them: adult diapers, bed pads, wipes, gloves, nutritional drinks, etc.

Energy Assistance: Low Income Home Energy Assistance Program (LIHEAP)

Health Care Responsibility Act (HCRA) Program: Eligibility Determination for HCRA

In-Home Services: Homemaking, Personal Care, Chore, Companionship for Elderly, Shopping Assistance, In-Home Respite, Facility-Based Respite, Group and Individual Caregiver Training

Legislatively Mandated Medicaid Reimbursement for Hospitals & Nursing Homes

Legislatively Mandated Indigent/Pauper Cremations and Burials: Cover final cremation or burial expenses for individuals who are deemed eligible as Indigent/Pauper

Medical Assistance: Pay for Medical or Dental Procedures in Emergency Situations

Monroe County Transit (MCT): Transportation provides the elderly, disabled and transportation disadvantaged a means of remaining independent by assisting citizens with para-transit (door-to-door) service

Nutrition Services: Congregate Meals, Home-Delivered Meals

Prescription Medication Assistance: Cover cost of prescription medication or over-the-counter medications as prescribed by a physician for eligible individuals who either have no insurance, inadequate insurance, or cannot afford the co-payment.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Viability- Enhanced Public Transportation

- Action: Social Services will increase MCT's ridership across all areas of Monroe County, with a focus on increasing ridership in and around the Middle Keys, by a minimum of ten (10) new registered riders.

- Performance Measure: Increased ridership for MCT

- Target Metric: 10 new riders

- Quality of Life: Services to All- Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

- Action: Social Services will maintain 100% occupancy at Bayshore Manor for at least two (2) quarters.

- Performance Measure: Maintain full of occupancy at Bayshore Manor at least half the year

- Target Metric: 6 of 12 months

- Action: Social Services will ensure processing times for all Health Care Responsibility Act applications (HCRAs) that exceeds the state requirement in 100% of cases

- Performance Measure: Exceed the state required processing time for HCRA applications in all cases

- Target Metric: 100%

Department Goals, Actions and Measures:

- Goal: Add more fresh meals into our rotation of frozen meals at the Key West Meal Site; thus increasing the freshly prepared meal offerings from one (1) fresh meal per week to three (3).

- Performance Measure: Increase the number of fresh meals served at the Key West Meal site

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Social Services

- Target Metric: 200%
- Action: Hire a contractor or contractors who will be able to prepare high quality, fresh meals at an affordable price for our Key West Meal Site.
- Performance Measure: Hire contractor who will meet the needs of our Key West Meal site
- Target Metric: Completed or Not Completed

- Goal: Re-open the newly renovated Marathon Social Services office at 63rd Street that has been closed since Hurricane Irma.

- Action: Relocate staff member to the Marathon Social Services Office. Train staff member on expectations, community, program requirements, eligibility, etc.
- Performance Measure: Staff relocation and training for Marathon Social Services Office
- Target Metric: Completed or Not Completed

- Action: Ensure that the successful food donation program from the Upper Keys Social Services office is initiated to even a minimal extent in the Marathon Social Services Office.
- Performance Measure: Food Donation program established at Marathon Social Services Office
- Target Metric: Completed or Not Completed

- Action: Begin to serve citizens immediately in the Marathon Social Services Office, producing at a minimum LIHEAP, Welfare Rent, Welfare RX, and In-Home Services cases.
- Performance Measure: Marathon Social Services Office operational and providing services to the community
- Target Metric: Completed or Not Completed

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,407,030	2,450,900	1,495,279	3,028,233	1,658,945	10.9%
Operating Expenditures	2,726,243	2,905,837	2,460,920	4,556,345	2,544,193	3.4%
Capital Outlay Expenditures	1,382	-	-	4,540	-	-%
Total Budget	5,134,655	5,356,737	3,956,199	7,589,118	4,203,138	6.2%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Bayshore Manor	1,023,162	659,987	741,497	741,497	641,195	(14)%
Social Service Transportation	1,175,776	1,181,069	1,308,785	1,308,785	1,388,004	6%
Welfare Services	2,935,717	3,515,682	1,905,917	5,538,836	2,173,939	14%
Total Budget	5,134,655	5,356,737	3,956,199	7,589,118	4,203,138	6%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	3,816,879	3,703,114	3,954,642	3,972,422	4,201,581	6.2%
Governmental Fund Type Grants	1,317,776	1,653,623	-	3,615,139	-	-%
Miscellaneous Special Revenue Fund	-	-	1,557	1,557	1,557	-%
Total Revenue	5,134,655	5,356,737	3,956,199	7,589,118	4,203,138	6.2%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Social Services

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Welfare Services	5.05	5.84	5.84	6.84	1.00
Social Service Transportation	7.70	7.75	7.75	7.75	-
Bayshore Manor	10.20	1.00	1.00	-	(1.00)
Total Full-Time FTE	22.95	14.59	14.59	14.59	-
Total FTE	22.95	14.59	14.59	14.59	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Social Services Welfare Services

Description and Services Provided

Assistive Device Loaner Program: Loan equipment to families and individuals who could not otherwise afford item(s): wheelchairs, walkers, hospital beds, electric wheelchairs/scooters, shower chairs, bedside commodes, etc. Need-based, not eligibility-based.

Bayshore Manor Assisted Living Facility: 16-bedroom facility supporting elderly citizens in maintaining independence and avoiding nursing home placement by providing safe, competent, and caring residential services 24/7/365 in an assisted living setting. Adult daytime respite services are also provided Monday through Friday from 8AM to 5 PM for up to 10 guests per day.

Consumable Supplies: Provide consumable supplies to eligible individuals who could not otherwise afford them: adult diapers, bed pads, wipes, gloves, nutritional drinks, etc.

Energy Assistance: Low Income Home Energy Assistance Program (LIHEAP)

Health Care Responsibility Act (HCRA) Program: Eligibility Determination for HCRA

In-Home Services: Homemaking, Personal Care, Chore, Companionship for Elderly, Shopping Assistance, In-Home Respite, Facility-Based Respite, Group and Individual Caregiver Training

Legislatively Mandated Medicaid Reimbursement for Hospitals & Nursing Homes

Legislatively Mandated Indigent/Pauper Cremations and Burials: Cover final cremation or burial expenses for individuals who are deemed eligible as Indigent/Pauper

Medical Assistance: Pay for Medical or Dental Procedures in Emergency Situations

Nutrition Services: Congregate Meals, Home-Delivered Meals

Prescription Medication Assistance: Cover cost of prescription medication or over-the-counter medications as prescribed by a physician for eligible individuals who either have no insurance, inadequate insurance, or cannot afford the co-payment.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,430,887	1,746,435	712,377	2,208,607	898,885	26.2%
Operating Expenditures	1,504,830	1,769,247	1,193,540	3,325,689	1,275,054	6.8%
Capital Outlay Expenditures	-	-	-	4,540	-	-%
Total Budget	2,935,717	3,515,682	1,905,917	5,538,836	2,173,939	14.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,617,941	1,862,058	1,904,360	1,922,140	2,172,382	14.1%
Governmental Fund Type Grants	1,317,776	1,653,623	-	3,615,139	-	-%
Miscellaneous Special Revenue Fund	-	-	1,557	1,557	1,557	-%
Total Revenue	2,935,717	3,515,682	1,905,917	5,538,836	2,173,939	14.1%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.30	1.60	1.60	1.60	-
Officials & Administrators	1.75	1.90	1.90	1.90	-
Service Maintenance	-	0.40	0.40	0.40	-
Professionals	2.00	1.94	1.94	2.94	1.00
Total Full-Time FTE	5.05	5.84	5.84	6.84	1.00
Total FTE	5.05	5.84	5.84	6.84	1.00

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Social Services
Social Service Transportation**

Description and Services Provided

Monroe County Transit (MCT): Transportation provides the elderly, disabled and transportation disadvantaged a means of remaining independent by assisting citizens with para-transit (door-to-door) service

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	602,270	687,141	695,618	719,325	760,060	9.3%
Operating Expenditures	572,124	493,928	613,167	589,460	627,944	2.4%
Capital Outlay Expenditures	1,382	-	-	-	-	-%
Total Budget	1,175,776	1,181,069	1,308,785	1,308,785	1,388,004	6.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,175,776	1,181,069	1,308,785	1,308,785	1,388,004	6.1%
Total Revenue	1,175,776	1,181,069	1,308,785	1,308,785	1,388,004	6.1%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.00	2.00	2.00	2.00	-
Officials & Administrators	0.70	0.75	0.75	0.75	-
Technicians	5.00	5.00	5.00	5.00	-
Total Full-Time FTE	7.70	7.75	7.75	7.75	-
Total FTE	7.70	7.75	7.75	7.75	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Social Services
Bayshore Manor**

Mission Statement

Description and Services Provided

Bayshore Manor Assisted Living Facility is now closed. Residents have been moved to the Poinciana Gardens Assisted Living Facility located in Key West. The County temporarily funding the transition.

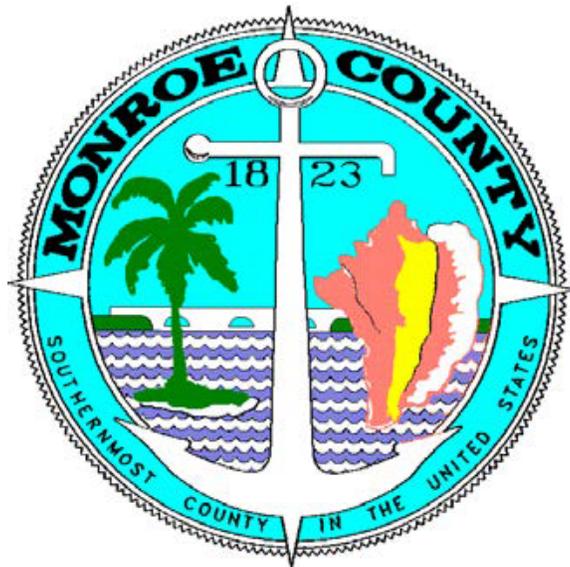
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	373,873	17,324	87,284	100,302	-	(100.0)%
Operating Expenditures	649,289	642,663	654,213	641,195	641,195	(2.0)%
Total Budget	1,023,162	659,987	741,497	741,497	641,195	(13.5)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,023,162	659,987	741,497	741,497	641,195	(13.5)%
Total Revenue	1,023,162	659,987	741,497	741,497	641,195	(13.5)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	-	-	-	-
Officials & Administrators	0.20	-	-	-	-
Skilled Craft Workers	1.00	-	-	-	-
Service Maintenance	2.00	-	-	-	-
Professionals	6.00	1.00	1.00	-	(1.00)
Total Full-Time FTE	10.20	1.00	1.00	-	(1.00)
Total FTE	10.20	1.00	1.00	-	(1.00)

FY25 Adopted Budget

Library Services



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Library Services

**Library Services
Organizational Chart**
Total Full-Time Equivalents (FTE) = 45.25

Libraries
Total Full-Time Equivalents (FTE) = 45.25

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Library Services

Mission Statement

The mission of the Monroe County Public Library is to meet the changing needs of our communities for information, education and recreation, in a variety of materials, formats and technologies

Services Provided

The Monroe County Public Library has a unique place in Florida history, as the oldest Library in South Florida, with beginnings dated as far back as 1853. The Key West Branch, which became the Headquarters Library, moved into its present location in 1959, with a major expansion in 1992. The Marathon Branch began operation in 1962 and took up its current location in 1982. The Key Largo Branch was started in the Key Largo Civic Club Building in 1962, moving once in 1967, and taking up its current location in 1989. Islamorada's Branch opened in 1966, with expansions in 1983 and 1997. The most recent Branch was established in Big Pine Key in 1995, with an expansion completed in 2003. In FY21, the County completed construction of a new Library building to replace the current Marathon Branch, the new facility features increased space to meet the growing needs of the community. Each branch reflects its own community, with its distinct interests and needs. Library service is ad valorem tax-based, funded by the General Fund of the Monroe County budget. Each of the five branches provide on-site services six days and one evening each week, including internet service, and our website www.keyslibraries.org provides 24/7 access to the full Library catalog, including renewal and request services, as well as to our many databases. Our collection includes a variety of media, ranging from the traditional print through e-books and digital databases. The Library responds to the needs of users of all ages and diversity by providing equal, easy and open access to current materials and expanding services delivered in an efficient, timely, and professional manner by staff members who are friendly, helpful, and knowledgeable, in buildings that are inviting, comfortable, and fitted for technological growth and development.

Our services include:

- Free Library cards for County residents, providing access to all Library privileges
- Provision of books, periodicals, audio and video materials for circulation to Library patrons and in-house use
- Programs for children, ranging from toddlers through school-aged, both in-house and through outreach activities
- Programs for adults, covering a wide range of interests
- Inter-Library Loan services to obtain patron-requested materials from libraries around the country
- Reference services in person, by telephone inquiry, and through electronic transmission
- Public access to internet information through a computer network; wireless access also available onsite
- 24/7 access to the Library catalog through our website, providing off-site ability for patrons to renew and request Library materials
- 24/7 access through the Library website to our collection of databases, free to our patrons
- 24/7 access for our patrons to a growing collection of digital materials for downloading to a reading, viewing, or listening devices

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Quality of Life: Community Character-Collaboration with municipalities and other synergistic agencies

- Action: The Library Department will create a community partnership with Florida State Parks to create a program that will offer "Day Use Passes for Checkout" to our patrons

- Performance Measure: Day Passes available for checkout to patrons

- Target Metric: Completed or Not Completed

- Quality of Life: Viability- Address Infrastructure concerns related to Climate Change and future storm resiliency

- Action: The Library Department will work with Emergency Management, IT, and the County PIO to equip all Library buildings to serve as communication hubs before, during and after disaster situations. These hubs would be utilized as locations to collect and disseminate information to the public, providing internet access for communication purposes, and more as appropriate and applicable.

- Performance Measure: Library Facilities established as communication hubs during declared County emergencies

- Target Metric: Completed or Not Completed

- Quality of Life: Services to All- Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

- Action: The Library Department will provide a schedule of programs and speakers, especially from inside the County, dealing with the Services to Special Needs Populations

- Performance Measure: Special Needs Services program scheduled implemented

- Target Metric: At 3 branches

- Action: The Library Department will update print information (brochures) and train staff on programs available for social assistance at the Federal and State level, such as Florida Department of Children and Families/Access Florida for food stamps and other assistance, Florida Department of Economic Opportunity for Unemployment Compensation, SafeLink Wireless for mobile phones, etc.

- Performance Measure: Material and training in place for social assistance resources at one branch

- Target Metric: Completed or Not Completed

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Library Services

- Action: The Library Department will prioritize community workforce support by training staff on employment databases local career services, resume creation, and provide well equipped business, homework and job centers
- Performance Measure: Workforce information available to all with 20% of staff trained and one dedicated center established in all branches
- Target Metric: Completed or Not Completed

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

- Action: The Library Department will provide improved access to cultural artifacts, especially those reflecting the unique qualities of Keys history including updating the format of our oral history, lecture and event collection.
- Performance Measure: Key West Florida History staff work with branches in assessing collections and establishing priorities for preservation with two locations beginning digitization of their collection
- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Provide color copier and printing services

- Action: Lease color copiers (\$20,000 for lease + \$.09pp service charge) for each Library location (Note that the library copier charges earned the General Fund \$14,000 in FY18)
- Performance Measure: Acquisition of color copiers is in process for all branches
- Target Metric: Completed or Not Completed

- Action: Provide color printers for each Library location
- Performance Measure: Color printers in place at each library branch
- Target Metric: Completed or Not Completed

- Goal: Increase availability & circulation of language-learning materials/software

- Action: Purchase Mango for Public Libraries software (estimated \$ 3800/year)
- Performance Measure: Mango Language product available to Monroe County Library patrons
- Target Metric: Completed or Not Completed

- Goal: Improve and increase communication and collaboration among Library Managers and Supervisors

- Action: Schedule regular in-person meetings quarterly to address changing needs of our communities and developing Library trends and service expansion
- Performance Measure: Quarterly Inter-Library Manager/Supervisor meetings held via Zoom
- Target Metric: 3 meetings

- Action: Establish a procedure and training to utilize ZOOM for meetings for Managers and Supervisors schedule as needed for collaborative meetings among staff working in similar service areas
- Performance Measure: Establish meeting procedures and provide training to all Managers and Supervisors on ZOOM
- Target Metric: Completed or Not Completed

- Goal: Complete construction phase of the Marathon Branch Library and implementation of move and transition plan

- Action: Secure additional staff necessary for safety and full service at all times in the new building. Such staff should be hired in advance of the move to begin training and to assist in the transition
- Performance Measure: Appropriate staff levels for transition to new branch facility
- Target Metric: Completed or Not Completed

- Action: Implement transition and move plan created in FY19
- Performance Measure: Implementation of transition plan
- Target Metric: Completed or Not Completed

- Goal: Provide system-wide technological growth and development, to meet the changing needs of our communities in their quality of life

- Action: Create Long-Term Technology Plan in collaboration with IT
- Performance Measure: Complete long-term Technology Plan
- Target Metric: Completed or Not Completed

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Library Services

- Goal: Increase usage of Children's Departments and Young Adult resources and environment to and encourage families, students, and teachers/tutors to utilize the library as a center that is appealing for all age groups

- Action: Create an effective learning environment for children and teens, providing computers, new flooring, comfortable seating, furniture that is attractive and engaging, creating a relaxed environment for encouraging teens to enjoy our resources

- Performance Measure: Remodel/Redecorate Children and Teen spaces at all locations

- Target Metric: Completed or Not Completed

- Action: Provide a media gaming area where possible

- Performance Measure: Gaming area installed in at least one library facility

- Target Metric: Completed or Not Completed

- Goal: Increase public participation on all age levels in an increased schedule of programs, classes, author presentations, arts and crafts, writing workshops, and similar offerings much in demand

- Action: Create an area for Maker Spaces, for such activities as digital photography, video editing, music production, web development, 3D printing, nautical navigation, with funding for essential hardware and equipment

- Performance Measure: Creation of spaces at all locations

- Target Metric: Completed or Not Completed

- Action: Expand our offerings of computer and tablet classes across the system, as well as creative software usage

- Performance Measure: Increase number of computer and tablet classes

- Target Metric: Completed or Not Completed

- Action: Increase our cultural programs, such as film series, live music, lecture series presenting local sources as well as outside presenters

- Performance Measure: Increase number of cultural programs

- Target Metric: by 3%

- Goal: Implement more efficient use of existing material budget

- Action: Use circulation and other relevant statistics to increase and justify amounts spent in all collection areas and adjust collection purchases to reflect patron usage

- Performance Measure: Increase circulation per capita

- Target Metric: By 10%

- Action: Use circulation and other relevant statistics to trim and modify each branch list of Automatically Yours Authors; avoid unnecessary duplication or orders

- Performance Measure: Decreased duplication based on statistics of usage and a smaller AY list, producing savings of funds in this area

- Target Metric: Completed or Not Completed

- Goal: Improve the quality of the Collections

- Action: Evaluate and use recognized sources for purchase recommendations, as well as patron and staff recommendations

- Performance Measure: Access for staff to preferred review sources and elimination of less valued sources

- Target Metric: Completed or Not Completed

- Action: Weed all collections areas regularly, using CREW guidelines; fill gaps created by weeding as needed

- Performance Measure: Updated collection in areas of greatest change

- Target Metric: Completed or Not Completed

- Goal: Increase visibility and awareness of Library services in the community

- Action: Expand the program of outreach activities, from daycare centers to adult care centers, presenting programs designed for each age group

- Performance Measure: Expand number of outreach activities

- Target Metric: Completed or Not Completed

- Goal: Cultivate a learning organization

- Action: Invest in development and retention of staff by providing opportunities to learn new skills through continuing education, including attendance at library related conferences

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Library Services

- Performance Measure: Increase staff participation in professional development
- Target Metric: by 10%

- Action: Develop a process for regular and information and knowledge sharing within the organization
- Performance Measure: Implement a systematic process to track sharing of information and knowledge within the organization; survey staff on observed results or lack of results
- Target Metric: Completed or Not Completed

- Action: Encourage staff participation in professional State and national Library organizations and attendance at their conferences
- Performance Measure: Encourage staff to join State and National Library organizations and attending such conferences.
- Target Metric: Completed or Not Completed

- Goal: Enhance and improve public access to Library materials collections in all the branches

- Action: Expand the training and role of the Cataloging Unit as a key support center in increasing and improving system-wide findability of materials

- Performance Measure: Increase cataloging staff visits to branches
- Target Metric: At least one visit to each branch

- Action: Double our digital contributions of historic and cultural artifacts to Digital Public Library of America to ensure these images are accessible to researchers, authors, local students, architects, use the Library's primary source materials; Digitization of audio-visual materials from the vault has been sidelined in favor of preservation and digitization of more fragile and older paper-based artifacts.

- Performance Measure: Increase contribution to Digital Public Library of America
- Target Metric: By 100%

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	3,142,269	3,667,231	4,156,350	4,318,506	4,410,601	6.1%
Operating Expenditures	776,239	1,153,514	1,317,975	1,342,357	1,314,213	(0.3)%
Capital Outlay Expenditures	1,348,643	663,360	944,158	1,135,588	837,988	(11.2)%
Total Budget	5,267,151	5,484,105	6,418,483	6,796,451	6,562,802	2.2%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Libraries	26,796	146,246	-	-	-	-%
Libraries	5,240,355	5,337,860	6,418,483	6,796,451	6,562,802	2%
Total Budget	5,267,151	5,484,105	6,418,483	6,796,451	6,562,802	2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	4,359,158	5,007,759	6,189,619	6,189,619	6,532,802	5.5%
Governmental Fund Type Grants	881,197	60,531	-	201,347	-	-%
Impact Fees Fund - Libraries	26,796	-	-	-	-	-%
Miscellaneous Special Revenue Fund	-	269,570	228,864	405,485	30,000	(86.9)%
One Cent Infrastructure Surtax	-	146,246	-	-	-	-%
Total Revenue	5,267,151	5,484,105	6,418,483	6,796,451	6,562,802	2.2%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Library Services

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Libraries	42.16	45.25	45.25	45.25	-
Total Full-Time FTE	42.16	45.25	45.25	45.25	-
Total FTE	42.16	45.25	45.25	45.25	-

Impact Fees Libraries

Description and Services Provided

Funds are used exclusively for the capital expansion of the county's library facilities in a manner consistent with the capital improvements plan of the comprehensive plan. The disbursement of such funds shall require the approval of the BOCC.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	13,141	53,780	-	-	-	-%
Capital Outlay Expenditures	13,655	92,466	-	-	-	-%
Total Budget	26,796	146,246	-	-	-	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Impact Fees Fund - Libraries	26,796	-	-	-	-	-%
One Cent Infrastructure Surtax	-	146,246	-	-	-	-%
Total Revenue	26,796	146,246	-	-	-	-%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Library Services

Libraries

Mission Statement

The mission of the Monroe County Public Library is to meet the changing needs of our communities for information, education and recreation, in a variety of materials, formats and technologies

Description and Services Provided

The Monroe County Public Library has a unique place in Florida history, as the oldest Library in South Florida, with beginnings dated as far back as 1853. The Key West Branch, which became the Headquarters Library, moved into its present location in 1959, with a major expansion in 1992. The Marathon Branch began operation in 1962 and took up its current location in 1982. The Key Largo Branch was started in the Key Largo Civic Club Building in 1962, moving once in 1967, and taking up its current location in 1989. Islamorada's Branch opened in 1966, with expansions in 1983 and 1997. The most recent Branch was established in Big Pine Key in 1995, with an expansion completed in 2003. In FY21, the County completed construction of a new Library building to replace the current Marathon Branch, the new facility features increased space to meet the growing needs of the community. Each branch reflects its own community, with its distinct interests and needs. Library service is ad valorem tax-based, funded by the General Fund of the Monroe County budget. Each of the five branches provide on-site services six days and one evening each week, including internet service, and our website www.keyslibraries.org provides 24/7 access to the full Library catalog, including renewal and request services, as well as to our many databases. Our collection includes a variety of media, ranging from the traditional print through e-books and digital databases. The Library responds to the needs of users of all ages and diversity by providing equal, easy and open access to current materials and expanding services delivered in an efficient, timely, and professional manner by staff members who are friendly, helpful, and knowledgeable, in buildings that are inviting, comfortable, and fitted for technological growth and development.

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- Programs for adults, covering a wide range of interests
- Inter-Library Loan services to obtain patron-requested materials from libraries around the country
- Reference services in person, by telephone inquiry, and through electronic transmission
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- 24/7 access through the Library website to our collection of databases, free to our patrons
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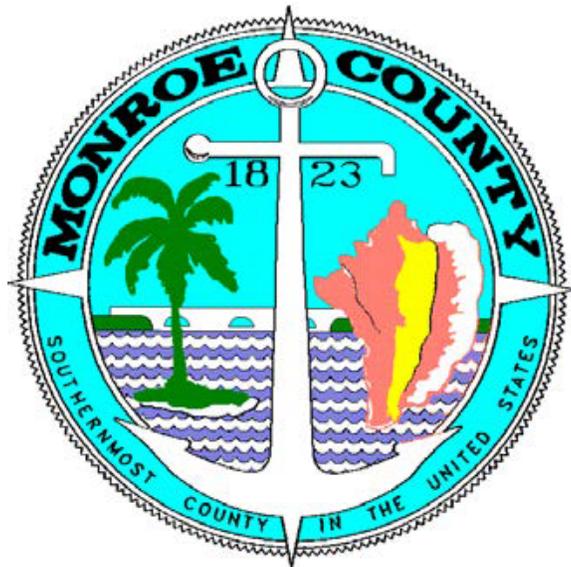
<u>Budgetary Cost Summary</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
Personnel Expenditures	3,142,269	3,667,231	4,156,350	4,318,506	4,410,601	6.1%
Operating Expenditures	763,098	1,099,734	1,317,975	1,342,357	1,314,213	(0.3)%
Capital Outlay Expenditures	1,334,988	570,894	944,158	1,135,588	837,988	(11.2)%
Total Budget	5,240,355	5,337,860	6,418,483	6,796,451	6,562,802	2.2%

<u>Revenue Sources</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2024 Amended</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Change</u>
General Fund	4,359,158	5,007,759	6,189,619	6,189,619	6,532,802	5.5%
Governmental Fund Type Grants	881,197	60,531	-	201,347	-	-%
Miscellaneous Special Revenue Fund	-	269,570	228,864	405,485	30,000	(86.9)%
Total Revenue	5,240,355	5,337,860	6,418,483	6,796,451	6,562,802	2.2%

<u>Position Summary</u>	<u>FY 2022 Actual</u>	<u>FY 2023 Actual</u>	<u>FY 2024 Adopted</u>	<u>FY 2025 Adopted</u>	<u>FY 2025 Variance</u>
Administrative Support	21.72	23.75	25.75	24.75	(1.00)
Officials & Administrators	8.50	10.50	8.50	8.50	-
Professionals	11.94	11.00	11.00	12.00	1.00
Total Full-Time FTE	42.16	45.25	45.25	45.25	-
Total FTE	42.16	45.25	45.25	45.25	-

FY25 Adopted Budget

Corrections Facilities



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Corrections Facilities

**Corrections Facilities
Organizational Chart**
Total Full-Time Equivalents (FTE) = 12.00

Correction Facilities
Total Full-Time Equivalents (FTE) = 12.00

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Corrections Facilities

Mission Statement

The Correction Facilities Department provides 24-hour, routine and emergency maintenance to three detention facilities, three substations, a Headquarters building and Hanger.

Services Provided

The Monroe County Correction Facilities Department consist of ten personnel ranging in maintenance skills from plumbing to locksmith who provide the best support services for maintaining multiple well- functioning and safe facilities throughout Monroe County. Our methods of assessment includes regular on-site inspections and preventative maintenance of our facilities, maintaining regular dialog with relevant Monroe County Sheriff’s Office (MCSO) staff and professionals to ensure Accreditation standards are being met and/or improvements are communicated to guarantee efficient standards and compliance are met.

The Correction Facilities Department provides 24 hour, routine and emergency maintenance to three detention facilities, three MCSO substations, the MCSO Headquarters and MCSO hanger at the Marathon International Airport. We work closely with contractors on large capital improvement projects and self- perform small in-house jobs.

- Provide routine maintenance to all MCSO buildings.
- Ensure that all accreditation standards are met by Correction Public works employees.
- Assist with the development of new MCSO buildings and improvements.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- Environment: Conservation- Strengthen Strategic Environment Partnership (i.e.- FL Keys National Marine Sanctuary, Army Corp, etc.)
 - Action: Corrections Facilities will reduce water consumption by installing I-Con water control equipment on all toilets, showers and sinks
 - Performance Measure: Water reduction equipment installed.
 - Target Metric: 50% of the equipment installed.
- Economy: Workforce- Workforce Transportation- Alternative Solutions
 - Action: Corrections Facilities will work towards a car pool for employees to reduce the carbon footprint and offer Alternative transportation solutions for the Workforce.
 - Performance Measure: Increase the amount of work shifts employees carpool
 - Target Metric: 80% of shifts

Department Goals, Actions and Measures:

- Goal: Improve staff capabilities for increased operational efficiencies
 - Action: Provide staff development opportunities in skills needed by the department including lock smith training, HVAC and plumbing
 - Performance Measure: Number of staff who acquire additional certifications
 - Target Metric: 50% of the staff receive additional training
- Goal: Expand County-wide use of Facility Dude for increased efficiency for facility maintenance needs
 - Action: Enroll and train all County employees in the program
 - Performance Measure: All County Employees enrolled and trained on FacilityDude
 - Target Metric: 99% of employee enrolled, 80% trained.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	903,952	1,105,055	1,227,370	1,204,681	1,284,738	4.7%
Operating Expenditures	1,627,625	1,900,763	2,098,387	2,121,835	3,206,948	52.8%
Capital Outlay Expenditures	5,833	44,492	80,550	134,790	-	(100.0)%
Total Budget	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Corrections Facilities

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Correction Facilities	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	32%
Total Budget	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	32%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fine & Forfeiture Fund	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%
Total Revenue	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Correction Facilities	10.15	11.00	12.00	12.00	-
Total Full-Time FTE	10.15	11.00	12.00	12.00	-
Total FTE	10.15	11.00	12.00	12.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Corrections Facilities

Correction Facilities

Mission Statement

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Description and Services Provided

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The Correction Facilities Department provides 24 hour, routine and emergency maintenance to three detention facilities, three MCSO substations, the MCSO Headquarters and MCSO hanger at the Marathon International Airport. We work closely with contractors on large capital improvement projects and self- perform small in-house jobs.

- Provide routine maintenance to all MCSO buildings.
- Ensure that all accreditation standards are met by Correction Public works employees.
- Assist with the development of new MCSO buildings and improvements.

Major Variances

The FY2025 Budget request includes:

- Salary & Wages-Overtime- Increase from \$25,000 to \$40,000. For after hours phone, and monitoring contractors on the weekends and after hours.
- Contractual Services- All existing contracts received CPI increase \$200,000 for Siemens an additional \$320,000 for Gary's plumbing to continue and complete the piping under the jail.
- Utilities- We have incorporated a CPI increase to the budget to accommodate new buildings and an anticipated price increase from the Utility Companies increase \$150,000
- Operating Supplies– With the rise in gas prices and anticipating it will continue to rise, we are asking to increase this budget by \$15,000 annually.
- Operating Supplies- Requesting to increase the Cost Center an additional \$15,000 for the increase in the amount of New and Duplicate Keys, for all County Buildings.
- Repair & Maintenance-Requesting to increase the Cost Center an additional \$15,000 for the increase in the amount of New Cores and Locks for all County Buildings, add an additional increase \$100,000 for repairs, including 25 deteriorating windows that must be repaired and can't wait.
- Capital Building Outlay – We are requesting \$57,000 to complete a few small Capital Building improvements that do not meet the threshold for Capital Improvement Plans. This will include carpet replacement in the MCSO Detention Center Admin area of the main jail.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	903,952	1,105,055	1,227,370	1,204,681	1,284,738	4.7%
Operating Expenditures	1,627,625	1,900,763	2,098,387	2,121,835	3,206,948	52.8%
Capital Outlay Expenditures	5,833	44,492	80,550	134,790	-	(100.0)%
Total Budget	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

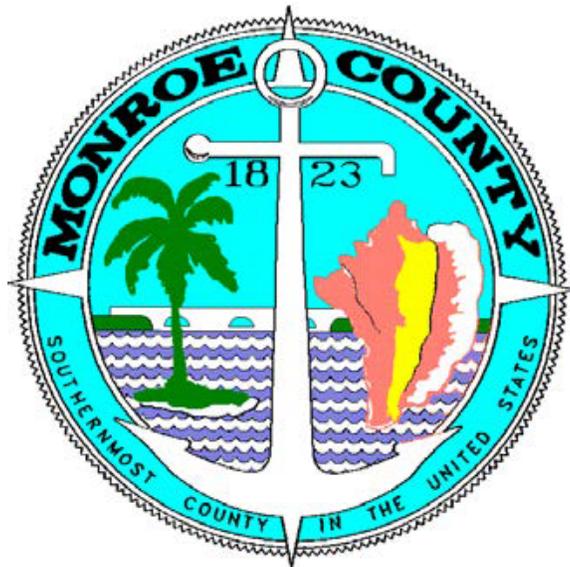
Corrections Facilities

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fine & Forfeiture Fund	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%
Total Revenue	2,537,410	3,050,310	3,406,307	3,461,307	4,491,686	31.9%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.00	1.00	1.00	1.00	-
Officials & Administrators	0.15	-	-	-	-
Skilled Craft Workers	4.00	6.00	7.00	7.00	-
Service Maintenance	3.00	3.00	3.00	3.00	-
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	10.15	11.00	12.00	12.00	-
Total FTE	10.15	11.00	12.00	12.00	-

FY25 Adopted Budget

Parks & Recreation



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Parks & Recreation

**Parks & Recreation
Organizational Chart**

Total Full-Time Equivalents (FTE) = 16.78

Parks & Recreation
Total Full-Time Equivalents (FTE) = 16.78

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Parks & Recreation

Mission Statement

To provide quality parks, beaches, facilities, amenities, and services to meet the recreation needs of the entire Florida Keys community by utilizing the resources of our team, volunteers, and partners. We create opportunities to enjoy life, explore nature, and energize your health.

Enjoy, Explore, Energize

Services Provided

The Parks & Recreation Department maintains all of Monroe County's existing parks, beaches, and boat ramps.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,289,855	1,741,796	1,930,261	2,176,227	1,741,183	(9.8)%
Operating Expenditures	1,917,110	2,010,109	3,141,562	3,759,784	3,379,598	7.6%
Capital Outlay Expenditures	168,180	38,654	424,027	436,625	81,900	(80.7)%
Total Budget	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5.3)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Parks & Recreation	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5)%
Total Budget	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	99,526	93,251	176,729	176,729	175,824	(0.5)%
Governmental Fund Type Grants	-	-	-	869,244	-	-%
Unincorporated Svc District - Parks & Recreation	3,176,819	3,689,960	5,305,038	5,307,844	4,989,074	(6.0)%
Miscellaneous Special Revenue Fund	-	750	2,600	7,336	26,300	911.5%
Environmental Restoration Fund	-	6,597	11,483	11,483	11,483	-%
One Cent Infrastructure Surtax	98,800	-	-	-	-	-%
Total Revenue	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5.3)%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Parks & Recreation	17.28	15.78	16.78	16.78	-
Total Full-Time FTE	17.28	15.78	16.78	16.78	-
Total FTE	17.28	15.78	16.78	16.78	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Parks & Recreation

Parks & Recreation

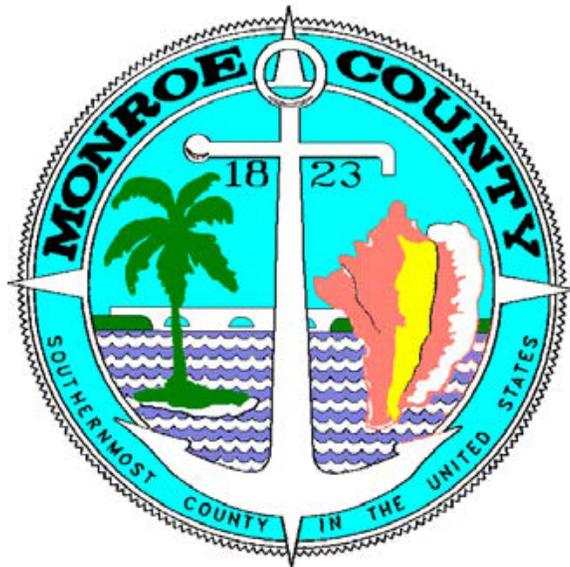
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,289,855	1,741,796	1,930,261	2,176,227	1,741,183	(9.8)%
Operating Expenditures	1,917,110	2,010,109	3,141,562	3,759,784	3,379,598	7.6%
Capital Outlay Expenditures	168,180	38,654	424,027	436,625	81,900	(80.7)%
Total Budget	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5.3)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	99,526	93,251	176,729	176,729	175,824	(0.5)%
Governmental Fund Type Grants	-	-	-	869,244	-	-%
Unincorporated Svc District - Parks & Recreation	3,176,819	3,689,960	5,305,038	5,307,844	4,989,074	(6.0)%
Miscellaneous Special Revenue Fund	-	750	2,600	7,336	26,300	911.5%
Environmental Restoration Fund	-	6,597	11,483	11,483	11,483	-%
One Cent Infrastructure Surtax	98,800	-	-	-	-	-%
Total Revenue	3,375,145	3,790,559	5,495,850	6,372,635	5,202,681	(5.3)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	4.00	5.50	7.00	8.00	1.00
Service - Maintenance	-	-	1.00	1.00	-
Skilled Craft Workers	12.28	9.28	7.78	6.78	(1.00)
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	17.28	15.78	16.78	16.78	-
Total FTE	17.28	15.78	16.78	16.78	-

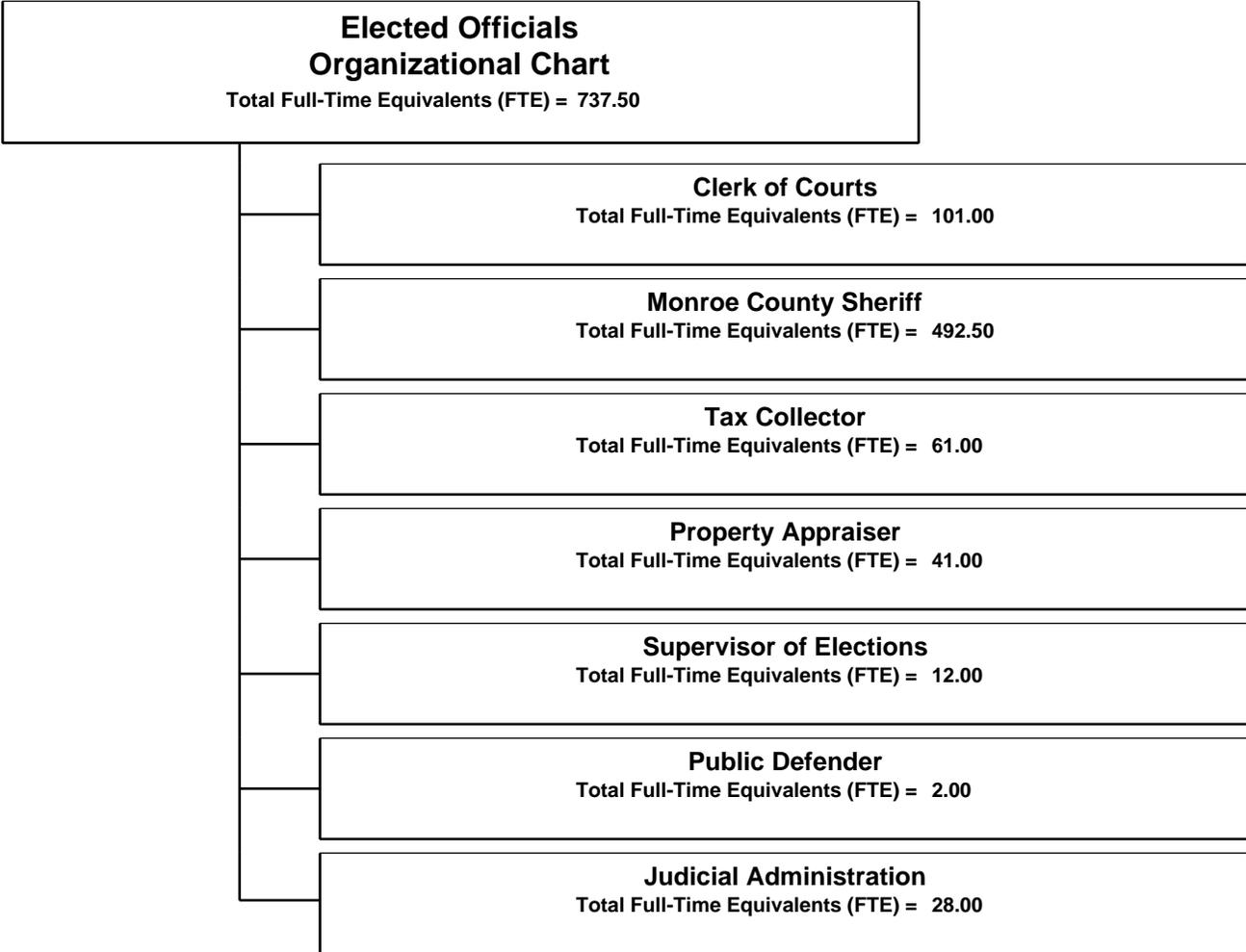
FY25 Adopted Budget

Elected Officials



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Elected Officials



Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	9,966,642	10,600,657	12,241,602	13,091,584	12,121,255	(1.0)%
Operating Expenditures	75,267,364	84,673,544	95,090,456	97,024,117	100,535,992	5.7%
Capital Outlay Expenditures	134,538	147,379	221,500	302,214	307,465	38.8%
Interfund Transfers	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.1%
Total Budget	91,781,245	102,657,181	116,513,373	119,377,730	123,010,727	5.6%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Clerk of Courts	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12%
Communications	758,691	749,536	712,898	1,166,389	740,300	4%
Court Services Network System	-	572,984	100,000	-	-	(100)%
Court Technology Fund	155,621	109,291	119,755	119,755	132,066	10%
Judicial Administration	2,532,202	2,368,602	3,359,696	3,359,696	2,882,446	(14)%
Law Enforcement Trust	279,937	189,588	3,181,004	3,181,004	4,199,666	32%
LEEA	75,000	75,000	75,000	75,000	75,000	-%
Monroe County Sheriff	66,209,873	73,586,989	80,068,479	81,279,581	83,043,885	4%
Property Appraiser	5,113,204	5,865,699	6,365,708	6,365,869	6,688,369	5%
Public Defender	530,334	612,369	839,821	839,821	656,051	(22)%
State Attorney	436,600	409,699	978,867	949,426	980,117	-%
Supervisor of Elections	2,221,487	2,841,648	3,177,039	3,177,039	2,947,589	(7)%
Tax Collector	7,055,597	8,040,176	8,575,291	9,904,335	10,619,223	24%
Total Budget	91,781,245	102,657,181	116,513,373	119,377,730	123,010,727	6%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	22,272,337	25,666,201	29,743,139	31,072,183	32,660,474	9.8%
Fine & Forfeiture Fund	56,868,819	63,153,992	68,616,311	69,783,236	71,048,592	3.5%
Middle Keys Health Care MSTU	101,363	118,055	137,239	137,239	151,317	10.3%
Fire & Ambulance, District #1 - Lower and Middle Keys	645,823	682,334	750,284	750,284	805,128	7.3%
Unincorporated Svc District - Parks & Recreation	74,287	81,308	106,437	106,437	106,385	-%
Unincorporated Svc District - Planning, Building, and Zoning	44,846	49,592	53,731	53,892	60,634	12.8%
Municipal Policing	9,605,374	10,722,879	11,770,919	11,770,919	12,286,067	4.4%
911 Enhancement Fee	567,139	557,028	572,898	980,165	600,300	4.8%
Duck Key Security District	1,000	973	1,100	1,100	1,100	-%
Miscellaneous Special Revenue Fund	673,482	561,049	632,655	693,615	684,966	8.3%
Law Enforcement Trust (600)	279,937	189,588	3,181,004	3,181,004	4,199,666	32.0%
Court Facilities Fees Trust (602)	644,838	301,198	846,608	846,608	405,050	(52.2)%
Stock Island Wastewater MSTU	2,000	-	-	-	-	-%
Canal Special Assessments	-	-	1,048	1,048	1,048	-%
One Cent Infrastructure Surtax	-	572,984	-	-	-	-%
Clerks Rev Note, Capital	-	-	100,000	-	-	(100.0)%
Total Revenue	91,781,245	102,657,181	116,513,373	119,377,730	123,010,727	5.6%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Clerk of Courts	96.00	101.00	101.00	101.00	-
Monroe County Sheriff	491.50	492.50	492.50	492.50	-
Tax Collector	61.00	61.00	61.00	61.00	-
Property Appraiser	45.00	45.00	42.00	41.00	(1.00)
Supervisor of Elections	12.00	12.00	12.00	12.00	-
Public Defender	2.00	2.00	2.00	2.00	-
Judicial Administration	29.00	29.00	29.00	28.00	(1.00)
Total FULL-TIME FTE	736.50	742.50	739.50	737.50	(2.00)
Total FTE	736.50	742.50	739.50	737.50	(2.00)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Clerk of Courts

Description and Services Provided

The functions of the Monroe County Clerk of Circuit Court and Comptroller (the Clerk’s Office) are governed by the Florida Constitution, by acts of the Florida Legislature, and by order of the Court. Specifically, the functions of the Clerk of the Circuit Court and Comptroller shall be Clerk of the Circuit Court, Clerk of the County Court, County Comptroller/Treasurer, County Auditor, County Recorder, and Secretary/Ex-officio Clerk to the Board of County Commissioners (BOCC).

The Clerk’s Office has a bifurcated funding structure for its court-related activity. Florida Statutes identify which court-related costs are the responsibility of the County versus which court-related costs must be funded by the State through court fines, fees, and service charges. The budgets of the Clerk of the Circuit Court and County Court for court-related functions are contained in the Clerk’s Court-Related Fund and the Clerk’s Modernization Trust Fund.

The BOCC annually appropriates tax dollars to fund the Clerk’s activity that supports the BOCC. The budget for the Clerk’s BOCC activity is accounted for in the Clerk’s General Fund.

Major Variances

The Clerk of Circuit Court and Comptroller’s FY 2025 budget request includes the following:

A 5% wage adjustment for both court and non-court Clerk employees. This adjustment was influenced by the County's stated intention of providing similar pay adjustments to their employees for FY 2025.

In addition to the pay adjustment, funding is being requested for increases related to fringe benefits namely employer contribution increases for retirement.

The budget includes the costs associated for a new long-term storage arrangement. Clerk’s records have been stored at the County’s Jefferson B. Browne building for decades. However, this building is slated for demolition in FY 2025.

Finally, a request for budget adjustments for funding upgrades to the Office's Information Technology infrastructure and network including needed cybersecurity improvements.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Interfund Transfers	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.1%
Total Budget	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.1%
Total Revenue	6,412,700	7,235,600	8,959,815	8,959,815	10,046,015	12.1%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	96.00	101.00	101.00	101.00	-
Total FULL-TIME FTE	96.00	101.00	101.00	101.00	-
Total FTE	96.00	101.00	101.00	101.00	-

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials
Court Services Network System

Description and Services Provided

For the use to upgrade the Clerk's computer network and software.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	483	-	-	-	-%
Operating Expenditures	-	572,501	100,000	-	-	(100.0)%
Total Budget	-	572,984	100,000	-	-	(100.0)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
One Cent Infrastructure Surtax	-	572,984	-	-	-	-%
Clerks Rev Note, Capital	-	-	100,000	-	-	(100.0)%
Total Revenue	-	572,984	100,000	-	-	(100.0)%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials Communications

Mission Statement

The Monroe County Emergency Communication’s Department provides maintenance, planning, engineering, procurement, protocol and installation of all communication systems for the Department under the Board of County Commissioners and the Sheriff’s Department. The Department strives to provide consistent dependable wireless communications for the daily routine communications needed to provide services to Monroe County. The Department maintains high standards with redundant facilities to assure the necessary emergency communications required by emergency services in protecting the life and property of Monroe County citizens and visitors.

Description and Services Provided

- Provide 24/7 emergency radio system maintenance and repair for all County systems to and including the Sheriff’s Department.
- Provide radio system design, construction, and support.
- Maintain County infrastructure of towers and radio facilities.
- Provide Countywide 911 coordination, budgeting, maintenance, planning and enhancement programs.
- Provide law enforcement calibration, maintenance and support of radar equipment.
- Provide maintenance and support the Public Safety Dispatch centers.

Major Variances

The budgets for 911 Enhancement are based on actual/historical amounts and can be amended with additional actual receipts. The revenue for this fund is based on a fee levied on each telephone access line in Monroe County for the enhancement of the 911 emergency telephone systems. F.S. 365 defines the distribution and restriction of funds.

Inter-Agency Communications Fund is restricted by F.S. 318.21(9).

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	758,691	749,536	712,898	1,166,389	740,300	3.8%
Total Budget	758,691	749,536	712,898	1,166,389	740,300	3.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
911 Enhancement Fee	567,139	557,028	572,898	980,165	600,300	4.8%
Miscellaneous Special Revenue Fund	191,551	192,508	140,000	186,224	140,000	-%
Total Revenue	758,691	749,536	712,898	1,166,389	740,300	3.8%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Monroe County Sheriff

Mission Statement

Partnering with our community to provide exceptional service and safety in the Florida Keys.

Description and Services Provided

Law Enforcement and Operations

Road Patrol and traffic Enforcement

K-9 Unit

Special Weapons and Tactics Team (S.W.A.T.)

Dive Team

Special Investigations (Narcotics and Homicide investigations along with Crimes Against Women and Children)

Community Relations

Crime Watch

Crime Prevention

Public Information/Media Relations and Web Site Management

School Resource Officers

Juvenile Programs (Teen Court, IDDS, and Explorer/Cadets)

Corrections

Legal Division

Professional Standards

Internal Affairs

Administration

Website: www.keysso.net

Major Variances

The requested Public Safety Budget for fiscal year 2024-2025 is *\$70,997,191. This request represents an increase of 5.14% over the previous year. *(This amount does not include the cost of health care or workers' compensation which is budgeted directly by the BOCC).

This budget includes the following:

- Salary increases which average 7% for all union personnel per the collective bargaining agreement.
- Salary increases of 5% for all non-bargaining unit personnel.
- An increase of \$711,117 in retirement contributions to the state. This increase is primarily due to the state increasing the contribution rates for participating employers.

Also, included in this document are separate budgets for the Sheriff's Office portion of the Trauma Star program and the Emergency Communications Department. The budget for the Trauma Star program for fiscal year 2024-2025 is \$6,969,152. This request represents an increase of \$516,005 over last year. The budget request for the Trauma Star program contains the following:

- A 5% salary increase for all Trauma Star pilots and mechanics.
- An increase in operating expenses of \$320,000, which is primarily due to an increase in the insurance costs for the new aircraft.

The budget request for the Emergency Communications Department for fiscal year 2024-2025 is \$1,277,139. This request represents an increase of \$389,911 over the previous year. This budget contains the following:

- A 5% salary increase for all Emergency Communications employees.
- An increase in operating expenses of \$375,000.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	6,572,548	7,174,988	8,067,717	8,863,100	7,937,542	(1.6)%
Operating Expenditures	59,637,325	66,412,001	72,000,762	72,416,481	75,106,343	4.3%
Total Budget	66,209,873	73,586,989	80,068,479	81,279,581	83,043,885	3.7%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fine & Forfeiture Fund	56,793,819	63,078,992	68,541,311	69,708,236	70,973,592	3.5%
Municipal Policing	9,384,153	10,465,168	11,477,168	11,477,168	11,980,293	4.4%
Miscellaneous Special Revenue Fund	31,901	42,829	50,000	94,177	90,000	80.0%
Total Revenue	66,209,873	73,586,989	80,068,479	81,279,581	83,043,885	3.7%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	491.50	492.50	492.50	492.50	-
Total FULL-TIME FTE	491.50	492.50	492.50	492.50	-
Total FTE	491.50	492.50	492.50	492.50	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Elected Officials
LEEA**

Mission Statement

Law Enforcement Education Assistance (LEEA) is administered under the Sheriff's Department.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	75,000	75,000	75,000	75,000	75,000	-%
Total Budget	75,000	75,000	75,000	75,000	75,000	-%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Fine & Forfeiture Fund	75,000	75,000	75,000	75,000	75,000	-%
Total Revenue	75,000	75,000	75,000	75,000	75,000	-%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Elected Officials
Law Enforcement Trust**

Mission Statement

This fund accounts for expenditures to non-profit organizations to help deter drug use and juvenile delinquency and is restricted by F.S. 932.705, Law Enforcement trust funds.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	279,937	189,588	3,181,004	3,181,004	4,199,666	32.0%
Total Budget	279,937	189,588	3,181,004	3,181,004	4,199,666	32.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Law Enforcement Trust (600)	279,937	189,588	3,181,004	3,181,004	4,199,666	32.0%
Total Revenue	279,937	189,588	3,181,004	3,181,004	4,199,666	32.0%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Tax Collector

Mission Statement

We are committed to providing the citizens of Monroe County and the local and state agencies for which we collect taxes with courteous, professional, accurate and efficient service, while providing an environment conducive to the professional and personal growth of the Tax Collector's employees.

Description and Services Provided

Collection of ad valorem taxes, non-ad valorem taxes, motor vehicle and vessel registration and title applications, collection of sales tax, issuance of hunting and fishing licenses, driver licenses, local business tax, and collection of tourist development taxes.

Website: www.monroetaxcollector.com

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	699,548	730,338	827,188	814,550	885,352	7.0%
Operating Expenditures	6,356,049	7,309,838	7,748,103	9,089,785	9,733,871	25.6%
Total Budget	7,055,597	8,040,176	8,575,291	9,904,335	10,619,223	23.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	6,375,001	7,300,353	7,719,420	9,048,464	9,675,020	25.3%
Middle Keys Health Care MSTU	63,119	73,186	88,626	88,626	100,172	13.0%
Fire & Ambulance, District #1 - Lower and Middle Keys	402,240	424,272	470,685	470,685	536,838	14.1%
Unincorporated Svc District - Parks & Recreation	74,287	81,308	106,437	106,437	106,385	-%
Municipal Policing	137,950	160,084	187,975	187,975	198,660	5.7%
Duck Key Security District	1,000	973	1,100	1,100	1,100	-%
Stock Island Wastewater MSTU	2,000	-	-	-	-	-%
Canal Special Assessments	-	-	1,048	1,048	1,048	-%
Total Revenue	7,055,597	8,040,176	8,575,291	9,904,335	10,619,223	23.8%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	61.00	61.00	61.00	61.00	-
Total FULL-TIME FTE	61.00	61.00	61.00	61.00	-
Total FTE	61.00	61.00	61.00	61.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials Property Appraiser

Description and Services Provided

The Monroe County Property Appraiser is responsible for identifying, locating, and fairly valuing all property, both real and personal, within the county for tax purposes. The market value of real property is based on the current real estate market. Finding the “market” value of your property means discovering the price most people would pay for your property. Determining a fair and equitable value is the only role of this office in the taxing process. The property appraiser does not create the value. People make the value by buying and selling real estate in the market place. The property appraiser has the legal responsibility to study those transactions and appraise your property accordingly.

The property appraiser also:

- Tracks ownership changes
- Maintains maps of parcel boundaries
- Keeps descriptions of buildings and property characteristics up to date
- Accepts and approves applications from individuals eligible for exemptions and other forms of property tax relief
- Analyzes trends in sales prices, construction costs, and rents to best estimate the value of assessable property

A Computer Assisted Mass Appraisal (C.A.M.A.) system is used by experienced appraisers to ensure that fair values are set for all Monroe County property owners. Appraisers are also assisted by our Geographic Information System (GIS) which helps us to provide detailed and up-to-date property ownership maps for field appraisers. The GIS is frequently updated to reflect changes to the land in Monroe County. This information is also used to analyze property data and gives appraisers yet another tool for comparing similar properties.

Website: www.mcpafl.org

Major Variances

The FY25 budget request reflects a 5% COLA/merit increase.

The budget total of \$6,688,369

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	589,916	614,352	652,575	690,889	628,498	(3.7)%
Operating Expenditures	4,523,288	5,251,347	5,713,133	5,674,981	6,059,871	6.1%
Total Budget	5,113,204	5,865,699	6,365,708	6,365,869	6,688,369	5.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	4,703,260	5,415,549	5,877,989	5,877,989	6,201,186	5.5%
Middle Keys Health Care MSTU	38,244	44,869	48,613	48,613	51,145	5.2%
Fire & Ambulance, District #1 - Lower and Middle Keys	243,583	258,062	279,599	279,599	268,290	(4.0)%
Unincorporated Svc District - Planning, Building, and Zoning	44,846	49,592	53,731	53,892	60,634	12.8%
Municipal Policing	83,270	97,628	105,776	105,776	107,114	1.3%
Total Revenue	5,113,204	5,865,699	6,365,708	6,365,869	6,688,369	5.1%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	45.00	45.00	42.00	41.00	(1.00)
Total FULL-TIME FTE	45.00	45.00	42.00	41.00	(1.00)
Total FTE	45.00	45.00	42.00	41.00	(1.00)

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials Supervisor of Elections

Mission Statement

The Monroe County Supervisors of Elections is promulgated by the Florida Constitution and exists to conduct fair, honest, and accurate elections. We provide voter education programs in our schools, as well as the private sectors of our county. Our voter outreach program exists to help our voters, and future voters, become familiar with our voting system and gain confidence that their votes are being tabulated accurately.

Our goal is to provide a service and equipment that accommodates all voters so that all voters may cast their ballot in secret and unassisted.

It is also our goal to provide voter registration services that enable all who wish to register to vote may do so conveniently without any undue influence.

We also maintain that all services are conducted within the confines of State and Federal Laws, and the policies of this office.

All citizens of Monroe County are treated fairly and with compassion.

Website: www.keys-elections.org

Description and Services Provided

We provide Voter Registration services.

We conduct voter and candidate informational seminars.

We are the repository for most financial disclosure required for some government employees and some government officials. (Form 1 Financial Disclosure).

We conduct Municipal, county, state, and federal elections.

We provide computer services for candidates and the public. We provide current and historical data regarding voters, candidates, and election results.

Offices in Monroe County:

Key West---530 Whitehead Street, Suite 101, Key West, FL 33040 (305) 292-3416

Marathon---MM 50.5, Marathon Government Annex, 490 63rd Street Ocean, Suite 130, Marathon, FL 33050

Key Largo---MM 102, Murray Nelson Center, 102050 Overseas Highway #137, Key Largo, FL 33037-2785

Major Variances

The FY25 budget request totals \$2,947,589 and includes a 5% COLA/Merit adjustment.

The budget total includes:

- \$174,726 in Personnel Expenses
- \$2,772,863 in Operating Expenses

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	146,693	2,219	161,215	171,803	174,726	8.4%
Operating Expenditures	2,074,794	2,839,429	3,015,824	3,005,236	2,772,863	(8.1)%
Total Budget	2,221,487	2,841,648	3,177,039	3,177,039	2,947,589	(7.2)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	2,221,487	2,841,648	3,177,039	3,177,039	2,947,589	(7.2)%
Total Revenue	2,221,487	2,841,648	3,177,039	3,177,039	2,947,589	(7.2)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	12.00	12.00	12.00	12.00	-
Total FULL-TIME FTE	12.00	12.00	12.00	12.00	-
Total FTE	12.00	12.00	12.00	12.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

State Attorney

Mission Statement

Within the 16th Judicial Circuit Court, the State Attorney prosecutes or defends all law suits, applications, or motions, civil or criminal, in which the state is a party to. The State Attorney is an elected position and serves a term of 4 years as described by Florida Statutes 27.01-27.367.

Website address: www.keyssao.org

Major Variances

Our proposed budget is to request additional funds to be applied to our data processing spend account.

The FY 2025 budget request for State Attorney Dennis Ward is increased from last year.

We signed an agreement with the county several years ago that we would be reimbursed for the cost of an IT employee, rather than utilize an employee on the county payroll. At the present time, we have three full-time IT employees on our payroll. Currently, we are only reimbursed for our one IT Specialist, and not our IT Director or STAC Coordinator. Due to our paperless initiative amongst other projects, additional IT personnel will be needed in the near future.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	-	-	2,250	-	-%
Operating Expenditures	434,367	409,699	938,867	907,176	940,117	0.1%
Capital Outlay Expenditures	2,233	-	40,000	40,000	40,000	-%
Total Budget	436,600	409,699	978,867	949,426	980,117	0.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	187,151	269,142	828,867	828,867	830,117	0.2%
Miscellaneous Special Revenue Fund	249,449	140,556	150,000	120,559	150,000	-%
Total Revenue	436,600	409,699	978,867	949,426	980,117	0.1%

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Public Defender

Mission Statement

In accordance with Florida Statutes 27.40-27.61, the Public Defender represents indigent persons charged with criminal offenses in Circuit, County, Juvenile and Appeals Court. The position of Public Defender is an elected position and serves a term of 4 years. The Public Defender has three office locations in Monroe County; Key West, Marathon and Plantation Key.

Major Variances

The County provides an expenditure budget based on the Public Defender's request that is necessary for proper and efficient functions of their offices.

Funds collected by the Clerks of the Court and distributed to the Board of County Commissioners (\$2.00) from the \$4.00 per page additional service charge for each instrument listed in Section 28.222, F.S. pursuant to Section 28.24 (12) (e)1, F.S. The funds shall be used exclusively to fund court-related technology and court technology needs as defined in Section 29.008(1)(f)2 and (h), F.S. for the state trial courts, state attorney, public defender, and criminal and civil regional counsel in the county. In 2006, a Memorandum Of Agreement was approved to split the funds accordingly: the 16th Judicial Circuit Courts shall receive \$1.00 per page of the \$2.00 fee, while the State Attorney for the 16th Circuit shall receive \$0.60 per page and the Public Defender for the 16th Circuit shall receive \$0.40 per page. The fees collected are recorded under Fund 158 Misc. Special Revenue Fund and the budget is amended quarterly after being reconciled.

The FY 2025 Budget Request of \$656,051 is for Fund 001 General Fund \$510,051, and Fund 158 Misc Special Revenue \$146,000 - "Court-Related Technology" (money collected in accordance with Section 28.24(12)(e))

*(Please note the additional \$30,000 in spend category Vehicles to purchase an electric vehicle.)

•The PD budget request also includes:

- \$223,536 in Personnel Expenses
- \$252,515 in Operating Expenses
- \$180,000 in Capital Outlay/Equipment expenses

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	179,323	197,176	211,044	214,006	223,536	5.9%
Operating Expenditures	351,010	375,584	478,777	475,815	252,515	(47.3)%
Capital Outlay Expenditures	-	39,609	150,000	150,000	180,000	20.0%
Total Budget	530,334	612,369	839,821	839,821	656,051	(21.9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	485,908	558,903	693,821	693,821	510,051	(26.5)%
Miscellaneous Special Revenue Fund	44,425	53,466	146,000	146,000	146,000	-%
Total Revenue	530,334	612,369	839,821	839,821	656,051	(21.9)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Professionals	2.00	2.00	2.00	2.00	-
Total Full-Time FTE	2.00	2.00	2.00	2.00	-
Total FTE	2.00	2.00	2.00	2.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

Elected Officials

Judicial Administration

Mission Statement

The mission of the Florida judicial branch is to protect rights and liberties, uphold and interpret the law, and provide for the peaceful resolution of disputes.

Vision of the Florida Judicial Branch

Justice in Florida will be accessible, fair, effective, responsive and accountable.

To be accessible, the Florida justice system will be convenient, understandable, timely and affordable to everyone.

To be fair, it will respect the dignity of every person, regardless of race, class, gender or other characteristic, apply the law appropriately to the circumstances of individual cases, and include judges and court staff that reflect the community's diversity.

To be effective, it will uphold the law and apply rules and procedures consistently; and in a timely manner, resolve cases with finality and provide enforceable decisions.

To be responsive, it will anticipate and respond to the needs of all members of society, and provide a variety of dispute resolution methods.

To be accountable, the Florida justice system will use public resources efficiently, and in a way that the public can understand.

Monroe County is the 16th Judicial Circuit Court, which is composed of the Circuit and County courts.

Website address: www.keyscourts.net

Description and Services Provided

Courthouse locations:

Freeman Justice Center in Key West,

Marathon Branch Courthouse,

Upper Keys Government Center in Tavernier.

Major Variances

The Court's FY 2025 budget request is \$2,826,481 which reflects a decrease from last fiscal year's adopted budget, which can be attributed to an increase in the personnel line items, including salaries and group insurance, as well as an increase in Risk Management expenses. We are requesting a 3% across-the-board salary increase for our county-funded court employees. Pending approval by the Governor, the Florida Legislature's FY 2025 budget includes this increase for all State of Florida employees, including Judicial Branch employees, effective July 1, 2024.

As in previous years, we are requesting a budget from the Court Facilities Fund, the Court Technology Fund, and the Court Innovations Fund. These funds are derived from fines and/or fees and have no effect on the general fund. We will continue to fund four janitorial staff from the Court Facilities Fund to ensure a full maintenance staff at the Freeman Justice Center and the new Plantation Key Government Center. Although these positions are funded by the Court, they are supervised and under the authority of Monroe County Public Works.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,751,660	1,881,046	2,321,863	2,334,988	2,271,601	(2.2)%
Operating Expenditures	691,418	394,255	1,029,833	929,995	546,880	(46.9)%
Capital Outlay Expenditures	89,124	93,302	8,000	94,714	63,965	699.6%
Total Budget	2,532,202	2,368,602	3,359,696	3,359,696	2,882,446	(14.2)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,886,830	2,045,006	2,486,188	2,486,188	2,450,496	(1.4)%
Miscellaneous Special Revenue Fund	534	22,398	26,900	26,900	26,900	-%
Court Facilities Fees Trust (602)	644,838	301,198	846,608	846,608	405,050	(52.2)%
Total Revenue	2,532,202	2,368,602	3,359,696	3,359,696	2,882,446	(14.2)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	27.00	25.00	25.00	24.00	(1.00)
Skilled Craft Workers	2.00	4.00	4.00	4.00	-
Total Full-Time FTE	29.00	29.00	29.00	28.00	(1.00)
Total FTE	29.00	29.00	29.00	28.00	(1.00)

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Elected Officials
Court Technology Fund**

Mission Statement

Funds collected by the Clerks of the Court and distributed to the Board of County Commissioners (\$2.00) from the \$4.00 per page additional service charge for each instrument listed in Section 28.222, F.S. pursuant to Section 28.24 (12) (e)1, F.S. The funds shall be used exclusively to fund court-related technology and court technology needs as defined in Section 29.008(1)(f)2 and (h), F.S. for the state trial courts, state attorney, public defender, and criminal and civil regional counsel in the county. In 2006, a Memorandum Of Agreement was approved to split the funds accordingly: the 16th Judicial Circuit Courts shall receive \$1.00 per page of the \$2.00 fee, while the State Attorney for the 16th Circuit shall receive \$0.60 per page and the Public Defender for the 16th Circuit shall receive \$0.40 per page. The fees collected are recorded under Fund 158 Misc. Special Revenue Fund.

Description and Services Provided

- 1) Server maintenance costs,
- 2) Software licenses,
- 3) Computers,
- 4) Network peripherals, cables & connections.

Major Variances

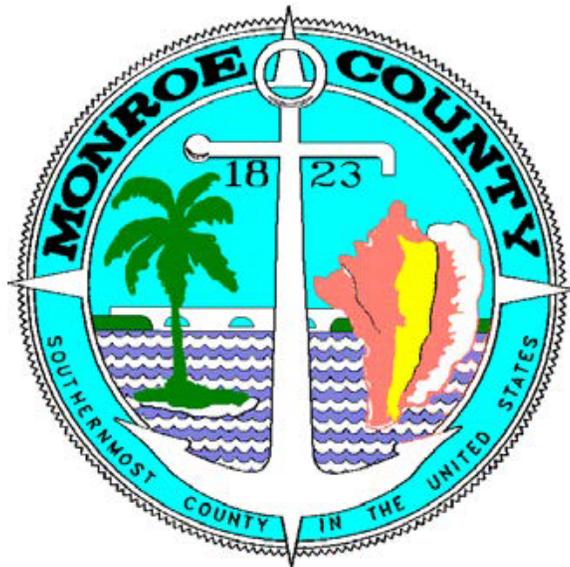
Revenue receipts are recorded quarterly and brought into the budget by an Unanticipated Revenue Resolution.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	26,954	56	-	-	-	-%
Operating Expenditures	85,485	94,766	96,255	102,255	108,566	12.8%
Capital Outlay Expenditures	43,181	14,468	23,500	17,500	23,500	-%
Total Budget	155,621	109,291	119,755	119,755	132,066	10.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Miscellaneous Special Revenue Fund	155,621	109,291	119,755	119,755	132,066	10.3%
Total Revenue	155,621	109,291	119,755	119,755	132,066	10.3%

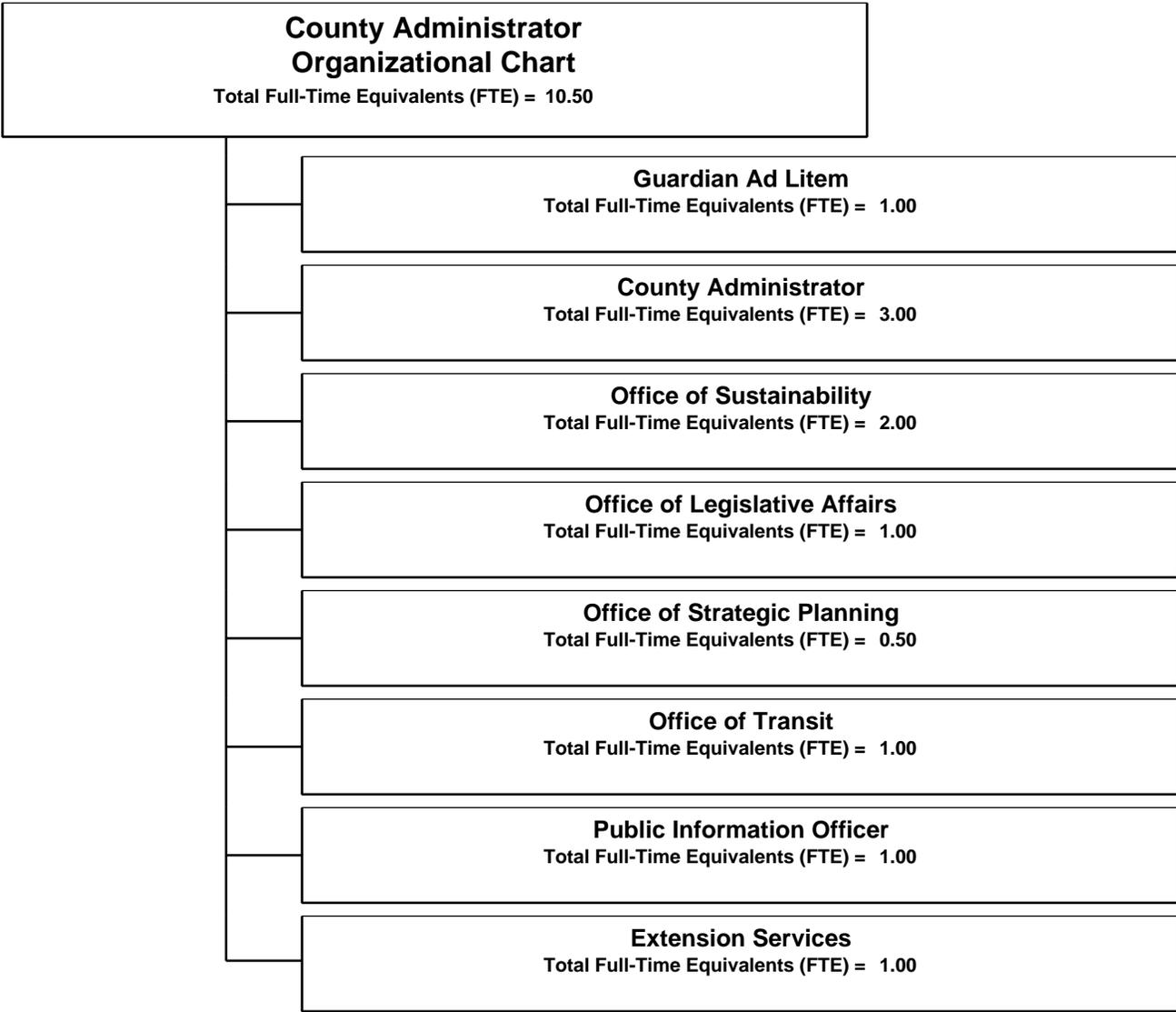
FY25 Adopted Budget

County Administrator



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

County Administrator



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Administrator

Mission Statement

The mission of the County Administrator is to run day to day operations of the County and direct the implementation of Board of County Commissioner's (BOCC) policies to the operating units of County government as prescribed by the Administrative Code.

Services Provided

The County Administrator serves as the administrative head of Monroe County government, and is appointed by the Board of County Commissioners. The County Administrator directs the day to day operations of the County, carries out the directives and policies of the Board of County Commissioners and enforces all orders, resolutions, ordinances, and regulations of the Board of County Commissioners, directs the preparation of the annual operating budget and the Capital Improvement Program, executes the budget and capital programs, proposes policies to the Board of County Commissioners, appoints department directors, and coordinates the management of all departments. The County Administrator also represents County interests to the local, state and federal governments.

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> County Administrator

- Quality of Life: Services to All- Parks and Recreation

- Action: The County Administrator's Office will explore the feasibility of the creation of a Parks and Recreation Department
- Performance Measure: Begin operations of new Parks and Recreation Department
- Target Metric: Completed or Not Completed

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Extension Services

- Environment: Protection- Nearshore Water and Benthic monitoring

- Action: Extension Services will teach a volunteer-based water quality-monitoring program for local citizens and school groups to test local waters for dissolved oxygen, pH, salinity, turbidity, nitrate, phosphate and temperature.
- Performance Measure: Maintain the number of sites monitored as a result of additional qualified monitors
- Target Metric: 50 monitored sites

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

- Action: Extension Services will develop and maintain a community volunteer educational effort
- Performance Measure: Maintain the number of community volunteer hours
- Target Metric: 2000 hours

Department Goals & Actions:

- Goal: Increased efficiency

- Action: Work with county staff to develop an implementation strategy for the Energy Efficiency Conservation Strategy including monitoring of water and energy use in county buildings
- Performance Measure: Creation and Implementation of strategy
- Target Metric: Completed or Not Completed

- Action: Hire a Summer Intern to assist
- Performance Measure: Develop training material for conservation
- Target Metric: number of training materials developed

- Goal: Increased Environmental Education

- Action- Environmental -Aid/Educate Monroe County Staff and residents in plant and insect identification and problems and their controls.
- Performance Measure: maintain the number of identifications and resolved issues over the previous year
- Target Metric: 250 Identifications/resolutions

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Guardian ad Litem

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Administrator

- Quality of Life: Services to All- Services to Special Needs Populations highlighting Mental Health, Seniors, Drug Dependency/Opioid Crisis, Homelessness, Children/Teens in crisis

- Action: The Guardian ad Litem will ensure the provision of the highest quality of advocacy for children through increased funding that will allow for the recruitment and retention of adequate qualified staff and volunteers

- Performance Measure: Accomplish full staffing of all vacancies.

- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Increase retention & recruitment of Staff & Volunteers through the following:

- Action: Lobby legislators for an increase in CAD (Cost Area Differential) that will allow for Economic sustainability as well as quality of Life.

- Performance Measure: Increase advocacy efforts dedicated to CAD increase.

- Target Metric: Completed or Not Completed

- Action: Increase salaries to a sustainable living wage and reasonable workloads. This is crucial to maintain a stable workforce leading to positive recruitment and retention as well as significant cost saving efficiencies. The minimum learning curve is 1 year with highly qualified individuals.

- Performance Measure: Adjust the salary and/or workload of at least 15% of department staff.

- Target Metric: Completed or Not Completed

- Action: Implement creative incentives for employees such as a four-day work schedule thus giving employee's more down time to spend with families and recreational pursuits, provide cost savings for county and employee, be more eco-friendly and reduce traffic.

- Performance Measure: Implement non-monetary employment incentives such as alternative work schedule of at least 15% of department staff

- Target Metric: Completed or Not Completed

- Action: Explore the feasibility of additional positions to alleviate and/or ameliorate overtime or heavy workloads.

- Performance Measure: Complete feasibility review for additional positions

- Target Metric: Completed or Not Completed

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Office of Legislative Affairs

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities and appropriations requests related to all 'Areas of Concern and Priority'. Specifically:

- Quality of Life issues including but not limited to short term rentals, affordable/workforce housing, Overseas Heritage Trail, and the protection of wind and flood insurance affordability and availability.

Performance Measure: Worked to advance community Quality of Life issues

Target Metric: Completed or Not Completed

- Environment and conservation issues and programs, including but not limited to legislation related to growth restrictions, Stewardship funding for land acquisition and canal restoration, pump out program funding, derelict vessel reduction, coral reef protection, oil drilling, Endangered Species Act, PILT, FKWQIP, Everglades Restoration.

Performance Measure: Worked to advance environment and conservation issues

Target Metric: Completed or Not Completed

- Quality of Life: Community Character- Illegal Transient Rentals

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities related to quality of life issues including but not limited to short term rentals.

- Performance Measure: Worked to advance community Quality of Life issues such as those related to short term rentals

- Target Metric: Completed or Not Completed

- Quality of Life: Viability- Workforce Housing

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Administrator

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities related to quality of life issues including but not limited to affordable workforce housing.

- Performance Measure: Worked to advance community Quality of Life issues such as those related to affordable workforce housing

- Target Metric: Completed or Not Completed

- Quality of Life: Viability- Wind and Flood Insurance Rates

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities related to the protection of wind and flood insurance affordability and availability.

- Performance Measure: Worked to advance legislative priorities related to wind and flood insurance

- Target Metric: Completed or Not Completed

- Environment: Conservation- Coral Reef conservation

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to coral reef protection.

- Performance Measure: Worked to advance Environmental issues such as those related to coral reef protection

- Target Metric: Completed or Not Completed

- Environment: Protection- Pursue Protective Ordinances

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to growth restrictions, Stewardship funding for land acquisition and canal restoration, pump out program funding, derelict vessel reduction, coral reef protection, oil drilling, Endangered Species Act, PILT, FKWQIP, Everglades Restoration.

- Performance Measure: Worked to advance Environmental issues

- Target Metric: Completed or Not Completed

- Environment: Restoration- Canal Restoration

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation canal restoration.

- Performance Measure: Worked to advance Environmental issues such as those related to canal restoration

- Target Metric: Completed or Not Completed

- Environment: Restoration- Florida Bay and Everglades projects and advocacy

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities and appropriations requests related to environment and conservation issues and programs, including but not limited to legislation related to Everglades Restoration.

- Performance Measure: Worked to advance Environmental issues such as those related to Everglades Restoration

- Target Metric: Completed or Not Completed

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

- Action: The Office of Legislative Affairs will advance Monroe County's federal and state legislative priorities related to quality of life issues including but not limited to the Overseas Heritage Trail.

- Performance Measure: Worked to advance Economic issues such as those related to the Overseas Heritage Trail

- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Improve and refine delivery of all ongoing services within the Office of Legislative Affairs

- Action: Increase and Improve communication material as appropriate

- Performance Measure: Communication material Increased and Improved as appropriate

- Target Metric: Completed or Not Completed

- Action: Rework Reporting requirements for team as needed

- Performance Measure: Reporting requirements for team reworked as needed

- Target Metric: Completed or Not Completed

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Administrator

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Office of Strategic Planning

- Action: The Office of Strategic Planning will initiate a series of Stakeholder Conversations on any or all 'Areas of Concern and Priority' to explore shared concerns and build consensus in the hope of finding mutually beneficial solutions.
- Quality of Life: Community Character-Collaboration with municipalities and other synergistic agencies
- Action: The Office of Strategic Planning will provide Strategic Planning expertise as requested and appropriate to our municipal partners and other local agencies.
- Performance Measure: Provide assistance to all our partners as appropriate
- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Maximize accountability of activities and progress related to the 2020 Monroe County Strategic Plan and the Annual County Business Plan Goals and Actions
- Action: Acquire and implement performance management tool
- Performance Measure: Acquire and Implement performance management tool
- Target Metric: Completed or Not Completed
- Action: Provide personalized training to Department on the development and use of Goals, Actions and Performance Measures to Departments
- Performance Measure: Provided individualized training to Departments
- Target Metric: Completed or Not Completed
- Goal: Increase community feedback opportunities
- Action: Work with the PIO to incorporate community feedback opportunities into our social media and mobile application
- Performance Measure: Worked with PIO on community feedback opportunities
- Target Metric: Completed or Not Completed
- Action: Explore and recommend implementation of best practice ideas to maximize community engagement with Board of County Commissioners, leadership and departments
- Performance Measure: Provided recommendations on and advocacy for community engagement opportunities
- Target Metric: Completed or Not Completed

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Office of Sustainability

- Quality of Life: Viability- Address Infrastructure concerns related to Climate Change and future storm resiliency
- Action: The Office of Sustainability will implement the following initiatives:
- Collection of mobile LiDAR elevation data for County roads and buildings Performance Measure: Collection of mobile LiDAR elevation data for County roads and buildings
- Target Metric: Completed or Not Completed
- Applications for Vulnerability Assessment Analysis Grants
- Performance Measure: Applications for Vulnerability Assessment Analysis Grants
- Target Metric: Completed or Not Completed
- Participation in SE FL Climate Compact planning activities related to the Regional Climate Action Plan
- Performance Measure: Participation in SE FL Climate Compact planning activities related to the Regional Climate Action Plan Target Metric: Completed or Not Completed
- Action: Plan for future Climate Leadership Summits
- Target Metric: Completed or Not Completed
- Action: Engagement of the community to help the County better understand the residents' concerns about sea level rise and the efforts needed to be taken to make the County more resilient.
- Performance Measure: Encourage Community engagement
- Target Metric: Completed or Not Completed
- Applicable GreenKeys Project:

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i. Electric Vehicle Charging Stations

- Performance Measure: Implement Charging Stations Target Metric: Completed or Not Completed

ii. Community Outreach Workshops

- Performance Measure: Community Workshops held Target Metric: Completed or Not Completed

iii. Update vulnerability assessments on County facilities Performance Measure: Facility vulnerability assessments updated

- Target Metric: Completed or Not Completed

iv. Conduct feasibility study for alternative energy at County Performance Measure: Alternative Energy feasibility study completed

- Target Metric: Completed or Not Completed

v. Develop adaptation alternatives for vulnerable County facilities Ph.1 Performance Measure: Developed adaptation alternatives for identified County facilities

- Target Metric: Completed or Not Completed

vi. Identify intact corridors for future tidal wetland migration corridors as a potential criterion for future land purchase and flood mitigation initiatives Phase 1

- Performance Measure: Intact corridors Identified for future tidal wetland migration corridors as a potential criterion for future land purchase and flood mitigation initiatives Phase 1

- Target Metric: Completed or Not Completed

vii. Create a database of all elevation data for County and utility facilities and assets

- Performance Measure: County and Utility facilities elevation database created

- Target Metric: Completed or Not Completed

viii. Develop a ranking process to identify the most vulnerable neighborhoods and establish levels of service each road gets based upon a tolerable level of nuisance flooding.

- Performance Measure: Develop process for prioritization of neighborhood roads experiencing flooding

- Target Metric: Completed or Not Completed

ix. Countywide Roads Elevation Vulnerability Analysis and Capital Plan to evaluate the impacts of sea level rise on 311 miles of County roads and development of conceptual designs for elevation

- Performance Measure: Completed countywide Roads Elevation Vulnerability Analysis and Capital Plan

- Target Metric: Completed or Not Completed

• Environment: Protection- Nearshore Water and Benthic monitoring

- Action: The Office of Sustainability will engage in Reasonable Assurance Document “RAD” water quality monitoring to help determine which areas in the County meet and do not meet State water quality standards.

- Performance Measure: Identify those areas of the County that do and do not meet state water quality standards. Two Year Project

- Target Metric: Completed or Not Completed Year 1

- Action: The Office of Sustainability will engage in water quality monitoring to measure the effects that water quality in canals may have on nearshore waters.

- Performance Measure: Engage water quality monitoring -Two Year Project

- Target Metric: Completed or Not Completed Year 1

• Environment: Protection- Canal Protection

- Action: The Office of Sustainability will continually employ new technologies as appropriate and funding is available to support the ongoing work of canal restoration

- Performance Measure: Utilize new technologies in ongoing canal restoration

- Target Metric: Completed or Not Completed

• Environment: Restoration- Irma Recovery

- Action: The Office of Sustainability will implement Irma Marine Debris Removal, Hurricane-related Sediment Removal and Monitoring contracts based upon funds appropriated and canals approved by NRCS or FDEP.

- Performance Measure: Implement appropriate Irma Marine Debris Removal, Hurricane-related Sediment Removal and Monitoring contracts

- Target Metric: Completed or Not Completed

• Environment: Restoration- Canal Restoration

- Action: The Office of Sustainability will finalize the Canal Masterplan to guide canal restoration projects and activities

- Performance Measure: Completed Canal Masterplan

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- Target Metric: Completed or Not Completed

• Environment: Restoration- Nearshore Water Quality and Benthic Restoration

- Action: The Office of Sustainability will implement a new Reasonable Assurance Document “RAD” water quality monitoring program in partnership with FDEP to help determine which areas in the County meet and do not meet State water quality standards.

- Performance Measure: Implement new RAD water quality monitoring program Two year project

- Target Metric: Completed or Not Completed- Year 1

- Action: The Office of Sustainability will implement a new water quality monitoring program to measure the effects that water quality in canals may have on nearshore waters.

- Performance Measure: Implement new canal water quality monitoring program two year

- Target Metric: Completed or Not Completed year 1

• Environment: Resiliency- Mitigation plans to help avoid climate change impacts

- Action: The Office of Sustainability guides the County in becoming more environmentally sustainable through Climate mitigation measures to reduce the County’s energy footprint and resulting impact on the climate. Initiatives include:

- Action: Development of sustainability policy formulation and plan development

- Performance Measure: Develop sustainability policy formulation and plan development

- Target Metric: Completed or Not Completed

- Action: Energy management and reduction initiatives listed in the GreenKeys Plan

- Performance Measure: County implementation of GreenKeys Plan energy management and reduction initiatives

- Target Metric: Completed or Not Completed

- Action: Alternative energy and fuel source options

- Performance Measure: County utilizing alternative energy and fuel source options

- Target Metric: Completed or Not Completed

- Action: Green purchasing policy development and guidance

- Performance Measure: County developing a green purchasing policy

- Target Metric: Completed or Not Completed

- Action: Sustainable capital development processes.

- Performance Measure: Development of County sustainable capital development process

- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

• Goal: Efficiently and effectively advance the County’s sustainability agenda

- Action: Utilize Sr. Project Manager of Sustainability to implement GreenKey’s Initiatives and assist with co-hosting responsibilities for 2019 Climate Change Summit

- Performance Measure: Hire Sr. Project Manager of Sustainability

- Target Metric: Completed or Not Completed

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

> Public Information Officer

• Quality of Life: Viability- Wind and Flood Insurance Rates

- Action: The Public Information Office will develop and publish a hurricane preparation guide for Monroe County residents and inform the public of resiliency programs via www.monroecountyem.com. The office will also create informative how-to videos for storm preparation.

- Performance Measure: Not Available

- Target Metric: Not Available

• Environment: Restoration- Irma Recovery

- Action: The Public Information Office will work with all departments to make sure the public is informed of programs and grants that promote

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County Administrator

Hurricane Irma Recovery.

- Performance Measure: Not Available

- Target Metric: Not Available

- Economy: Infrastructure- Quality of the Keys Experience- Upkeep of our attractions including Environment, Historical Sites and Beautification

- Action: The Public Information Office will promote the County's mobile app and add County park, beach and boat ramp information to the app.

- Performance Measure: Not Available

- Target Metric: Not Available

Department Goals, Actions and Measures:

- Goal: Make sure the public is aware of the ways to stay connected with Monroe County

- Action: Create a rack card with ways to stay connected with the County to bring to chambers, rotary clubs, leave at libraries, etc.

- Performance Measure: Not Available

- Target Metric: Not Available

- Goal: Make Monroe County's website ADA accessible

- Action: Work with County Attorney to put out an RFP to fix reoccurring issues with the website.

- Performance Measure: Not Available

- Target Metric: Not Available

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,316,731	1,790,590	2,082,676	2,288,904	2,153,838	3.4%
Operating Expenditures	5,013,675	7,717,094	2,569,896	27,079,938	3,690,537	43.6%
Capital Outlay Expenditures	7,395	10,124	8,300	9,170	8,500	2.4%
Total Budget	6,337,801	9,517,808	4,660,872	29,378,012	5,852,875	25.6%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
County Administrator	752,583	819,436	754,128	11,001,049	791,071	5%
Extension Services	214,997	227,511	286,482	286,482	316,330	10%
Guardian Ad Litem	212,309	247,697	321,783	321,783	328,901	2%
Office of Legislative Affairs	645,592	685,707	682,452	682,452	695,938	2%
Office of Strategic Planning	90,698	101,599	124,593	124,593	132,218	6%
Office of Sustainability	4,421,622	6,973,262	1,555,684	15,662,603	2,622,091	69%
Office of Transit	-	462,596	751,262	1,177,262	771,076	3%
Public Information Officer	-	-	184,488	121,788	195,250	6%
Total Budget	6,337,801	9,517,808	4,660,872	29,378,012	5,852,875	26%

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County Administrator

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	2,270,410	2,970,804	4,090,149	4,090,149	4,317,327	5.6%
Road And Bridge Fund	411,883	58,502	100,000	100,000	100,000	-%
Governmental Fund Type Grants	3,583,443	6,264,706	414,008	23,829,862	414,008	-%
Miscellaneous Special Revenue Fund	72,066	223,796	56,715	1,358,002	1,021,540	1,701.2%
Total Revenue	6,337,801	9,517,808	4,660,872	29,378,012	5,852,875	25.6%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Guardian Ad Litem	2.00	2.00	2.00	1.00	(1.00)
County Administrator	5.00	5.00	3.00	3.00	-
Office of Sustainability	1.00	1.00	2.00	2.00	-
Office of Legislative Affairs	1.00	1.00	1.00	1.00	-
Office of Strategic Planning	0.50	0.50	0.50	0.50	-
Office of Transit	-	-	1.00	1.00	-
Public Information Officer	-	-	1.00	1.00	-
Extension Services	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	10.50	10.50	11.50	10.50	(1.00)
Total FTE	10.50	10.50	11.50	10.50	(1.00)

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County Administrator Guardian Ad Litem

Mission Statement

The Guardian ad Litem Program is appointed by the Court to represent the Child’s best interest & is the only one in the case that focuses exclusively on the child.

Description and Services Provided

We will continue to be a powerful and effective voice advocating for the best interest of Florida’s abused, abandoned and neglected children and be recognized and respected as a partnership of community advocates and professional staff. To the fullest extent possible, this vision will be realized through volunteers who will advocate as Guardians ad Litem for the children we serve. We are committed to the Core values of our program:

- 1) Commitment to Children- the children for whom we advocate are our most important priority.
- 2) Communication Built on Trust- we have a culture of open communication, active listening, teamwork, and regard for the view of others. This includes being honest and straightforward with the children we represent in keeping with their level of age and maturity.
- 3) Collective Empowerment- the program has the authority and responsibility to make and implement the best decisions to meet the children’s needs. This empowerment must extended and passed on to volunteers, attorney’s and staff alike.
- 4) Collaboration- We proactively seek to develop relationships that promote the well-being of the whole child.
- 5) Courtesy- the program values all who engage in this challenging work and ensures they are treated with respect and dignity.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	104,709	132,452	168,823	133,823	106,241	(37.1)%
Operating Expenditures	103,701	113,836	149,660	182,440	219,160	46.4%
Capital Outlay Expenditures	3,900	1,409	3,300	5,520	3,500	6.1%
Total Budget	212,309	247,697	321,783	321,783	328,901	2.2%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	212,309	247,697	321,783	321,783	328,901	2.2%
Total Revenue	212,309	247,697	321,783	321,783	328,901	2.2%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	2.00	2.00	2.00	1.00	(1.00)
Total Full-Time FTE	2.00	2.00	2.00	1.00	(1.00)
Total FTE	2.00	2.00	2.00	1.00	(1.00)

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County Administrator
County Administrator

Mission Statement

The mission of the County Administrator is to run day to day operations of the County and direct the implementation of Board of County Commissioner's (BOCC) policies to the operating units of County government as prescribed by the Administrative Code.

Description and Services Provided

The County Administrator serves as the administrative head of Monroe County government, and is appointed by the Board of County Commissioners. The County Administrator directs the day to day operations of the County, carries out the directives and policies of the Board of County Commissioners and enforces all orders, resolutions, ordinances, and regulations of the Board of County Commissioners, directs the preparation of the annual operating budget and the Capital Improvement Program, executes the budget and capital programs, proposes policies to the Board of County Commissioners, appoints department directors, and coordinates the management of all departments. The County Administrator also represents County interests to the local, state and federal governments.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	675,878	735,552	663,840	946,050	705,736	6.3%
Operating Expenditures	76,705	76,785	85,288	10,052,636	80,335	(5.8)%
Capital Outlay Expenditures	-	7,099	5,000	2,363	5,000	-%
Total Budget	752,583	819,436	754,128	11,001,049	791,071	4.9%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	752,583	819,436	754,128	816,828	791,071	4.9%
Governmental Fund Type Grants	-	-	-	10,184,221	-	-%
Total Revenue	752,583	819,436	754,128	11,001,049	791,071	4.9%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	3.00	2.00	1.00	1.00	-
Officials & Administrators	2.00	3.00	2.00	2.00	-
Total Full-Time FTE	5.00	5.00	3.00	3.00	-
Total FTE	5.00	5.00	3.00	3.00	-

Monroe County Board of County Commissioners

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County Administrator Office of Sustainability

Mission Statement

The mission of the Office of Sustainability is to create resilient and environmental improvements that continue to foster a safe and livable community and a sustainable future.

Description and Services Provided

The Office of Sustainability prepares the County to be more resilient to the effects of climate change and the resulting sea level rise. These climate adaptation preparations include:

- Gathering research and modeling the effects of sea level rise on County roads and facilities
- Collaboration with the SE FL Climate Change Compact to keep abreast of updates on the projections of sea level rise and to help communities implement mitigation and adaptation measures
- Collecting elevation and other types of data to more accurately measure the potential inundation to County roads and infrastructure
- Developing new or revised policies to set standards for implementation of adaptation measures to prepare for sea level rise
- Implementing projects to mitigate against the effects of climate change. These areas include:
 - o Collection of mobile LiDAR elevation data for County roads and buildings;
 - o A streets analysis to evaluate the impacts of sea level rise on 311 miles of County roads and development of conceptual designs for elevation;
 - o Community engagement to help the County better understand the residents’ concerns about sea level rise and to educate them on the County’s preparations to mitigate. The Green Keys Plan contains specific projects for Resilience preparation.

The Office of Sustainability also guides the County in becoming more environmentally sustainable through Climate mitigation measures. These mitigation measures include:

- Development of sustainability policy formulation and plan development
- Energy management and reduction initiatives listed in the GreenKeys Plan
- Alternative energy and fuel source options
- Green purchasing policy development and guidance
- Sustainable capital development processes.

Finally, projects are implemented in the environmental restoration area that supports the County’s sustainability initiatives. Sustainability is the quality of not being harmful to the environment nor 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. A canal restoration program is underway that is restoring the water of the canals throughout the Keys. Initiatives include:

- Reasonable Assurance Document “RAD” water quality monitoring to help determine which areas in the County meet and do not meet State water quality standards.
- Water quality monitoring to measure the effects that water quality in canals may have on nearshore waters.
- Canal restoration projects to improve the water quality in the canals.
- Cleanup of marine debris and sediment in canals caused by the impacts of Hurricane Irma.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	187,843	244,304	349,961	349,961	373,398	6.7%
Operating Expenditures	4,231,780	6,728,958	1,205,723	15,311,354	2,248,693	86.5%
Capital Outlay Expenditures	2,000	-	-	1,288	-	-%
Total Budget	4,421,622	6,973,262	1,555,684	15,662,603	2,622,091	68.5%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	354,231	426,258	984,961	984,961	1,086,543	10.3%
Road And Bridge Fund	411,883	58,502	100,000	100,000	100,000	-%
Governmental Fund Type Grants	3,583,443	6,264,706	414,008	13,219,641	414,008	-%
Miscellaneous Special Revenue Fund	72,066	223,796	56,715	1,358,002	1,021,540	1,701.2%
Total Revenue	4,421,622	6,973,262	1,555,684	15,662,603	2,622,091	68.5%

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County Administrator

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	1.00	1.00	1.00	1.00	-
Professionals	-	-	1.00	1.00	-
Total Full-Time FTE	1.00	1.00	2.00	2.00	-
Total FTE	1.00	1.00	2.00	2.00	-

Monroe County Board of County Commissioners
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County Administrator
Office of Legislative Affairs

Mission Statement

The mission of the Office of Legislative Affairs is to oversee and manage the legislative and intergovernmental initiatives and functions for the County.

Description and Services Provided

The Office of Legislative Affairs develops Monroe County’s state and federal legislative agendas; coordinates County positions and responses to legislation; supports advancement of the County’s legislative priorities and appropriations; prepares resolutions, talking points, issue briefs and legislative updates; organizes/manages advocacy trips to Tallahassee and DC. The Office also advocates at the state and federal agency level on behalf of the County’s issues and needs.

The Office oversees the Restore Act Program; development and monitoring of the Local Multi- Year Implementation Plan and monitoring of the Gulf Consortium’s State Expenditure Plan; management of local pot and Consortium pot grant funds; development and submission of applications for this funding; participation in monthly Gulf Consortium meetings and conference calls.

The Office also monitors regional issues with local impacts including ongoing implementation of Everglades Restoration, and the licensing and remediation plan activities related to the Turkey Point Nuclear Facility.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	182,120	208,343	223,152	223,152	236,638	6.0%
Operating Expenditures	463,472	475,748	459,300	459,300	459,300	-%
Capital Outlay Expenditures	-	1,616	-	-	-	-%
Total Budget	645,592	685,707	682,452	682,452	695,938	2.0%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	645,592	685,707	682,452	682,452	695,938	2.0%
Total Revenue	645,592	685,707	682,452	682,452	695,938	2.0%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	1.00	1.00	1.00	1.00	-
Total FTE	1.00	1.00	1.00	1.00	-

Monroe County Board of County Commissioners

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County Administrator Office of Strategic Planning

Mission Statement

The Office of Strategic Planning works with the Community and County staff/ administration/ Commissioners to develop plans and initiatives that create organizational excellence through government accountability, organizational efficiency and continuous improvement.

Description and Services Provided

Monroe County is committed to serving our community with excellence, government accountability, organizational efficiency and continuous improvement. An essential component of this effort is strategic planning and management. The Office of Strategic Planning is responsible for the overall strategic planning process. The Strategic Plan guides the scope and direction of County services and aligns departmental efforts with the County's strategic priorities.

The Office of Strategic Planning utilizes a cyclical approach to strategic planning and management that incorporates clearly defined goals and actions, standardized performance measurements, collection and analysis of progress, internal and external environmental scanning. These results and feedback drive improvement and creation of new goals and actions. Annual Departmental Business Plans link the high-level goals and priorities of The BOCC Strategic Plan with budget-based department level goals and actions. The Office of Strategic Planning provides technical assistance to departments regarding the development of meaningful goals, actions and performance measures.

The Office of Strategic Planning serves as an internal resource for improving governmental efficiency and effectiveness. At request or direction, this includes conducting reviews and analysis of management, operational, organizational or business processes of County functions or services and providing recommendations and implementation support to increasing efficiency and effectiveness. Any Department or unit can request this support from the Office of Strategic Planning.

The Office of Strategic Planning has a stewardship role for the County government's performance based/results oriented culture. This includes ongoing networking and scans of the environment, both internally and externally, to identify issues of strategic importance to Monroe County and an ongoing awareness of current community concerns and priorities. When opportunities or needs are identified, the Office makes recommendations to Department Directors, County Administration and/or Board of County Commissioners as appropriate.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	87,876	97,497	118,593	118,593	125,318	5.7%
Operating Expenditures	2,822	4,102	6,000	6,000	6,900	15.0%
Total Budget	90,698	101,599	124,593	124,593	132,218	6.1%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	90,698	101,599	124,593	124,593	132,218	6.1%
Total Revenue	90,698	101,599	124,593	124,593	132,218	6.1%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	0.50	0.50	0.50	0.50	-
Total Full-Time FTE	0.50	0.50	0.50	0.50	-
Total FTE	0.50	0.50	0.50	0.50	-

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**County Administrator
Office of Transit**

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	284,615	311,662	311,662	331,476	6.4%
Operating Expenditures	-	177,981	439,600	865,600	439,600	-%
Total Budget	-	462,596	751,262	1,177,262	771,076	2.6%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	-	462,596	751,262	751,262	771,076	2.6%
Governmental Fund Type Grants	-	-	-	426,000	-	-%
Total Revenue	-	462,596	751,262	1,177,262	771,076	2.6%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	-	-	1.00	1.00	-
Total Full-Time FTE	-	-	1.00	1.00	-
Total FTE	-	-	1.00	1.00	-

**Monroe County Board of County Commissioners
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**County Administrator
Public Information Officer**

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	-	150,638	87,938	160,480	6.5%
Operating Expenditures	-	-	33,850	33,850	34,770	2.7%
Total Budget	-	-	184,488	121,788	195,250	5.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	-	-	184,488	121,788	195,250	5.8%
Total Revenue	-	-	184,488	121,788	195,250	5.8%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	-	-	1.00	1.00	-
Total Full-Time FTE	-	-	1.00	1.00	-
Total FTE	-	-	1.00	1.00	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Administrator Extension Services

Mission Statement

The Monroe County Extension Service is committed to providing objective science-based youth and adult informal community educational programs and services in horticulture, family and consumer sciences, and marine areas that help residents to improve their quality of life and surrounding environment.

Description and Services Provided

The University of Florida Institute of Food and Agricultural Sciences' Monroe County Extension Service is your front door to the experts and to research from across the state and at the university. We provide educational programs in four program areas; Marine, Climate Change, Environmental Horticulture and Community Development.

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

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

We provide great programs, including: Master Gardeners, Sustainable Floridians, Florida Keys Water Watch and the Florida Master Naturalist Program.

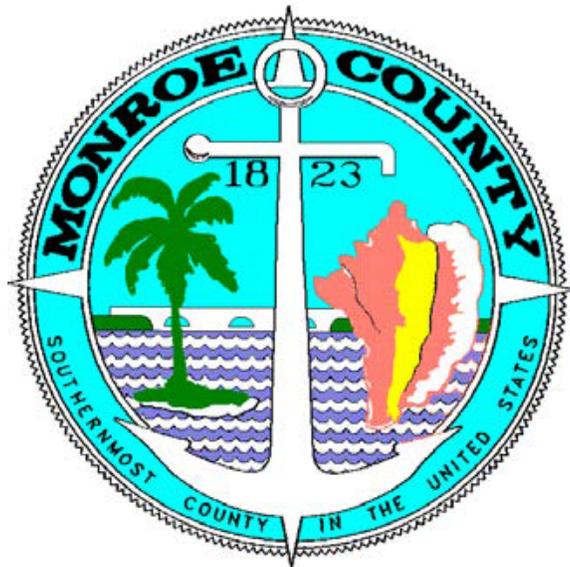
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	78,307	87,826	96,007	117,724	114,551	19.3%
Operating Expenditures	135,196	139,685	190,475	168,758	201,779	5.9%
Capital Outlay Expenditures	1,495	-	-	-	-	-%
Total Budget	214,997	227,511	286,482	286,482	316,330	10.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	214,997	227,511	286,482	286,482	316,330	10.4%
Total Revenue	214,997	227,511	286,482	286,482	316,330	10.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	1.00	1.00	1.00	1.00	-
Total FTE	1.00	1.00	1.00	1.00	-

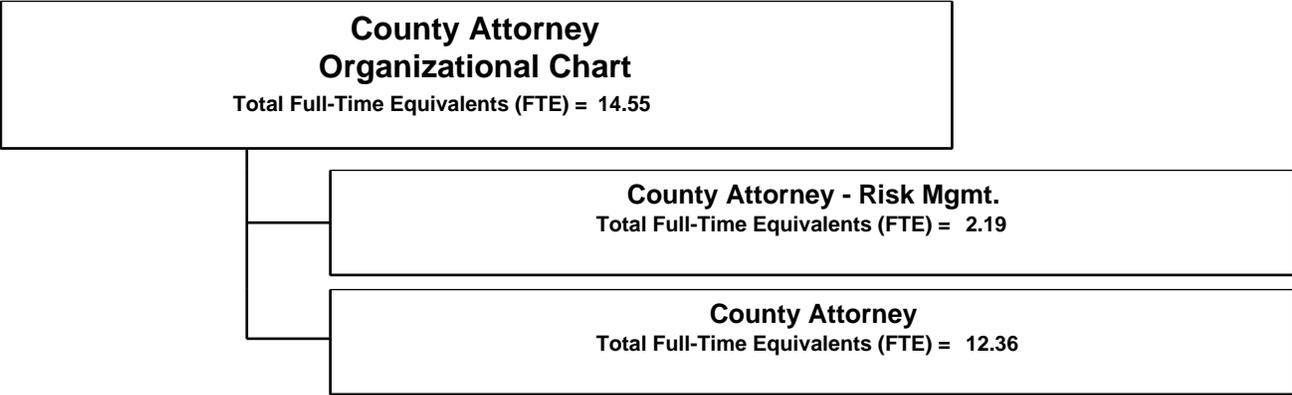
FY25 Adopted Budget

County Attorney



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

County Attorney



Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Attorney

Mission Statement

The mission of the County Attorney's Office is to provide high quality legal services to the Board of County Commissioners, Monroe County's Constitutional Officers, and the County Administration in a timely, efficient, and cost-effective manner.

Services Provided

The County Attorney is the legal advisor to the Board of County Commissioners, the County Administrator, County Departments, and all County regulatory and advisory boards in all matters relating to their official County duties. With its staff of highly trained and experienced attorneys and skilled support staff, the County Attorney's Office is committed to providing legal services in a professional manner, while upholding the highest standard of ethics.

The overarching goal is to ensure that County receives effective legal counsel in all matters and is in compliance with all applicable laws, regulations, and obligations. The office is tasked with providing competent, cost-effective, responsive legal services to the County Commission and staff while ensuring transparency in County government.

Each staff attorney is assigned to represent at least one County department as primary counsel. The attorney is tasked with ensuring the legality of all contracts and programs within their assigned departments.

The County Attorney and his Assistant County Attorneys:

- Approve all contracts, bonds, and written instruments for legal sufficiency
- Draft and review ordinances and resolutions
- Prosecute and defend all lawsuits brought by and against the county
- Render legal opinions upon request to the Board of County Commissioners, the County's five Constitutional Officers, the County Administrator and staff, and County Advisory Boards
- Represent the County at administrative hearings
- Represent the County Canvassing Board during federal, state, and county-wide elections

Administrative Staff:

- Review all BOCC approved agenda items for submission to the Clerk
- Research and provide prompt responses to public records requests
- Serve as the County's Records Management Liaison Officer for the County

F.S. 125.01(1)(b), MCC Sections 2-175 et seq.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	2,075,857	2,332,028	2,571,042	2,756,805	2,973,492	15.7%
Operating Expenditures	6,347,977	5,764,147	12,303,209	12,157,467	11,918,523	(3.1)%
Capital Outlay Expenditures	15,657	881,868	89,985	85,861	76,835	(14.6)%
Total Budget	8,439,491	8,978,044	14,964,236	15,000,133	14,968,850	-%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
County Attorney	2,386,466	3,597,891	3,248,841	3,284,738	3,617,271	11%
County Attorney - Risk Mgmt.	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3)%
Total Budget	8,439,491	8,978,044	14,964,236	15,000,133	14,968,850	-%

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

County Attorney

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,444,744	2,513,397	2,076,495	2,076,495	2,359,695	13.6%
Unincorporated Svc District - Planning, Building, and Zoning	898,515	1,042,021	1,126,368	1,159,301	1,206,969	7.2%
Miscellaneous Special Revenue Fund	4,900	100	-	-	-	-%
Building Fund	38,307	42,374	45,978	48,942	50,607	10.1%
Risk Management Fund	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3.1)%
Total Revenue	8,439,491	8,978,044	14,964,236	15,000,133	14,968,850	-%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
County Attorney - Risk Mgmt.	2.23	2.19	2.19	2.19	-
County Attorney	12.37	12.41	12.36	12.36	-
Total Full-Time FTE	14.60	14.60	14.55	14.55	-
Total FTE	14.60	14.60	14.55	14.55	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Attorney

County Attorney - Risk Mgmt.

Mission Statement

Risk Management creates and implements decisions that will avoid hazardous risks to citizens and employees and strives to minimize the adverse effects of any accidental losses of the County.

Description and Services Provided

Responsible for all claims including investigation, settlement, payments and litigation.

- Ensures all county property is properly insured.
- Reviews all contracts providing the required insurance guidelines.
- Monitors insurance coverage for ongoing contracts.
- Advises of insurance requirements for use of county property.
- Manages Risk Management program fund under MCC Sections 2-323 et seq.

Major Variances

The County Attorney's Office is submitting a flat operating budget subject to an increase of \$150,000.00 to the personnel cost.

Risk Management's budget incorporates an overall decrease of \$785,145 partially due to the completion of the county building appraisals, but moreover due to new options in the marketplace that allowed for lower premiums of the County's insurance policies.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	320,150	359,733	368,023	394,732	392,061	6.5%
Operating Expenditures	5,730,122	5,012,017	11,340,872	11,314,163	10,959,518	(3.4)%
Capital Outlay Expenditures	2,754	8,403	6,500	6,500	-	(100.0)%
Total Budget	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3.1)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Risk Management Fund	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3.1)%
Total Revenue	6,053,026	5,380,153	11,715,395	11,715,395	11,351,579	(3.1)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	0.78	1.74	1.74	1.74	-
Officials & Administrators	1.35	0.35	0.35	0.35	-
Professionals	0.10	0.10	0.10	0.10	-
Total Full-Time FTE	2.23	2.19	2.19	2.19	-
Total FTE	2.23	2.19	2.19	2.19	-

Monroe County Board of County Commissioners

Fiscal Year 2025 Adopted Fiscal Plan

County Attorney County Attorney

Mission Statement

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Description and Services Provided

The County Attorney is the legal advisor to the Board of County Commissioners, the County Administrator, County Departments, and all County regulatory and advisory boards in all matters relating to their official County duties. With its staff of highly trained and experienced attorneys and skilled support staff, the County Attorney's Office is committed to providing legal services in a professional manner, while upholding the highest standard of ethics.

The overarching goal is to ensure that County receives effective legal counsel in all matters and is in compliance with all applicable laws, regulations, and obligations. The office is tasked with providing competent, cost-effective, responsive legal services to the County Commission and staff while ensuring transparency in County government.

Each staff attorney is assigned to represent at least one County department as primary counsel. The attorney is tasked with ensuring the legality of all contracts and programs within their assigned departments.

The County Attorney and his Assistant County Attorneys:

- Approve all contracts, bonds, and written instruments for legal sufficiency
- Draft and review ordinances and resolutions
- Prosecute and defend all lawsuits brought by and against the county
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- Represent the County at administrative hearings
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Administrative Staff:

- Review all BOCC approved agenda items for submission to the Clerk
- Research and provide prompt responses to public records requests
- Serve as the County's Records Management Liaison Officer for the County

F.S. 125.01(1)(b), MCC Sections 2-175 et seq.

Major Variances

The County Attorney's Office is submitting a flat operating budget for the County Attorney's cost centers. Any line item increases are supported by decreases in others.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	1,755,708	1,972,295	2,203,019	2,362,073	2,581,431	17.2%
Operating Expenditures	617,854	752,131	962,337	843,305	959,005	(0.3)%
Capital Outlay Expenditures	12,903	873,465	83,485	79,361	76,835	(8.0)%
Total Budget	2,386,466	3,597,891	3,248,841	3,284,738	3,617,271	11.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	1,444,744	2,513,397	2,076,495	2,076,495	2,359,695	13.6%
Unincorporated Svc District - Planning, Building, and Zoning	898,515	1,042,021	1,126,368	1,159,301	1,206,969	7.2%
Miscellaneous Special Revenue Fund	4,900	100	-	-	-	-%
Building Fund	38,307	42,374	45,978	48,942	50,607	10.1%
Total Revenue	2,386,466	3,597,891	3,248,841	3,284,738	3,617,271	11.3%

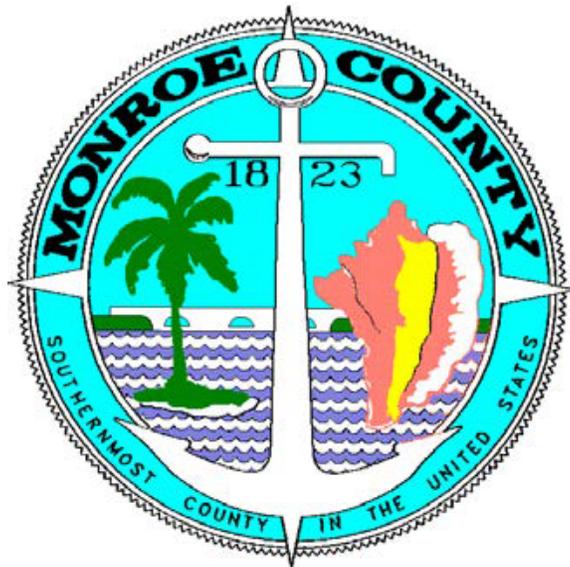
**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

County Attorney

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	4.22	4.26	4.26	3.26	(1.00)
Officials & Administrators	7.35	7.35	7.30	8.30	1.00
Professionals	0.80	0.80	0.80	0.80	-
Total Full-Time FTE	12.37	12.41	12.36	12.36	-
Total FTE	12.37	12.41	12.36	12.36	-

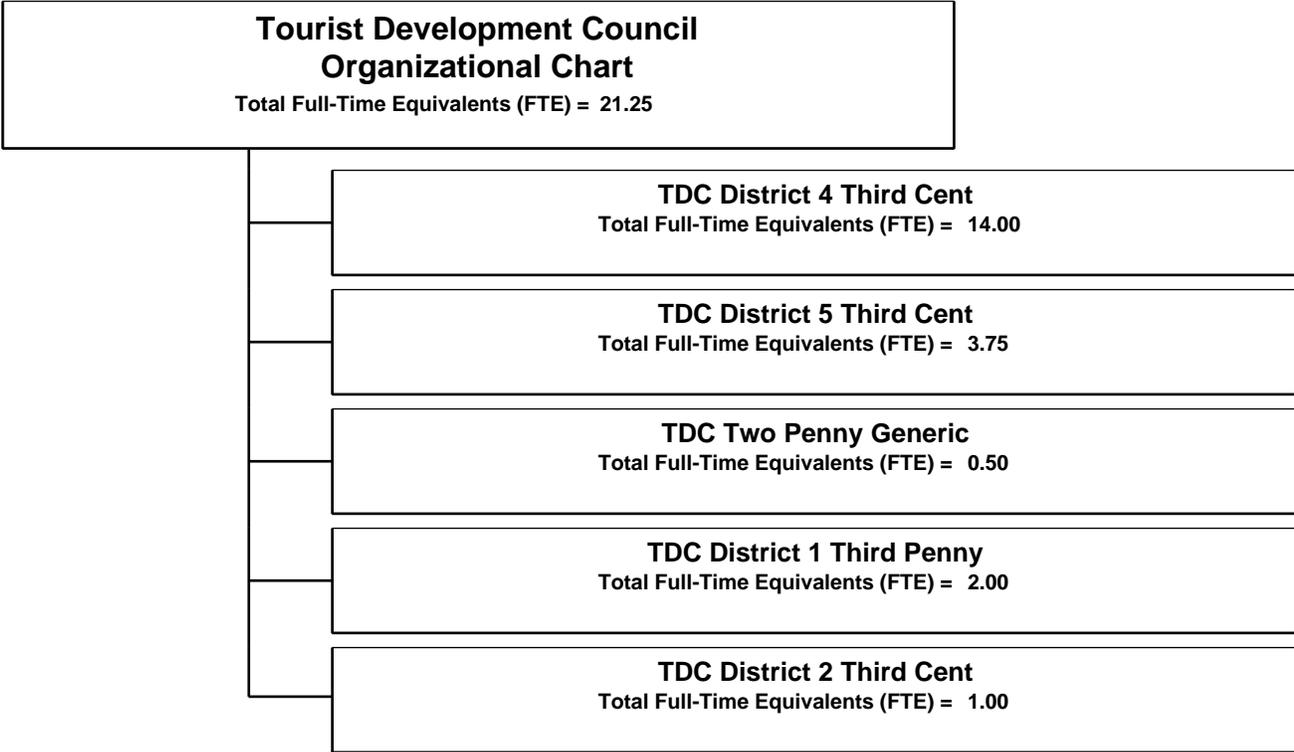
FY25 Adopted Budget

Tourist Development Council



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Tourist Development Council



Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Tourist Development Council

Mission Statement

The mission of the Monroe County Tourist Development Council is to set an overall direction for the Monroe County tourism marketing effort in a manner that will assure long-term sustained growth in tourism revenues while also guaranteeing the sustainability and improvement of our product, including both our man-made and natural resources, and improvements to the quality of life of our residents.

Website: www.fl-keys.com

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	494,790	610,818	737,039	862,118	845,937	14.8%
Operating Expenditures	36,019,117	46,802,190	124,893,890	124,734,011	115,429,460	(7.6)%
Capital Outlay Expenditures	-	20,434	12,000	46,800	40,000	233.3%
Total Budget	36,513,907	47,433,442	125,642,929	125,642,929	116,315,397	(7.4)%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 1 Third Penny	10,114,607	13,897,914	19,401,329	19,401,329	20,045,142	3%
TDC District 2 Third Cent	1,830,260	2,969,730	2,511,587	2,511,587	2,747,307	9%
TDC District 3 Third Cent	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25%
TDC District 4 Third Cent	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37%
TDC District 5 Third Cent	3,099,245	4,911,312	6,322,995	6,322,995	8,054,258	27%
TDC Special Projects	865,697	1,174,716	493,200	1,632,000	946,172	92%
TDC Two Penny Events	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(48)%
TDC Two Penny Generic	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(37)%
Total Budget	36,513,907	47,433,442	125,642,929	125,642,929	116,315,397	(7)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District Two Penny	5,351,973	6,360,315	21,007,215	21,007,215	11,642,513	(44.6)%
TDC Admin & Promo 2 Cent	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(36.7)%
TDC District 1 Third Cent	10,114,607	13,897,914	30,996,162	30,996,162	36,301,975	17.1%
TDC District 2 Third Cent	1,830,260	2,969,730	4,139,412	4,139,412	5,186,132	25.3%
TDC District 3 Third Cent	3,819,550	5,039,076	12,180,365	12,180,365	15,658,317	28.6%
TDC District 4 Third Cent	2,065,138	2,985,184	6,977,817	6,977,817	8,953,069	28.3%
TDC District 5 Third Cent	3,099,245	4,911,312	9,348,156	9,348,156	12,639,419	35.2%
Total Revenue	36,513,907	47,433,442	125,642,929	125,642,929	116,315,397	(7.4)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Tourist Development Council

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
TDC District 4 Third Cent	14.00	14.00	14.00	14.00	-
TDC District 5 Third Cent	1.75	1.75	3.75	3.75	-
TDC Two Penny Generic	0.50	0.50	0.50	0.50	-
TDC District 1 Third Penny	2.00	2.00	2.00	2.00	-
TDC District 2 Third Cent	1.00	1.00	1.00	1.00	-
Total FULL-TIME FTE	19.25	19.25	21.25	21.25	-
Total FTE	19.25	19.25	21.25	21.25	-

TDC District 4 Third Cent

Mission Statement

The geographical boundaries for District IV included the area between the Long Key Bridge and Mile Marker 90.939.

Description and Services Provided

Services provided to the District:

-Telemarketing, advertising and promotional campaigns

-Financial assistance for special events such as Mad Dog Mandish Fishing Class and Conch Scramble on the Water

-Brick & Mortar projects including beach cleaning and trash removal

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37.4%
Total Budget	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 1 Third Cent	-	-	11,594,833	11,594,833	16,256,833	40.2%
TDC District 2 Third Cent	-	-	1,627,825	1,627,825	2,438,825	49.8%
TDC District 3 Third Cent	-	-	5,755,804	5,755,804	7,599,804	32.0%
TDC District 4 Third Cent	2,065,138	2,985,184	6,977,817	6,977,817	8,953,069	28.3%
TDC District 5 Third Cent	-	-	3,025,161	3,025,161	4,585,161	51.6%
Total Revenue	2,065,138	2,985,184	28,981,440	28,981,440	39,833,692	37.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Authorized Positions	14.00	14.00	14.00	14.00	-
Total FULL-TIME FTE	14.00	14.00	14.00	14.00	-
Total FTE	14.00	14.00	14.00	14.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC District 5 Third Cent**

Mission Statement

The geographical boundaries of District V include the areas between Mile Marker 90.940 to the Dade/Monroe County line and any mainland portions of Monroe County.

Description and Services Provided

Services provided to the District:

- Telemarketing, advertising and promotional campaigns
- Financial assistance for special events such as Orange Bowl Winter Training, Key Largo Food & Wine Festival, and Key Largo Stone Crab & Seafood Festival
- Brick & Mortar projects including Harry Harris Park utilities and cleaning

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	129,129	195,171	339,149	371,679	388,074	14.4%
Operating Expenditures	2,970,116	4,716,141	5,983,846	5,951,316	7,666,184	28.1%
Total Budget	3,099,245	4,911,312	6,322,995	6,322,995	8,054,258	27.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 5 Third Cent	3,099,245	4,911,312	6,322,995	6,322,995	8,054,258	27.4%
Total Revenue	3,099,245	4,911,312	6,322,995	6,322,995	8,054,258	27.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	-	0.50	1.50	1.50	-
Service - Maintenance	-	-	1.00	1.00	-
Skilled Craft Workers	1.75	1.25	1.25	1.25	-
Total Full-Time FTE	1.75	1.75	3.75	3.75	-
Total FTE	1.75	1.75	3.75	3.75	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC Two Penny Events**

Description and Services Provided

Marketing research and financial assistance for cultural, fishing, diving and other countywide events.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(47.9)%
Total Budget	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(47.9)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District Two Penny	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(47.9)%
Total Revenue	4,486,276	5,185,599	20,514,015	19,375,215	10,696,341	(47.9)%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC Special Projects**

Description and Services Provided

Funding for 18 events throughout the Keys which include Key Largo Stone Crab and Seafood Festival, P. Peterson's Key West Poker Run and other athletic, fishing and cultural events.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	865,697	1,174,716	493,200	1,632,000	946,172	91.8%
Total Budget	865,697	1,174,716	493,200	1,632,000	946,172	91.8%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District Two Penny	865,697	1,174,716	493,200	1,632,000	946,172	91.8%
Total Revenue	865,697	1,174,716	493,200	1,632,000	946,172	91.8%

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC Two Penny Generic**

Description and Services Provided

Administrative services and operations of the TDC
Funding for Monroe Council of the Arts
Sales & Marketing
Ad Campaigns

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	97,758	102,363	116,822	208,848	142,005	21.6%
Operating Expenditures	10,135,375	11,151,453	40,864,980	40,738,154	25,751,967	(37.0)%
Capital Outlay Expenditures	-	16,095	12,000	46,800	40,000	233.3%
Total Budget	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(36.7)%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC Admin & Promo 2 Cent	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(36.7)%
Total Revenue	10,233,133	11,269,911	40,993,802	40,993,802	25,933,972	(36.7)%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Officials & Administrators	0.50	0.50	0.50	0.50	-
Total Full-Time FTE	0.50	0.50	0.50	0.50	-
Total FTE	0.50	0.50	0.50	0.50	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC District 1 Third Penny**

Mission Statement

The geographical boundaries of District 1 encompasses the city limits of Key West.

Description and Services Provided

Services provided to the District:

- Telemarketing, advertising and promotional campaigns
- Financial assistance for special events such as Fantasy Fest, Key West Race Week along with 27 other events held in Key West.
- Brick & Mortar projects including beach cleaning (Higg's and Smather's) and museum utilities and cleaning.
- Beach funds for Higgs Beach.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	158,001	178,803	161,236	161,760	189,050	17.3%
Operating Expenditures	9,956,606	13,714,772	19,240,093	19,239,569	19,856,092	3.2%
Capital Outlay Expenditures	-	4,339	-	-	-	-%
Total Budget	10,114,607	13,897,914	19,401,329	19,401,329	20,045,142	3.3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 1 Third Cent	10,114,607	13,897,914	19,401,329	19,401,329	20,045,142	3.3%
Total Revenue	10,114,607	13,897,914	19,401,329	19,401,329	20,045,142	3.3%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Skilled Craft Workers	2.00	2.00	2.00	2.00	-
Total Full-Time FTE	2.00	2.00	2.00	2.00	-
Total FTE	2.00	2.00	2.00	2.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC District 2 Third Cent**

Mission Statement

The geographical boundaries of District II extend from the city limits of Key West to the west end of the Seven Mile Bridge.

Description and Services Provided

Services provided to the District:

- Telemarketing, advertising and promotional campaigns
- Financial assistance for special events such as Big Pine and Lower Keys Nautical Flea Market and Big Pine and Lower Keys Island Art Festival.
- Brick & Mortar projects including beach cleaning for Little Duck Key beach. Funds set aside for capital projects.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	109,902	134,480	119,832	119,832	126,808	5.8%
Operating Expenditures	1,720,358	2,835,250	2,391,755	2,391,755	2,620,499	9.6%
Total Budget	1,830,260	2,969,730	2,511,587	2,511,587	2,747,307	9.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 2 Third Cent	1,830,260	2,969,730	2,511,587	2,511,587	2,747,307	9.4%
Total Revenue	1,830,260	2,969,730	2,511,587	2,511,587	2,747,307	9.4%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Administrative Support	-	-	0.50	0.50	-
Skilled Craft Workers	1.00	1.00	0.50	0.50	-
Total Full-Time FTE	1.00	1.00	1.00	1.00	-
Total FTE	1.00	1.00	1.00	1.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Tourist Development Council
TDC District 3 Third Cent**

Mission Statement

The geographical boundaries of District III include the area from the west end of the Seven Mile Bridge to the Long Key Bridge.

Description and Services Provided

Services provided to the District:

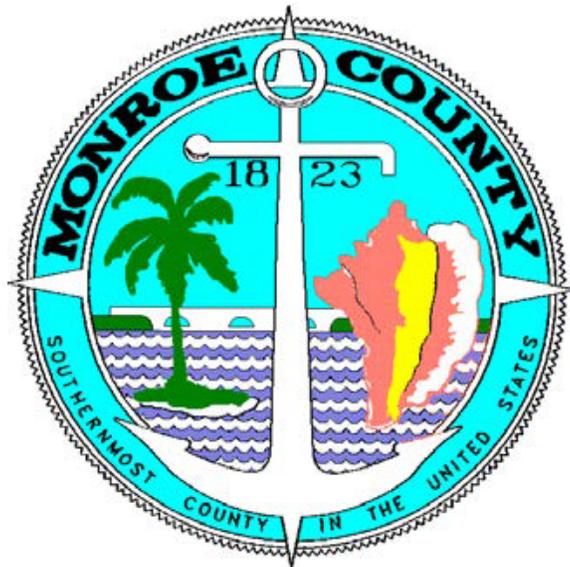
- Telemarketing, advertising and promotional campaigns
- Financial assistance for special events such as Marathon Grand Prix of the Sea, Original Marathon Seafood Festival and Sombrero Beach Run.
- Brick & Mortar projects.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Operating Expenditures	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.4%
Total Budget	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.4%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
TDC District 3 Third Cent	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.4%
Total Revenue	3,819,550	5,039,076	6,424,561	6,424,561	8,058,513	25.4%

FY25 Adopted Budget

Medical Examiner



**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

Medical Examiner

**Medical Examiner
Organizational Chart**
Total Full-Time Equivalents (FTE) = 2.00

Medical Examiner
Total Full-Time Equivalents (FTE) = 2.00

Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan

Medical Examiner

Services Provided

Acting under the authority of Florida Statute 406, the Medical Examiner provides accurate, timely, dignified and professional death investigation services for the residents of Monroe County.

Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	253,060	682,127	687,246	711,462	4.3%
Operating Expenditures	560,006	411,366	227,374	218,255	222,255	(2.3)%
Capital Outlay Expenditures	-	-	3,000	7,000	3,000	-%
Total Budget	560,006	664,426	912,501	912,501	936,717	2.7%

Appropriations by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Medical Examiner	560,006	664,426	912,501	912,501	936,717	3%
Total Budget	560,006	664,426	912,501	912,501	936,717	3%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	560,006	664,426	912,501	912,501	936,717	2.7%
Total Revenue	560,006	664,426	912,501	912,501	936,717	2.7%

Position Summary by Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Medical Examiner	-	-	2.00	2.00	-
Total Full-Time FTE	-	-	2.00	2.00	-
Total FTE	-	-	2.00	2.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2025 Adopted Fiscal Plan**

**Medical Examiner
Medical Examiner**

Description and Services Provided

Provide Medical Examiner services to District 16, Monroe County.

Major Variances

The requested Medical Examiner Budget for the fiscal year 2024-2025 is \$936,717

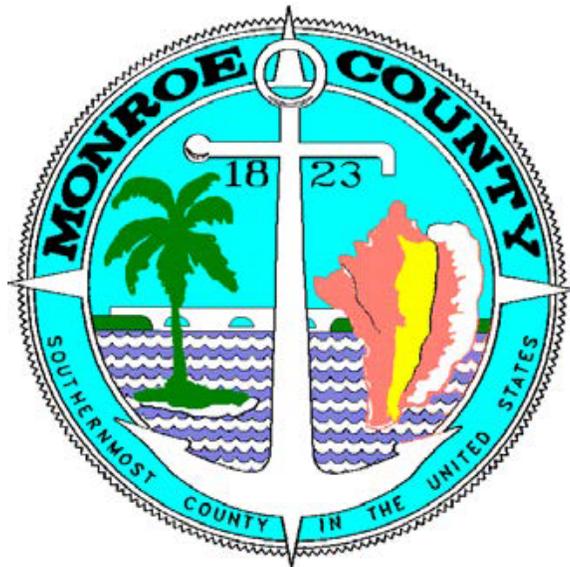
Budgetary Cost Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
Personnel Expenditures	-	253,060	682,127	687,246	711,462	4.3%
Operating Expenditures	560,006	411,366	227,374	218,255	222,255	(2.3)%
Capital Outlay Expenditures	-	-	3,000	7,000	3,000	-%
Total Budget	560,006	664,426	912,501	912,501	936,717	2.7%

Revenue Sources	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2024 Amended	FY 2025 Adopted	FY 2025 Change
General Fund	560,006	664,426	912,501	912,501	936,717	2.7%
Total Revenue	560,006	664,426	912,501	912,501	936,717	2.7%

Position Summary	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Variance
Service - Maintenance	-	-	2.00	2.00	-
Total Full-Time FTE	-	-	2.00	2.00	-
Total FTE	-	-	2.00	2.00	-

FY25 Adopted Budget

Debt Service



Debt Policy

The Board of County Commissioners debt policy is defined by general County ordinance Section 2-241:

“The board is hereby authorized and empowered, in order to carry out the purpose of this article, to borrow money and issue certificates of indebtedness therefor upon such terms and at such rates of interest as the board may deem advisable and in accordance with the provision of article VII section 12 of the Florida Constitution of 1968 and Florida Statutes, chapter 125 and other special and general laws and said certificates of indebtedness may be a charge upon all revenues derived from taxes in that year or may be made payable from budgetary requirements in due course of law, as the board may elect.”

Debt Capacity

The ability of the County to issue debt is a function of: (1) the revenues legally available to pledge as security for the debt; (2) limitations on the collection of that revenue which the bondholder will take into account in determining the principal amount of bonds which could be repaid; and (3) the market interest rates in effect at the time the debt is issued, together with the length of time for repayment. The debt capacity of the County’s non-ad valorem revenue base is strong but restricted in practice because the revenues are also used for funding operations.

Annual debt service on Monroe County’s direct debt shall not exceed the following annual median ratios for medium size counties published by Moody’s Investment Services: debt to operating revenue, debt to assessed valuation, and debt per capita.

Ad Valorem Debt Capacity

Monroe County does not currently use ad valorem debt financing. The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voters’ referendum. The County is limited by Article VII, Section 9 of the Florida Constitution to a maximum levy of 10 mills (a mill is defined as 1/1000th of a dollar, or \$1 per every \$1,000 of taxable value) of ad valorem real property taxes for the purposes other than the repayment of voted bonds. The County’s countywide millage is below the statutory limit.

There are several different types of debt incurred by cities and counties in Florida, including general obligation debt, revenue debt and other debt including long-term leases and government loans. Following are descriptions of Monroe County’s outstanding debt issues:

Clean Water State Revolving Fund Construction Loan Agreement WW602091 (Big Coppitt) - This loan agreement with the Department of Environmental Protection is being used to fund a portion of the Big Coppitt Key Wastewater Project. The loan is being repaid from revenues generated by the One Cent Infrastructure Sales Surtax. The loan agreement was modified, and the principal amount was reduced. Special assessment revenue collection will now be used to pay down the loan.

Clean Water State Revolving Fund Construction Loan Agreement WW440710 (Cudjoe Regional) - This loan agreement with the Department of Environmental Protection is being used to fund a portion of the Cudjoe Regional Wastewater Project. The agreement for the first allocation of \$40 million, out of an eventual allocation of \$90 million, was executed in May 2013. Amendment 1 to the agreement increasing the allocation to \$65 million was executed in November 2013 and Amendment 2 to the agreement increasing the allocation to \$71 million was executed in April 2014. Amendment 3, executed in October 2014, increased the allocation to \$101 million. Amendment 4, executed in September 2015, increased the allocation to \$120 million.

million. Amendment 5, executed in June 2016, increased the allocation to \$125 million. Amendment 6, executed in April 2018, increased the allocation to \$127.2 million. The initial payment was in 2019 within six months of project completion. The loan will be repaid from revenues generated by the One Cent Infrastructure Sales Surtax as well as special assessment revenue. In 2020, due to COVID, the loan payment has been deferred with a revised amortization schedule approved at the May 8th BOCC meeting.

Infrastructure Sales Surtax Revenue Bond, Series 2016 – Revenue bond issued in 2016 to finance construction of a courthouse and jail to replace the existing facilities on Plantation Key, a Fire/Rescue Training Academy on Crawl Key, a library to replace the existing facility in Marathon, to rehabilitate the Jefferson Browne Building in Key West, to redevelop Bernstein Park in Stock Island, to build a fire station on Cudjoe Key, and to refinance the outstanding 2014 PNC Bank Line of Credit. This bond will be repaid from the One Cent Infrastructure Sales Surtax.

Lease Purchase Financing Trauma Star Helicopters – Closed May 23 to acquire 3 Leonardo AW139 air ambulance helicopters. The payments will be made from the One Cent Infrastructure sales surtax.

Refinancing of Debt

Management continually monitors the County's debt portfolio for opportunities to refinance or refund outstanding debt, as market conditions and debt covenants allow, maximizing financing cost savings. In 1993, Monroe County refinanced original revenue bond debt issued in 1983 and 1988. In 1998, Monroe County refinanced the Sales Tax Revenue Bonds – 1991, and in 2002, Monroe County refinanced the Refunding Bonds- 1993 (88), and the Solid Waste Revenue Bonds-1991 (88). In 2014, Monroe County refinanced the Infrastructure Sales Surtax Revenue Bond-Series 2003. In 2016, Monroe County refinanced the 2014 PNC Line of Credit.

Debt Service Summary by Type

	Principal Amount Issued	Interest & Other Costs	Total Debt Service	9/30/2024 Debt Paid	9/30/2024 Gross Debt Outstanding	FY2025 Less Debt Payments	9/30/2025 Net Debt Outstanding	Date of Maturity	Effective Interest Rate
General Obligation Bonds:									
Non Ad-Valorem Supported Debt:									
SRF Loan WW602091-Big Coppitt	19,500,540	3,667,722	23,168,262	19,417,602	3,750,660	681,938	3,068,722	03/15/30	2.71%
SRF Loan WW440710-Cudjoe Regional	136,958,110	41,205,700	178,163,810	42,161,340	136,002,470	9,379,481	126,622,989	12/15/38	2.39% to 3.07%
Infrastructure Sales Surtax Rev, 2016	16,065,000	2,091,476	18,156,476	7,353,696	10,802,781	5,403,042	5,399,739	04/01/26	2.22%
Trauma Star Air Ambulance Financing	53,000,000	14,561,279	67,561,279	4,507,013	63,054,265	4,504,224	58,550,041	09/30/38	3.26%

Debt Service Schedule

Infrastructure Sales Surtax Series 2016				Clean Water SRF Loan - Big Coppitt DEP Agreement #WW602091			
<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	5,225,000	133,890	5,358,890	2025	592,080	89,858	681,938
2026	5,310,000	44,870	5,354,870	2026	608,234	73,704	681,938
Total	10,535,000	178,760	10,713,760	2027	624,829	57,109	681,938
				2028	641,877	40,062	681,938
				2029	659,389	22,549	681,938
				2030	336,411	4,558	340,969
				Total	3,462,820	287,840	3,750,660

Debt Service Schedule

Clean Water SRF - Cudjoe Regional WW440710				Trauma Star Air Ambulance Financing			
<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	6,546,462	2,833,018	9,379,481	2025	2,875,000	1,629,224	4,504,224
2026	6,719,613	2,659,868	9,379,481	2026	2,970,000	1,535,525	4,505,525
2027	6,897,395	2,482,086	9,379,481	2027	3,065,000	1,438,730	4,503,730
2028	7,079,935	2,299,546	9,379,481	2028	3,165,000	1,338,838	4,503,838
2029	7,267,360	2,112,120	9,379,481	2029	3,270,000	1,235,688	4,505,688
2030	7,459,805	1,919,676	9,379,481	2030	3,375,000	1,129,115	4,504,115
2031	7,657,403	1,722,078	9,379,481	2031	3,485,000	1,019,121	4,504,121
2032	7,860,296	1,519,185	9,379,481	2032	3,600,000	905,541	4,505,541
2033	8,068,626	1,310,855	9,379,481	2033	3,715,000	788,213	4,503,213
2034	8,282,541	1,096,940	9,379,481	2034	3,835,000	667,138	4,502,138
2035	8,502,193	877,288	9,379,481	2035	3,960,000	542,151	4,502,151
2036	8,727,737	651,744	9,379,481	2036	4,090,000	413,091	4,503,091
2037	8,959,332	420,148	9,379,481	2037	4,225,000	279,794	4,504,794
2038	9,197,144	182,336	9,379,481	2038	4,360,000	142,097	4,502,097
Total	109,225,842	22,086,888	131,312,730	Total	49,990,000	13,064,265	63,054,265

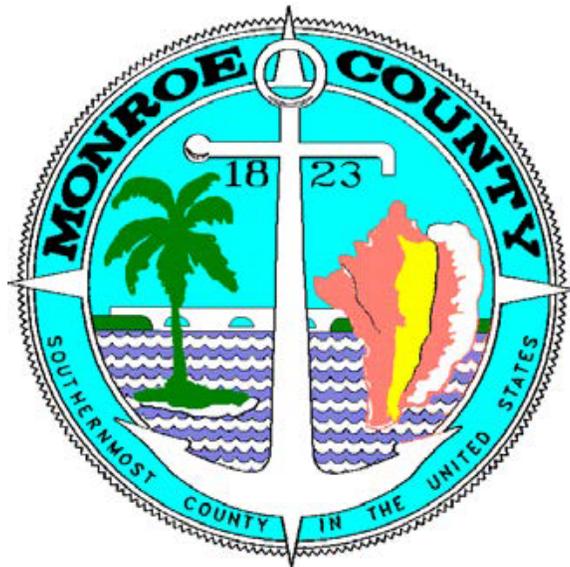
Debt Service Schedule

Total Debt Service

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	15,238,543	4,685,990	19,924,533
2026	15,607,847	4,313,967	19,921,814
2027	10,587,224	3,977,925	14,565,149
2028	10,886,811	3,678,446	14,565,257
2029	11,196,750	3,370,357	14,567,107
2030	11,171,215	3,053,350	14,224,565
2031	11,142,403	2,741,198	13,883,601
2032	11,460,296	2,424,726	13,885,022
2033	11,783,626	2,099,068	13,882,694
2034	12,117,541	1,764,077	13,881,618
2035	12,462,193	1,419,439	13,881,632
2036	12,817,737	1,064,835	13,882,572
2037	13,184,332	699,942	13,884,274
2038	13,557,144	324,433	13,881,577
Total	173,213,662	35,617,753	208,831,415

FY25 Adopted Budget

Capital Projects



Capital Projects Plan

The *Capital Projects Plan* is designed to maintain existing infrastructure and accommodate future growth. Each year Monroe County devotes a large portion of the budget to capital projects. This financial investment, combined with the preservation of capital stock, is necessary in order to maintain and expand public facilities and infrastructure. Capital plans are developed in conjunction with the Monroe County Year 2030 Comprehensive Plan.

Each capital project is undertaken to acquire capital assets; defined as new or rehabilitated physical assets that are nonrecurring and have useful lives of more than five years. Examples of capital projects include construction and rehabilitation of public buildings, major street improvements, parks and recreation projects, and acquisition of fire trucks.

Monroe County's *Capital Projects Plan* is a multiyear plan that identifies each proposed capital project to be undertaken, the year in which it will be started, and the proposed method of financing the expenditures. This information is presented in summary form, by year, and disaggregated by funding source.

The *Capital Projects Plan* should not be confused with the capital budget. The capital budget represents the first year of the capital projects plan and is legally adopted by the Board of County Commissioners annually each fall. Projects and financing sources listed in the *Capital Projects Plan* beyond the current year are not authorized until the annual budgets for those "out years" are legally adopted.

The basic functions of the *Capital Projects Plan* are described as follows:

Formal mechanism for decision making. The *Capital Projects Plan* provides Monroe County with an orderly process for planning and budgeting for capital needs. Answers to questions about what to build, when to build, and how much to spend are provided.

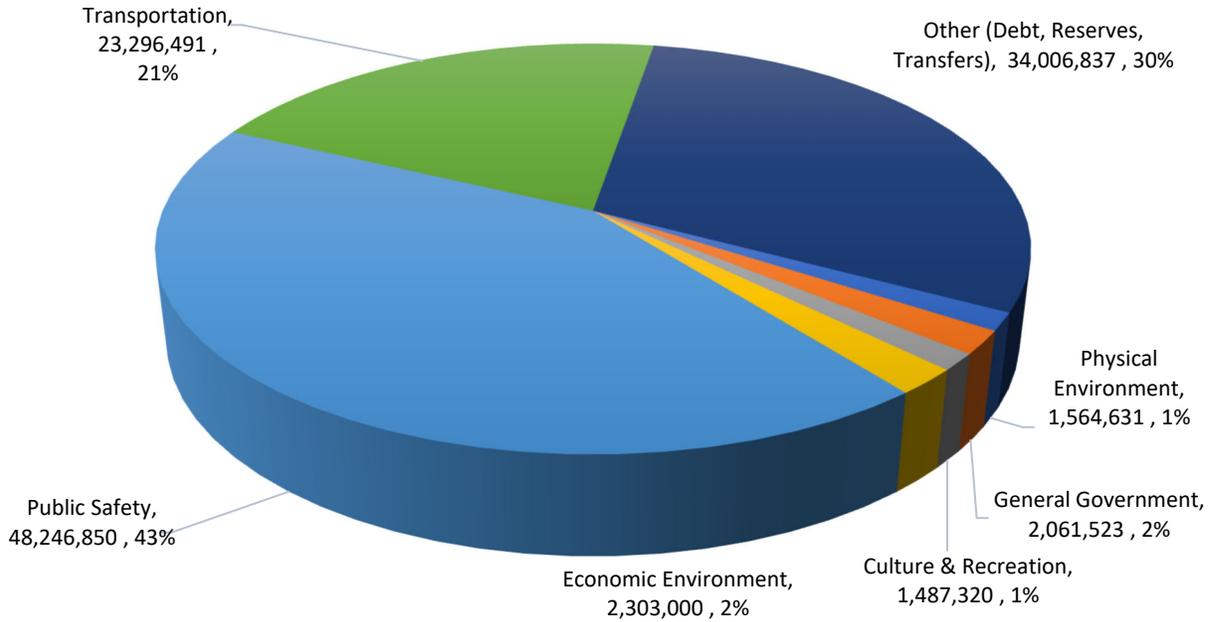
Link to long-range planning. The *Capital Projects Plan* is developed, together with the comprehensive land use plan and other long-range, strategic plans. New demands, due to changes in population, employment patterns, demographics, and land use plans, require changes to the community's planning process.

Financial management tool. Decisions must be made about the needs of the community, and how much money is available to fund these needs. By providing estimates of revenue sources and possible financing methods, projects can be prioritized to ensure financially constrained capital dollars are efficiently allocated.

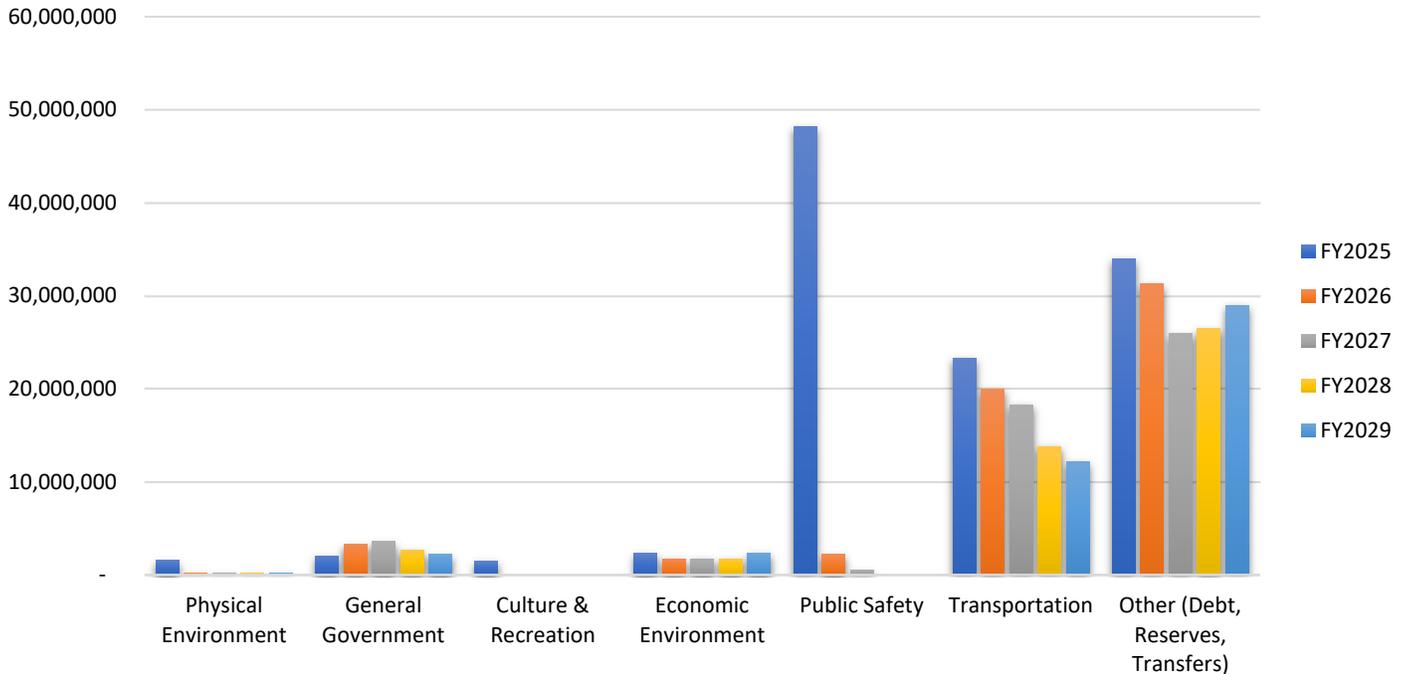
Reporting document. The *Capital Projects Plan* describes proposed projects and communicates to citizens, businesses, and other interested parties, Monroe County's capital priorities and expected sources of funds for the projects.

In summary, the *Capital Projects Plan* is designed to guide Monroe County's capital planning process, in order to promote financial stability and limit the need for dramatic tax increases, or reallocation of resources from other programs to cover unanticipated capital expenditures.

FY 2025 Adopted Budget Total CIP \$112,966,652



Five Year CIP Category Summary



Capital Improvement Projects Summary Schedule
Funded by Sales Tax, Gas Taxes & Special Assessments

			FY2025	FY2026	FY2027	FY2028	FY2029
			Adopted Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
Revenues							
Fund(s)							
102		Total Fuel Tax	3,025,000	3,025,000	3,025,000	3,025,000	3,025,000
304		Total Discretionary Sales Tax 1 Cent	31,500,000	31,500,000	31,500,000	31,500,000	31,500,000
130-135		Total Impact Fees	68,700				
304		Total Special Assessments CAP	2,685,400	2,685,400	2,685,400	2,293,511	2,290,400
102		Total State Shared Fuel Tax	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
102		Total Services - Transportation	3,700	3,700	3,700	3,700	3,700
102, 130-135, 304-316		Total Interest	81,000	75,000	75,000	75,000	75,000
316		Total Transfer in from Other Funds	839,290				
102, 130-135, 304-316		Total Less 5%	(2,055,690)	(2,051,955)	(2,051,955)	(2,032,361)	(2,032,205)
102, 130-135, 304-316		Total Fund Balance Forward	73,069,252	19,930,254	11,307,880	6,395,285	7,243,532
TOTAL REVENUES			112,966,652	58,917,399	50,295,025	45,010,135	45,855,427
Appropriations							
Fund	Cost Center	Project Name					
Physical Environment							
133	30500	Solid Waste Impact Fees	137,615				
316	23013	Land Acquisition	1,094,336				
304	23016	Boca Chica Shore Side Facility	100,000				
304	22031	Big Coppitt Wastewater	51,680	51,680	51,680	51,680	51,680
304	22032	Duck Key Wastewater	31,000	31,000	31,000	31,000	
304	22033	Cudjoe Key Wastewater	150,000	150,000	150,000	150,000	150,000
Total Physical Environment			1,564,631	232,680	232,680	232,680	201,680
General Government							
304	24005	Jefferson Browne/Jackson Square			3,072,701	2,700,000	2,200,000
304	24003	Ocean Reef ILA/Ambulance Purchase	361,700		497,100		
304	24010	HMGF Wind Retrofit	418,652	1,551,136			
304	24014	SOE Bayshore Manor Renovations	7,650				
304	24007	Public Defender Simonton Property	158,401				
304	24011	Gato Building Repairs	902,620				
304	24015	HMGF Generators	212,500	1,795,163			
Total General Government			2,061,523	3,346,299	3,569,801	2,700,000	2,200,000
Culture & Recreation							
131	295*	Parks & Rec Impact Fees (All Districts)	647,270				
304	25001	Higgs Beach Atlantic Street Relocation	220,000				
304	25005	Rowell's Marina	100,000				
304	25012	Bernstein Park Renovations	520,050				
Total Culture & Recreation			1,487,320	-	-	-	-
Economic Environment							
304	25502	Southcliff Estates	2,303,000	1,750,000	1,750,000	1,750,000	2,350,000
Total Economic Environment			2,303,000	1,750,000	1,750,000	1,750,000	2,350,000
Public Safety							
135	315*	Fire & EMS Impact Fees (All Districts)	184,490				
304	26002	KL Fire Hydrants	150,000	150,000			
304	26003	Fire & Ambulance Fire Truck	1,304,785				
304	26001	Trauma Star Helicopter Replacement	38,193,200				
304	26004	MCSO Generator Building	1,625,365	2,094,910	500,000		
304	26011	MCSO Detention Center Spalling Repair	310,000				
304	26013	Sugarloaf Fire Station	6,479,010				
Total Public Safety			48,246,850	2,244,910	500,000	-	-
Transportation							
102	225*	Roads & Bridges	9,774,640	8,242,772	8,242,772	8,242,772	8,242,772
102/304	22561/27012	Harbor Drive Bridge	1,040,976				
102/304	22564/27007	Seaview Ave Bridge	1,100,000				
130	290*	Roadway Impact Fee (All Districts)	518,829				
304/130	27010/29019	Key Largo III	322,541				
304	27001	Twin Lakes	6,941,057	3,383,339			
304	27020	Key Deer Blvd North of Watson Road Repair	400,000	437,539	1,774,351		
304	27015	No Name Key Bridge Repair		403,340	400,000	4,400,000	2,963,950
304	27016	Sugarloaf Blvd Bridge Replacement		3,480,191	1,160,064		
304	27018	Toms Harbor Channel Bridge	943,434				
304	27019	Crane Blvd Shared Use Path				1,150,000	914,247
304	27021	Conch Key Roads SLR	200,000	3,474,250	5,419,776		
304	27022	Ocean Bay Drive Embankment Repair	220,000		1,300,000		
304	27024	Flagler Ave Road Paving	625,000	574,964			
304	27017	Stillwright Point	1,210,014				
Total Transportation			23,296,491	19,996,395	18,296,963	13,792,772	12,120,969
Other							
102		Reserves/Budgeted Transfers - 102	2,358,919	2,358,919	2,358,919	2,358,919	2,358,919
304		Project Management Admin	3,481,852	3,383,432	3,383,432	3,383,432	3,383,432
304		Finance Miscellaneous	675,785	416,486	416,486	416,486	416,486
304		Old 7 Mile Bridge	562,655	562,655	562,655	562,655	562,655
304		Reserves - Fund 304	4,000,000	4,000,000	4,000,000	4,588,993	7,160,239
304		Transfer to Other Funds & Debt Service - Fund 304	22,927,626	20,625,623	15,224,089	15,224,198	15,101,047
Total Other			34,006,837	31,347,115	25,945,581	26,534,683	28,982,778
TOTAL ALL CATEGORIES-APPROPRIATIONS			112,966,652	58,917,399	50,295,025	45,010,135	45,855,427

*Annual budgets for Impact Fees are based on availability of funds.

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Road And Bridge Fund

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 102 Road & Bridge County-wide Capital Projects	14,225,891	2,482,558	2,482,558	2,482,558	2,482,558	2,482,558	12,412,790	26,638,681
102-22002 County Engineer R & B	545,054	1,150,558	1,150,558	1,150,558	1,150,558	1,150,558	5,752,790	6,297,844
102-22503 Local Opt Gas Tax Projects	0	582,000	582,000	582,000	582,000	582,000	2,910,000	2,910,000
102-22506 Const Gas Tax Projs 80%	0	650,000	650,000	650,000	650,000	650,000	3,250,000	3,250,000
102-22544 No Name Key Emq Brdq Repa	274,009	0	0	0	0	0	0	274,009
102-22548 Paving Backlog	2,970,195	0	0	0	0	0	0	2,970,195
102-22554 Sugarloaf Boulevard Bridge #9	658,655	0	0	0	0	0	0	658,655
102-22555 Garrison Bight Bridge	3,151	0	0	0	0	0	0	3,151
102-22556 Sustainability-Roads	1,695,400	100,000	100,000	100,000	100,000	100,000	500,000	2,195,400
102-22560 Bimini Drive Bridge #904603	2,594,588	0	0	0	0	0	0	2,594,588
102-22561 Harbor Drive Bridge Replacem	1,567,880	0	0	0	0	0	0	1,567,880
102-22562 Twin Lakes/Sands SLR Pilot P	890,506	0	0	0	0	0	0	890,506
102-22564 Seaview Ave Bridge #904606	1,261,688	0	0	0	0	0	0	1,261,688
102-22567 Key Largo/Burton Drive Road	330,817	0	0	0	0	0	0	330,817
102-22568 CR 905 Paving	984,279	0	0	0	0	0	0	984,279
102-22569 Quarry Partners	449,669	0	0	0	0	0	0	449,669
Fund 102 Road & Bridge Non-Capital	0	7,292,082	5,760,214	5,760,214	5,760,214	5,760,214	30,332,938	30,332,938
102-22500 Road Department	0	7,080,317	5,548,449	5,548,449	5,548,449	5,548,449	29,274,113	29,274,113
102-22504 Street Lighting, Loc Option Ga	0	211,765	211,765	211,765	211,765	211,765	1,058,825	1,058,825
Fund 102 Road & Bridge Other Appropriations	408,919	2,358,919	2,358,919	2,358,919	2,358,919	2,358,919	11,794,595	12,203,514
102-85504 Reserves 102	0	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	9,750,000	9,750,000
102-86501 Budgeted Transfers 102	408,919	408,919	408,919	408,919	408,919	408,919	2,044,595	2,453,514
Total Project Cost	<u>29,269,620</u>	<u>12,133,559</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>54,540,323</u>	<u>83,809,943</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 102 Fuel Taxes	545,054	3,025,000	3,025,000	3,025,000	3,025,000	3,025,000	15,125,000	15,670,054
Fund 102 Fund Balance Forward	14,089,756	5,670,044	4,138,176	4,138,176	4,138,176	4,138,176	22,222,748	36,312,504
Fund 102 Interest Income	0	25,000	25,000	25,000	25,000	25,000	125,000	125,000
Fund 102 Less 5%	0	-340,185	-340,185	-340,185	-340,185	-340,185	-1,700,925	-1,700,925
Fund 102 Services-Transportation	0	3,700	3,700	3,700	3,700	3,700	18,500	18,500
Fund 102 State Shared Revenues	0	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	18,750,000	18,750,000
Total Funding	<u>14,634,810</u>	<u>12,133,559</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>10,601,691</u>	<u>54,540,323</u>	<u>69,175,133</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Impact Fees Fund - Roadways

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 130 Impact Fees Fund - Roadways	1,520,872	598,515	0	0	0	0	598,515	2,119,387
130-29000 County-wide Roadway Project	0	24,229	0	0	0	0	24,229	24,229
130-29001 District 1 Roadway Projects	211,194	108,493	0	0	0	0	108,493	319,687
130-29002 District 2 Roadway Projects	0	298,181	0	0	0	0	298,181	298,181
130-29003 District 3 Roadway Projects	0	44,793	0	0	0	0	44,793	44,793
130-29004 Key Colony Bch Roadway Proj	0	43,133	0	0	0	0	43,133	43,133
130-29017 Bimini Drive Bridge Replacem	1,295,300	0	0	0	0	0	0	1,295,300
130-29018 Cudjoe Gardens Trail (FKOHT)	14,378	0	0	0	0	0	0	14,378
130-29019 KLIII Roadway and Drainage I	0	79,686	0	0	0	0	79,686	79,686
Total Project Cost	<u>3,041,744</u>	<u>598,515</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>598,515</u>	<u>3,640,259</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 130 District 1 Impact Fees- Roadway	0	20,000	0	0	0	0	20,000	20,000
Fund 130 District 2 Impact Fees- Roadway	0	1,500	0	0	0	0	1,500	1,500
Fund 130 District 3 Impact Fees- Roadways	0	20,000	0	0	0	0	20,000	20,000
Fund 130 Fund Balance	1,520,872	558,140	0	0	0	0	558,140	2,079,012
FUND 130 Interest Earned	0	1,000	0	0	0	0	1,000	1,000
Fund 130 Less 5%	0	-2,125	0	0	0	0	-2,125	-2,125
Total Funding	<u>1,520,872</u>	<u>598,515</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>598,515</u>	<u>2,119,387</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Impact Fees Fund - Parks & Recreation

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 131 Impact Fees Fund - Parks & Recreation	238,849	647,270	0	0	0	0	647,270	886,119
131-29501 District 1 Parks & Rec. Project	0	315,829	0	0	0	0	315,829	315,829
131-29502 District 2 Parks & Rec. Project	0	307,122	0	0	0	0	307,122	307,122
131-29503 District 3 Parks & Rec. Project	0	24,319	0	0	0	0	24,319	24,319
131-29515 Bay Point Park	33,144	0	0	0	0	0	0	33,144
131-29516 Big Coppitt Park	13,355	0	0	0	0	0	0	13,355
131-29519 Bernstein Park	32,000	0	0	0	0	0	0	32,000
131-29521 Bay Pt Park Tennis Court	10,350	0	0	0	0	0	0	10,350
131-29523 Key Largo Park Pickleball Cou	150,000	0	0	0	0	0	0	150,000
Total Project Cost	<u>477,698</u>	<u>647,270</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>647,270</u>	<u>1,124,968</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 131 Dist. 1 Impact Fees- Parks & Rec	0	10,000	0	0	0	0	10,000	10,000
Fund 131 Dist. 2 Impact Fees- Parks & Rec	0	1,000	0	0	0	0	1,000	1,000
Fund 131 Dist. 3 Impact Fees- Park & Rec.	0	10,000	0	0	0	0	10,000	10,000
Fund 131 Fund Balance- Park & Rec.	238,849	627,320	0	0	0	0	627,320	866,169
Fund 131 Less 5% Park & Rec	0	-1,050	0	0	0	0	-1,050	-1,050
Total Funding	<u>238,849</u>	<u>647,270</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>647,270</u>	<u>886,119</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Impact Fees Fund - Solid Waste

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 133 Impact Fees Fund - Solid Waste	220,450	137,615	0	0	0	0	137,615	358,065
133-30500 Countywide Solid Waste Proje	220,450	137,615	0	0	0	0	137,615	358,065
Total Project Cost	<u>440,900</u>	<u>137,615</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>137,615</u>	<u>578,515</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 133 Fund Balance	220,450	137,615	0	0	0	0	137,615	358,065
Total Funding	<u>220,450</u>	<u>137,615</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>137,615</u>	<u>358,065</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Impact Fees Fund - Fire & EMS

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 135 Impact Fees Fund - Fire Facilities	421,856	184,490	0	0	0	0	184,490	606,346
135-31501 District 1 Fire & EMS Projects	152,087	80,325	0	0	0	0	80,325	232,412
135-31502 District 2 Fire & EMS Projects	22,161	6,690	0	0	0	0	6,690	28,851
135-31503 District 3 Fire & EMS Projects	223,573	96,375	0	0	0	0	96,375	319,948
135-31504 Key Colony Bch Fire & EMS P	24,035	1,100	0	0	0	0	1,100	25,135
Total Project Cost	<u>843,712</u>	<u>184,490</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>184,490</u>	<u>1,028,202</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 135 Dist. 1 Fire/EMS Impact Fees	0	3,500	0	0	0	0	3,500	3,500
Fund 135 Dist. 2 Fire/EMS Impact Fees	0	200	0	0	0	0	200	200
Fund 135 Dist. 3 Fire/EMS Impact Fees	0	2,500	0	0	0	0	2,500	2,500
Fund 135 Fund Balance Forward	421,856	178,600	0	0	0	0	178,600	600,456
Fund 135 Less 5%	0	-310	0	0	0	0	-310	-310
Total Funding	<u>421,856</u>	<u>184,490</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>184,490</u>	<u>606,346</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

One Cent Infrastructure Surtax

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 Administrative & Misc.	72,688,248	31,880,598	29,220,876	23,819,342	24,408,444	26,825,539	136,154,799	208,843,047
304-16Bond 2016 Revenue Bond	1,558,890	0	0	0	0	0	0	1,558,890
304-22004 Administrative, Engineering, L	1,935,083	3,481,852	3,383,432	3,383,432	3,383,432	3,383,432	17,015,580	18,950,663
304-22005 Finance Miscellaneous	0	675,785	416,486	416,486	416,486	416,486	2,341,729	2,341,729
304-22022 Old 7 Mile Bridge Annual Cou	0	562,655	562,655	562,655	562,655	562,655	2,813,275	2,813,275
304-22031 Big Coppitt Wastewater	0	51,680	51,680	51,680	51,680	51,680	258,400	258,400
304-22032 Duck Key Wastewater	0	31,000	31,000	31,000	31,000	0	124,000	124,000
304-22033 Cudjoe Key Wastewater	0	150,000	150,000	150,000	150,000	150,000	750,000	750,000
304-590125 Budgeted Transfers to 125	1,612,615	0	0	0	0	0	0	1,612,615
304-590207 Debt Service Payments	32,349,745	22,093,749	20,091,746	14,690,212	14,690,321	14,567,170	86,133,198	118,482,943
304-590310 Budgeted Transfers to 310	500,000	0	0	0	0	0	0	500,000
304-590314 Budgeted Transfers to 314	22,895,000	0	0	0	0	0	0	22,895,000
304-590316 Land Acquisition	7,250,000	300,000	0	0	0	0	300,000	7,550,000
304-590910 Cost Allocation - 86502	2,136,915	533,877	533,877	533,877	533,877	533,877	2,669,385	4,806,300
304-590990 Contingency Reserves	0	1,500,000	1,500,000	1,500,000	2,088,993	2,625,429	9,214,422	9,214,422
304-590991 Cash Balance	0	2,500,000	2,500,000	2,500,000	2,500,000	4,534,810	14,534,810	14,534,810
304-IRMA Transfer to 125-Hurricane Irma	1,500,000	0	0	0	0	0	0	1,500,000
86502 Clerk ERP Clerk ERP System	700,000	0	0	0	0	0	0	700,000
CM2001 College of FLK Upper Keys	250,000	0	0	0	0	0	0	250,000
Fund 304 Culture & Recreation	1,367,482	840,050	0	0	0	0	840,050	2,207,532
304-25001 Higg's Beach Master Plan	717,178	220,000	0	0	0	0	220,000	937,178
304-25005 Rowell's Waterfront Park	0	100,000	0	0	0	0	100,000	100,000
304-25012 Bernstein Park Renovations	0	520,050	0	0	0	0	520,050	520,050
CC1701 Big Pine Swimming Hole	173,200	0	0	0	0	0	0	173,200
CC1902 Pigeon Key	477,104	0	0	0	0	0	0	477,104
Fund 304 Economic Environment	200,806	2,303,000	1,750,000	1,750,000	1,750,000	2,350,000	9,903,000	10,103,806
304-25502 Southcliff Estates	0	2,303,000	1,750,000	1,750,000	1,750,000	2,350,000	9,903,000	9,903,000
CE1901 Tiny House	200,806	0	0	0	0	0	0	200,806
Fund 304 General Government	11,347,838	2,061,523	3,346,299	3,569,801	2,700,000	2,200,000	13,877,623	25,225,461
304-24005 Jackson Square Chiller Buildin	450,379	0	0	0	0	0	0	450,379
304-24007 Public Defender Office Key W	4,964,384	158,401	0	0	0	0	158,401	5,122,785
304-24009 Rockland Key Public Works F	2,879,749	0	0	0	0	0	0	2,879,749
304-24010 HMGP Wind Retrofit	1,053,529	418,652	1,551,136	0	0	0	1,969,788	3,023,317
304-24011 Gato Building Repairs	151,750	902,620	0	0	0	0	902,620	1,054,370
304-24014 SOE Bayshore Manor Renova	0	7,650	0	0	0	0	7,650	7,650
304-24015 HMGP Generators	165,350	212,500	1,795,163	0	0	0	2,007,663	2,173,013
304-24016 Historic Courthouse Brick Rep	31,763	0	0	0	0	0	0	31,763
CG1901 Ocean Reef ILA/Ambulance Pur	800,000	361,700	0	497,100	0	0	858,800	1,658,800
CG1902 Jefferson B. Browne/Jackson Sq	333,934	0	0	3,072,701	2,700,000	2,200,000	7,972,701	8,306,635
CG2001 Guidance Care Center Project	200,000	0	0	0	0	0	0	200,000
CG2002 Senior Nutrition Center	67,000	0	0	0	0	0	0	67,000
CG2004 Building Automation Replaceme	250,000	0	0	0	0	0	0	250,000
Fund 304 Physical Environment	163,230	100,000	0	0	0	0	100,000	263,230
304-26016 Boca Chica Shore Side Facilit	0	100,000	0	0	0	0	100,000	100,000
PE1901 Canal Monitoring	163,230	0	0	0	0	0	0	163,230
Fund 304 Public Safety	7,168,517	48,062,360	2,244,910	500,000	0	0	50,807,270	57,975,787
304-26004 MCSO Generator Building	1,391,448	1,625,365	2,094,910	500,000	0	0	4,220,275	5,611,723
304-26010 MCSO Marathon Substation	370,000	0	0	0	0	0	0	370,000
304-26011 MCSO Detention Center Spalli	0	310,000	0	0	0	0	310,000	310,000
304-26013 Sugarloaf Fire Station Replace	2,999,265	6,479,010	0	0	0	0	6,479,010	9,478,275
CP1403 KL Fire Hydrants	989,225	150,000	150,000	0	0	0	300,000	1,289,225

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

One Cent Infrastructure Surtax

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 Public Safety	7,168,517	48,062,360	2,244,910	500,000	0	0	50,807,270	57,975,787
CP1901 Fire & Ambulance Fire Truck	1,418,579	1,304,785	0	0	0	0	1,304,785	2,723,364
CP2202 Trauma Star Helicopter Replace	0	38,193,200	0	0	0	0	38,193,200	38,193,200
Fund 304 Transportation	3,999,380	12,923,336	11,753,623	10,054,191	5,550,000	3,878,197	44,159,347	48,158,727
304-27010 Key Largo III	0	242,855	0	0	0	0	242,855	242,855
304-27012 Harbor Drive Bridge Replacem	0	1,040,976	0	0	0	0	1,040,976	1,040,976
304-27015 No Name Key Bridge Repair	0	0	403,340	400,000	4,400,000	2,963,950	8,167,290	8,167,290
304-27016 Sugarloaf Blvd Bridge Replace	0	0	3,480,191	1,160,064	0	0	4,640,255	4,640,255
304-27017 Stillwright Point	0	1,138,779	0	0	0	0	1,138,779	1,138,779
304-27018 Toms Harbor Channel Bridge	0	943,434	0	0	0	0	943,434	943,434
304-27019 Crane Blvd Shared Use Path	0	0	0	0	1,150,000	914,247	2,064,247	2,064,247
304-27020 Key Deer Blvd North of Watso	0	400,000	437,539	1,774,351	0	0	2,611,890	2,611,890
304-27021 Conch Key Roads SLR	0	200,000	3,474,250	5,419,776	0	0	9,094,026	9,094,026
304-27022 Ocean Bay Drive Embankmen	0	220,000	0	1,300,000	0	0	1,520,000	1,520,000
304-27023 Stillwright Point Road Paving	0	71,235	0	0	0	0	71,235	71,235
304-27024 Flagler Ave Road Paving	0	625,000	574,964	0	0	0	1,199,964	1,199,964
CR1605 1st Street/Bertha Ave Improvem	3,290,971	0	0	0	0	0	0	3,290,971
CR1902 Koehn Sub Division	708,409	0	0	0	0	0	0	708,409
CR2201 Seaview Drive Bridge Replacem	0	1,100,000	0	0	0	0	1,100,000	1,100,000
CR2202 Twin Lakes	0	6,941,057	3,383,339	0	0	0	10,324,396	10,324,396
Total Project Cost	<u>193,871,002</u>	<u>98,170,867</u>	<u>48,315,708</u>	<u>39,693,334</u>	<u>34,408,444</u>	<u>35,253,736</u>	<u>255,842,089</u>	<u>449,713,091</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	56,936,453	37,979,010	31,500,000	31,500,000	31,500,000	31,500,000	163,979,010	220,915,463
Fund 304 Fund Balance Forward	39,367,963	59,168,227	15,792,078	7,169,704	2,257,109	3,105,356	87,492,474	126,860,437
Fund 304 Interest Earnings	105,000	50,000	50,000	50,000	50,000	50,000	250,000	355,000
Fund 304 Less 5%	0	-1,711,770	-1,711,770	-1,711,770	-1,692,176	-1,692,020	-8,519,506	-8,519,506
Fund 304 Miscellaneous Revenue	526,085	2,685,400	2,685,400	2,685,400	2,293,511	2,290,400	12,640,111	13,166,196
Total Funding	<u>96,935,501</u>	<u>98,170,867</u>	<u>48,315,708</u>	<u>39,693,334</u>	<u>34,408,444</u>	<u>35,253,736</u>	<u>255,842,089</u>	<u>352,777,590</u>

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Administrative & Misc.

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
304-16Bond 2016 Revenue Bond	1,558,890	-	-	-	-	-	-	1,558,890
304-22004 Administrative, Engineering, Legal Costs	1,935,083	3,481,852	3,383,432	3,383,432	3,383,432	3,383,432	17,015,580	18,950,663
304-22031 Big Coppitt Wastewater	-	51,680	51,680	51,680	51,680	51,680	258,400	258,400
304-590125 Budgeted Transfers to 125	1,612,615	-	-	-	-	-	-	1,612,615
304-590310 Budgeted Transfers to 310	500,000	-	-	-	-	-	-	500,000
304-590314 Budgeted Transfers to 314	22,895,000	-	-	-	-	-	-	22,895,000
304-590991 Cash Balance	-	2,500,000	2,500,000	2,500,000	2,500,000	4,534,810	14,534,810	14,534,810
86502 Clerk ERP Clerk ERP System	700,000	-	-	-	-	-	-	700,000
CM2001 College of FLK Upper Keys	250,000	-	-	-	-	-	-	250,000
304-590990 Contingency Reserves	-	1,500,000	1,500,000	1,500,000	2,088,993	2,625,429	9,214,422	9,214,422
304-590910 Cost Allocation - 86502	2,136,915	533,877	533,877	533,877	533,877	533,877	2,669,385	4,806,300
304-22033 Cudjoe Key Wastewater	-	150,000	150,000	150,000	150,000	150,000	750,000	750,000
304-590207 Debt Service Payments	32,349,745	22,093,749	20,091,746	14,690,212	14,690,321	14,567,170	86,133,198	118,482,94
304-22032 Duck Key Wastewater	-	31,000	31,000	31,000	31,000	-	124,000	124,000
304-22005 Finance Miscellaneous	-	675,785	416,486	416,486	416,486	416,486	2,341,729	2,341,729
304-590316 Land Acquisition	7,250,000	300,000	-	-	-	-	300,000	7,550,000
304-22022 Old 7 Mile Bridge Annual County Match	-	562,655	562,655	562,655	562,655	562,655	2,813,275	2,813,275
304-IRMA Transfer to 125-Hurricane Irma Cost Shar	1,500,000	-	-	-	-	-	-	1,500,000
Total Project Cost	72,688,248	31,880,598	29,220,876	23,819,342	24,408,444	26,825,539	136,154,79	208,843,04

Current Revenues	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	37,203,420	24,771,024	23,113,608	17,749,180	21,500,000	25,421,803	112,555,61	149,759,03
Fund 304 Fund Balance Forward	35,379,828	6,085,944	5,083,638	5,046,532	2,257,109	755,356	19,228,579	54,608,407
Fund 304 Interest Earnings	105,000	50,000	50,000	50,000	50,000	50,000	250,000	355,000
Fund 304 Less 5%	-	-1,711,770	-1,711,770	-1,711,770	-1,692,176	-1,692,020	-8,519,506	-8,519,506
Fund 304 Miscellaneous Revenue	-	2,685,400	2,685,400	2,685,400	2,293,511	2,290,400	12,640,111	12,640,111
Total Funding	72,688,248	31,880,598	29,220,876	23,819,342	24,408,444	26,825,539	136,154,79	208,843,04

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Administrative, Engineering, Legal Costs**
 Category: **Fund 304 Administrative & Misc.**
 Department: **Engineering Services/Roads**

Project: **304-22004**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location:

Programmed Funding						
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Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
18,950,663	1,935,083	3,481,852	3,383,432	3,383,432	3,383,432	3,383,432	-6,737,677

Description and Scope

Rationale

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Management	10/19 - 09/26	12,212,986
Total Budgetary Cost Estimate:		12,212,986
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	25,117,516	
Fund 304 Fund Balance Forward	2,247,653	
Fund 304 Interest Earnings	105,000	
Fund 304 Less 5%	(8,519,506)	
Total Programmed Funding:		18,950,663
Future Funding Requirements:		(6,737,677)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: Finance Miscellaneous
 Category: Fund 304 Administrative & Misc.
 Department: Project Management

Project: 304-22005
 Status: Adopted
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference: District:
 LOS/Concurrency: Project Need: Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
2,341,729	0	675,785	416,486	416,486	416,486	416,486	-2,341,729

Description and Scope

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	1,982,781	
Fund 304 Fund Balance Forward	358,948	
Total Programmed Funding:		2,341,729
Future Funding Requirements:		(2,341,729)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: Old 7 Mile Bridge Annual County Match
 Category: Fund 304 Administrative & Misc.
 Department: Engineering Services/Roads

Project: 304-22022
 Status: Adopted
 LMS: N/A

Comprehensive Plan Information

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

Project Location

District:
 Location: Marathon, FL

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
2,813,275	0	562,655	562,655	562,655	562,655	562,655	0

Description and Scope

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Mgmt	10/21 - 09/52	2,813,275
Total Budgetary Cost Estimate:		2,813,275
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	2,563,275	
Fund 304 Interest Earnings	250,000	
Total Programmed Funding:		2,813,275
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: Duck Key Wastewater
 Category: Fund 304 Administrative & Misc.
 Department: Project Management

Project: 304-22032
 Status: Adopted
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
124,000	0	31,000	31,000	31,000	31,000	0	-124,000

Description and Scope

For System Development and Debt Service costs.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	124,000	
Total Programmed Funding:		124,000
Future Funding Requirements:		(124,000)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Debt Service Payments**
 Category: **Fund 304 Administrative & Misc.**
 Department: **B.O.C.C.**

Project: **304-590207**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
118,482,943	32,349,745	22,093,749	20,091,746	14,690,212	14,690,321	14,567,170	-28,396,214

Description and Scope

Transfer of funds from 304 to Debt Service Fund 207.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Management	10/14 - 09/27	90,086,729
Total Budgetary Cost Estimate:		90,086,729
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	73,493,087	
Fund 304 Fund Balance Forward	32,349,745	
Fund 304 Miscellaneous Revenue	12,640,111	
Total Programmed Funding:		118,482,943
Future Funding Requirements:		(28,396,214)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: Land Acquisition

Project: 304-590316

Category: Fund 304 Administrative & Misc.

Status: Adopted

Department: B.O.C.C.

LMS: N/A

Comprehensive Plan Information

Project Location

CIE Project: N/A

Plan Reference:

District:

LOS/Concurrency: N/A

Project Need: N/A

Location: Countywide

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
7,550,000	7,250,000	300,000	0	0	0	0	2,450,000

Description and Scope

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Mgmt	10/21 - 09/23	10,000,000
Total Budgetary Cost Estimate:		10,000,000
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	7,250,000	
Fund 304 Fund Balance Forward	300,000	
Total Programmed Funding:		7,550,000
Future Funding Requirements:		2,450,000

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Cost Allocation - 86502**
 Category: **Fund 304 Administrative & Misc.**
 Department: **B.O.C.C.**

Project: **304-590910**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
4,806,300	2,136,915	533,877	533,877	533,877	533,877	533,877	-271,685

Description and Scope

Indirect costs paid out of the General Fund 001.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Management	10/14 - 09/26	4,534,615
Total Budgetary Cost Estimate:		4,534,615
Means of Financing		
Funding Source		Amount
Fund 304 1 Cent Infrastructure Sales Tax		2,428,091
Fund 304 Fund Balance Forward		2,378,209
Total Programmed Funding:		4,806,300
Future Funding Requirements:		(271,685)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Contingency Reserves**
 Category: **Fund 304 Administrative & Misc.**
 Department: **B.O.C.C.**

Project: **304-590990**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
9,214,422	0	1,500,000	1,500,000	1,500,000	2,088,993	2,625,429	-6,239,184

Description and Scope

Unappropriated Reserves

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Management	10/20 - 09/26	2,975,238
Total Budgetary Cost Estimate:		2,975,238
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	3,503,845	
Fund 304 Fund Balance Forward	5,710,577	
Total Programmed Funding:		9,214,422
Future Funding Requirements:		(6,239,184)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Cash Balance**

Project: **304-590991**

Category: **Fund 304 Administrative & Misc.**

Status: **Adopted**

Department: **B.O.C.C.**

LMS: **N/A**

Comprehensive Plan Information

Project Location

CIE Project: **N/A**

Plan Reference:

District:

LOS/Concurrency: **N/A**

Project Need: **N/A**

Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
14,534,810	0	2,500,000	2,500,000	2,500,000	2,500,000	4,534,810	3,551,052

Description and Scope

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Management	10/19 - 09/26	18,085,862
Total Budgetary Cost Estimate:		18,085,862
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	7,034,810	
Fund 304 Fund Balance Forward	7,500,000	
Total Programmed Funding:		14,534,810
Future Funding Requirements:		3,551,052

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Culture & Recreation

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
304-25012 Bernstein Park Renovations	-	520,050	-	-	-	-	520,050	520,050
CC1701 Big Pine Swimming Hole	173,200	-	-	-	-	-	-	173,200
304-25001 Higg's Beach Master Plan	717,178	220,000	-	-	-	-	220,000	937,178
CC1902 Pigeon Key	477,104	-	-	-	-	-	-	477,104
304-25005 Rowell's Waterfront Park	-	100,000	-	-	-	-	100,000	100,000
Total Project Cost	<u>1,367,482</u>	<u>840,050</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>840,050</u>	<u>2,207,532</u>

Current Revenues	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	1,367,482	840,050	-	-	-	-	840,050	2,207,532
Total Funding	<u>1,367,482</u>	<u>840,050</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>840,050</u>	<u>2,207,532</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Higg's Beach Master Plan**
 Category: **Fund 304 Culture & Recreation**
 Department: **Project Management**

Project: **304-25001**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

CIE Project: Yes **Plan Reference:** Element #12 Goal 1201
LOS/Concurrency: No **Project Need:** Growth, Deficiency

Project Location

District:
Location: 1000 Atlantic Blvd., Key West, FL 33040

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
937,178	717,178	220,000	0	0	0	0	3,745,603

Description and Scope

Design, permitting, and construction of the relocation of Atlantic Avenue at Higgs Beach. The plan includes: Visitor & Nature Center, relocation of the internal road and White Street enhancements, relocation of parking lots, addition of bicycle lanes, expansion of the beach area, relocation and expansion of children's playground, addition of pedestrian sidewalks, two maintenance buildings, two volleyball courts and two pickle ball courts, removal of two tennis courts, relocation of small dog park revision of large dog park, revision of outdoor lighting fixtures, addition of sculpture garden and renovation of Whistling Duck Pond.

Rationale

Higg's Beach is owned by Monroe County and is located within the jurisdictional boundaries of the City of Key West. On March 10, 2010, the BOCC authorized the development of the Higg's Beach Master Plan, which comprised of two phases. The first phase included a planning and design process to gather community and stakeholder input, which was coordinated with City of Key West staff. A new boundary survey was acquired, and a ground penetrating radar survey was also conducted, in order to locate impact archaeological resources. Monroe County and the City of Key West entered into a Development Agreement (Master Plan) on June 18, 2012. This plan will remain in effect for ten years unless the County seeks an extension.

Funding Strategy

Monroe County is responsible for securing funding and the City shall provide assistance as needed. Some funding will be from District 1, Tourist Development Council (TDC) bed taxes, and from the One Cent Infrastructure Sales Surtax fund.

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/23	10,000
Construction	10/19 - 09/27	4,672,781
Total Budgetary Cost Estimate:		4,682,781

Means of Financing

Funding Source	Amount
Fund 304 1 Cent Infrastructure Sales Tax	937,178

Total Programmed Funding:	937,178
Future Funding Requirements:	3,745,603

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Rowell's Waterfront Park**
 Category: **Fund 304 Culture & Recreation**
 Department: **Project Management**

Project: **304-25005**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

Project Location

District:
 Location: 104550 Overseas Hwy, Key Largo, FL 33037

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
100,000	0	100,000	0	0	0	0	-100,000

Description and Scope

Scenic Vista, walk and bike path, bathroom, parking lot, and landscaping

Rationale

Funding Strategy

One Cent Infrastructure Sales Tax - Fund 304; CDBG-CV grant; multiple TDC grants

Project Map



Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		<u>0</u>
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	100,000	
Total Programmed Funding:		<u>100,000</u>
Future Funding Requirements:		<u>(100,000)</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Bernstein Park Renovations**
 Category: **Fund 304 Culture & Recreation**
 Department: **Project Management**

Project: **304-25012**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference: District:
 LOS/Concurrency: Project Need: Location: 6751 5TH Street, Stock Island, FL 33040

Programmed Funding

Programmed Funding	Appropriated To Date	Budaeted FY 2025	<i>Non-Appropriated Proarammed CIP Fundina</i>				Future Fundina
			FY 2026	FY 2027	FY 2028	FY 2029	
520,050	0	520,050	0	0	0	0	-520,050

Description and Scope

Re-grade all athletic fields and install natural turf grass more suitable to heavy sports use. Review landscaping and replace expired plants as needed. Review irrigation and revise or upgrade as needed for new turf and landscaping. Evaluate feasibility of reclaimed water for irrigation. Review hardscape and provide more shaded sitting areas. Refurbishment of turf grass needed to repair damages and minimize future maintenance costs.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	520,050	
Total Programmed Funding:		520,050
Future Funding Requirements:		(520,050)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 General Government

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
CG2004 Building Automation Replacement	250,000	-	-	-	-	-	-	250,000
304-24011 Gato Building Repairs	151,750	902,620	-	-	-	-	902,620	1,054,370
CG2001 Guidance Care Center Project	200,000	-	-	-	-	-	-	200,000
304-24016 Historic Courthouse Brick Repairs - Phas	31,763	-	-	-	-	-	-	31,763
304-24015 HMGP Generators	165,350	212,500	1,795,163	-	-	-	2,007,663	2,173,013
304-24010 HMGP Wind Retrofit	1,053,529	418,652	1,551,136	-	-	-	1,969,788	3,023,317
304-24005 Jackson Square Chiller Building	450,379	-	-	-	-	-	-	450,379
CG1902 Jefferson B. Browne/Jackson Square	333,934	-	-	3,072,701	2,700,000	2,200,000	7,972,701	8,306,635
CG1901 Ocean Reef ILA/Ambulance Purchase	800,000	361,700	-	497,100	-	-	858,800	1,658,800
304-24007 Public Defender Office Key West	4,964,384	158,401	-	-	-	-	158,401	5,122,785
304-24009 Rockland Key Public Works Facility	2,879,749	-	-	-	-	-	-	2,879,749
CG2002 Senior Nutrition Center	67,000	-	-	-	-	-	-	67,000
304-24014 SOE Bayshore Manor Renovation	-	7,650	-	-	-	-	7,650	7,650
Total Project Cost	11,347,838	2,061,523	3,346,299	3,569,801	2,700,000	2,200,000	13,877,623	25,225,461

Current Revenues	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	10,813,904	1,492,852	3,346,299	3,569,801	2,700,000	2,200,000	13,308,952	24,122,856
Fund 304 Fund Balance Forward	533,934	568,671	-	-	-	-	568,671	1,102,605
Total Funding	11,347,838	2,061,523	3,346,299	3,569,801	2,700,000	2,200,000	13,877,623	25,225,461

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Public Defender Office Key West**
 Category: **Fund 304 General Government**
 Department: **Project Management**

Project: **304-24007**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

Project Location

District: District #1
 Location: 316 Simonton Street, Key West, FL 33040

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
5,122,785	4,964,384	158,401	0	0	0	0	-2,357,652

Description and Scope

Purchase of property and redevelopment of building(s) in order to house the public defender's office in Key West. Costs will include land purchase, design, permitting and (re)construction. Complete remodel of historical building located in downtown Key West's historical district. Three buildings on parcel of land with two of the three being historical.

Rationale

Florida law requires that the County provide office space for the Public Defender. The Public Defender currently occupies a rental property which is being redeveloped and is no longer available for rent as of March 2019. Finding appropriate rental properties is getting difficult and the County feels that purchasing a property will alleviate any future uncertainty. An interim rental location has been found while the County purchases and renovates a property.

Funding Strategy

Fund 304

Operating Budget Impacts

BOCC approved Land purchase 2/20/19 subject to redevelopment ability. Project expected to be completed in FY2025.

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Mgmt	10/18 - 09/24	10,000
Design/Engineering	10/19 - 09/24	5,133
Site Work Improvement	10/21 - 09/24	2,750,000
Total Budgetary Cost Estimate:		2,765,133
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	4,964,384	
Fund 304 Fund Balance Forward	158,401	
Total Programmed Funding:		5,122,785
Future Funding Requirements:		(2,357,652)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **HMGP Wind Retrofit**
 Category: **Fund 304 General Government**
 Department: **Project Management**

Project: **304-24010**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

Project Location

District:
 Location: Various

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
3,023,317	1,053,529	418,652	1,551,136	0	0	0	-2,208,817

Description and Scope

Protection of all exterior openings with impact windows and doors of 10 county buildings and retrofitting the existing roof of 7 of those 10 buildings.

Rationale

HMGP Grant received to protect 10 public facilities in Monroe County.

Funding Strategy

HMGP Grant in the amount of \$732,505.00 provides 75% funding with 25% match from County Fund 304 125-22578 (HMGP Grant)
 304-24010

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Design/Architecture	10/22 - 09/26	814,500
Total Budgetary Cost Estimate:		814,500
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	3,023,317	
Total Programmed Funding:		3,023,317
Future Funding Requirements:		(2,208,817)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **SOE Bayshore Manor Renovation**
 Category: **Fund 304 General Government**
 Department: **Project Management**

Project: **304-24014**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
7,650	0	7,650	0	0	0	0	-7,650

Description and Scope

Completion of renovations scheduled for fiscal year 2025.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	7,650	
Total Programmed Funding:		7,650
Future Funding Requirements:		(7,650)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Economic Environment

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
304-25502 Southcliff Estates	-	2,303,000	1,750,000	1,750,000	1,750,000	2,350,000	9,903,000	9,903,000
CE1901 Tiny House	200,806	-	-	-	-	-	-	200,806
Total Project Cost	<u>200,806</u>	<u>2,303,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>2,350,000</u>	<u>9,903,000</u>	<u>10,103,806</u>

Current Revenues	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	200,806	-	-	126,828	1,750,000	-	1,876,828	2,077,634
Fund 304 Fund Balance Forward	-	2,303,000	1,750,000	1,623,172	-	2,350,000	8,026,172	8,026,172
Total Funding	<u>200,806</u>	<u>2,303,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>2,350,000</u>	<u>9,903,000</u>	<u>10,103,806</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Southcliff Estates**
 Category: **Fund 304 Economic Environment**
 Department: **Project Management**

Project: **304-25502**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
9,903,000	0	2,303,000	1,750,000	1,750,000	1,750,000	2,350,000	-9,903,000

Description and Scope

Affordable housing units located in Key Largo.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	1,876,828	
Fund 304 Fund Balance Forward	8,026,172	
Total Programmed Funding:		9,903,000
Future Funding Requirements:		(9,903,000)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Physical Environment

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
304-26016 Boca Chica Shore Side Facility	-	100,000	-	-	-	-	100,000	100,000
PE1901 Canal Monitoring	163,230	-	-	-	-	-	-	163,230
Total Project Cost	<u>163,230</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>263,230</u>

Fund Balance Forward	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 Fund Balance Forward	163,230	100,000	-	-	-	-	100,000	263,230
Total Funding	<u>163,230</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>263,230</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Boca Chica Shore Side Facility**
 Category: **Fund 304 Physical Environment**
 Department: **Project Management**

Project: **304-26016**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference: District:
 LOS/Concurrency: Project Need: Location: 6633 Maloney Ave., Stock Island, FL 33040

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
100,000	0	100,000	0	0	0	0	-100,000

Description and Scope

New construction of shore side facilities to support the new mooring field in Boca Chica Basis off the east side of Stock Island. The mooring field will be a newly permitted field with approximately 40 mooring balls, to be developed by the County Marine Resources Department. The site for the shore side facilities may include a dinghy dock, wastewater facilities to support the County's pump out boat, a dockmaster's office, restrooms, showers and laundry facilities, recycling station and limited parking.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source		Amount
Fund 304 Fund Balance Forward		100,000
Total Programmed Funding:		100,000
Future Funding Requirements:		(100,000)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Public Safety

<u>Projects</u>	<u>Appropriated To Date</u>	<u>FY 2025 Adopted</u>	<u>Un-Appropriated Subsequent Years</u>				<u>5 Year Total</u>	<u>CIP Total</u>
			<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>		
CP1901 Fire & Ambulance Fire Truck	1,418,579	1,304,785	-	-	-	-	1,304,785	2,723,364
CP1403 KL Fire Hydrants	989,225	150,000	150,000	-	-	-	300,000	1,289,225
304-26011 MCSO Detention Center Spalling Repairs	-	310,000	-	-	-	-	310,000	310,000
304-26004 MCSO Generator Building	1,391,448	1,625,365	2,094,910	500,000	-	-	4,220,275	5,611,723
304-26010 MCSO Marathon Substation	370,000	-	-	-	-	-	-	370,000
304-26013 Sugarloaf Fire Station Replacement	2,999,265	6,479,010	-	-	-	-	6,479,010	9,478,275
CP2202 Trauma Star Helicopter Replacement	-	38,193,200	-	-	-	-	38,193,200	38,193,200
Total Project Cost	<u>7,168,517</u>	<u>48,062,360</u>	<u>2,244,910</u>	<u>500,000</u>	<u>-</u>	<u>-</u>	<u>50,807,270</u>	<u>57,975,787</u>

<u>Current Revenues</u>	<u>Appropriated To Date</u>	<u>FY 2025 Adopted</u>	<u>Un-Appropriated Subsequent Years</u>				<u>5 Year Total</u>	<u>CIP Total</u>
			<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>		
Fund 304 1 Cent Infrastructure Sales Tax	6,642,432	8,243,795	150,000	-	-	-	8,393,795	15,036,227
Fund 304 Fund Balance Forward	-	39,818,565	2,094,910	500,000	-	-	42,413,475	42,413,475
Fund 304 Miscellaneous Revenue	526,085	-	-	-	-	-	-	526,085
Total Funding	<u>7,168,517</u>	<u>48,062,360</u>	<u>2,244,910</u>	<u>500,000</u>	<u>-</u>	<u>-</u>	<u>50,807,270</u>	<u>57,975,787</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Sugarloaf Fire Station Replacement**
 Category: **Fund 304 Public Safety**
 Department: **Project Management**

Project: **304-26013**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference: District:
 LOS/Concurrency: Project Need: Location: 17175 Overseas Hwy, Sugarloaf Key

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
9,478,275	2,999,265	6,479,010	0	0	0	0	-6,479,010

Description and Scope

Fire Station needs replacement. (project assumes no addition of an emergency signal on US1, no community room, and provides 3 Bay - 4 Bunk Approx 10,000 sq ft) Project will require an elevator as some space will need to be over bays. Wetlands within close proximity.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Project Mgmt	10/23 - 09/26	4,000
Design/Engineering	10/23 - 09/25	588,265
Site Work Improvement	10/23 - 09/25	2,407,000
Total Budgetary Cost Estimate:		2,999,265
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	9,478,275	
Total Programmed Funding:		9,478,275
Future Funding Requirements:		(6,479,010)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Fire & Ambulance Fire Truck**
 Category: **Fund 304 Public Safety**
 Department: **Project Management**

Project: **CP1901**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: N/A Project Need: N/A

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
2,723,364	1,418,579	1,304,785	0	0	0	0	-539,785

Description and Scope

Replacement of Fire Rescue emergency vehicles.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Vehicle Replacement	10/18 - 09/22	2,183,579
Total Budgetary Cost Estimate:		2,183,579
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	2,723,364	
Total Programmed Funding:		2,723,364
Future Funding Requirements:		(539,785)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Trauma Star Helicopter Replacement**
 Category: **Fund 304 Public Safety**
 Department: **Project Management**

Project: **CP2202**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
38,193,200	0	38,193,200	0	0	0	0	-38,193,200

Description and Scope

Replacement of (3) helicopters for the Trauma Star Air Ambulance program.

Rationale

Project Map

Schedule of Activities

	Project Activities	From - To	Amount
Total Budgetary Cost Estimate:			0
Means of Financing			
	Funding Source		Amount
	Fund 304 Fund Balance Forward		38,193,200
Total Programmed Funding:			38,193,200
Future Funding Requirements:			(38,193,200)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Fund 304 Transportation

Projects	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
CR1605 1st Street/Bertha Ave Improvements	3,290,971	-	-	-	-	-	-	3,290,971
304-27021 Conch Key Roads SLR	-	200,000	3,474,250	5,419,776	-	-	9,094,026	9,094,026
304-27019 Crane Blvd Shared Use Path	-	-	-	-	1,150,000	914,247	2,064,247	2,064,247
304-27024 Flagler Ave Road Paving	-	625,000	574,964	-	-	-	1,199,964	1,199,964
304-27012 Harbor Drive Bridge Replacement	-	1,040,976	-	-	-	-	1,040,976	1,040,976
304-27020 Key Deer Blvd North of Watson Road Re	-	400,000	437,539	1,774,351	-	-	2,611,890	2,611,890
304-27010 Key Largo III	-	242,855	-	-	-	-	242,855	242,855
CR1902 Koehn Sub Division	708,409	-	-	-	-	-	-	708,409
304-27015 No Name Key Bridge Repair	-	-	403,340	400,000	4,400,000	2,963,950	8,167,290	8,167,290
304-27022 Ocean Bay Drive Embankment Repair	-	220,000	-	1,300,000	-	-	1,520,000	1,520,000
CR2201 Seaview Drive Bridge Replacement	-	1,100,000	-	-	-	-	1,100,000	1,100,000
304-27017 Stillwright Point	-	1,138,779	-	-	-	-	1,138,779	1,138,779
304-27023 Stillwright Point Road Paving	-	71,235	-	-	-	-	71,235	71,235
304-27016 Sugarloaf Blvd Bridge Replacement	-	-	3,480,191	1,160,064	-	-	4,640,255	4,640,255
304-27018 Toms Harbor Channel Bridge	-	943,434	-	-	-	-	943,434	943,434
CR2202 Twin Lakes	-	6,941,057	3,383,339	-	-	-	10,324,396	10,324,396
Total Project Cost	3,999,380	12,923,336	11,753,623	10,054,191	5,550,000	3,878,197	44,159,347	48,158,727

Current Revenues	Appropriated To Date	FY 2025 Adopted	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2026	FY 2027	FY 2028	FY 2029		
Fund 304 1 Cent Infrastructure Sales Tax	708,409	2,631,289	4,890,093	10,054,191	5,550,000	3,878,197	27,003,770	27,712,179
Fund 304 Fund Balance Forward	3,290,971	10,292,047	6,863,530	-	-	-	17,155,577	20,446,548
Total Funding	3,999,380	12,923,336	11,753,623	10,054,191	5,550,000	3,878,197	44,159,347	48,158,727

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Key Largo III**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **304-27010**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
242,855	0	242,855	0	0	0	0	-242,855

Description and Scope

Key Largo roadway and drainage project.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	242,855	
Total Programmed Funding:		242,855
Future Funding Requirements:		(242,855)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: Harbor Drive Bridge Replacement
 Category: Fund 304 Transportation
 Department: Engineering Services/Roads

Project: 304-27012
 Status: Adopted
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>			Future Funding	
			FY 2026	FY 2027	FY 2028		FY 2029
1,040,976	0	1,040,976	0	0	0	0	-1,040,976

Description and Scope

Harbor Drive Bridge replacement located in Duck Key.

Rationale

Project Map	Schedule of Activities		
-------------	------------------------	--	--

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,040,976	
Total Programmed Funding:		1,040,976
Future Funding Requirements:		(1,040,976)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Stillwright Point**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **304-27017**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
1,138,779	0	1,138,779	0	0	0	0	-1,138,779

Description and Scope

Stillwright Point sea level rise adaption design and permitting.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,138,779	
Total Programmed Funding:		1,138,779
Future Funding Requirements:		(1,138,779)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Toms Harbor Channel Bridge**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **304-27018**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budaeted FY 2025	<i>Non-Appropriated Proarammed CIP Fundina</i>				Future Fundina
			FY 2026	FY 2027	FY 2028	FY 2029	
943,434	0	943,434	0	0	0	0	-943,434

Description and Scope

Repair of Tom's Harbor Channel Bridge.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		<u>0</u>
Means of Financing		
Funding Source		Amount
Fund 304 1 Cent Infrastructure Sales Tax		943,434
Total Programmed Funding:		<u>943,434</u>
Future Funding Requirements:		<u>(943,434)</u>

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Conch Key Roads SLR**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **304-27021**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
9,094,026	0	200,000	3,474,250	5,419,776	0	0	-9,094,026

Description and Scope

Conch Key sea level rise adaptation Design anticipated to take 18 months. Resilient FL grant to fund 50% of design, part of construction.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infrastructure Sales Tax	9,094,026	
Total Programmed Funding:		9,094,026
Future Funding Requirements:		(9,094,026)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Stillwright Point Road Paving**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **304-27023**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Funding</i>			Future Funding	
			FY 2026	FY 2027	FY 2028		FY 2029
71,235	0	71,235	0	0	0	0	-71,235

Description and Scope

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	71,235	
Total Programmed Funding:		71,235
Future Funding Requirements:		(71,235)

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Seaview Drive Bridge Replacement**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **CR2201**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	<i>Non-Appropriated Programmed CIP Fundina</i>				Future Fundina
			FY 2026	FY 2027	FY 2028	FY 2029	
1,100,000	0	1,100,000	0	0	0	0	3,496,563

Description and Scope

Bridge needs to be replaced; cost includes temporary strengthening phase necessary due to weight restrictions.

Rationale

Funding Strategy

Partially Funded by 102.

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Construction	10/20 - 09/24	4,596,563
Total Budgetary Cost Estimate:		4,596,563
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,100,000	
Total Programmed Funding:		1,100,000
Future Funding Requirements:		3,496,563

Monroe County Board of County Commissioners

Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

Title: **Twin Lakes**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **CR2202**
 Status: **Adopted**
 LMS:

Comprehensive Plan Information

Project Location

CIE Project: N/A Plan Reference:
 LOS/Concurrency: Project Need:

District:
 Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2025	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2026	FY 2027	FY 2028	FY 2029	
10,324,396	0	6,941,057	3,383,339	0	0	0	-10,324,396

Description and Scope

Sea Level rise and road resiliency project.

Rationale

Project Map

Schedule of Activities

Project Activities	From - To	Amount
Total Budgetary Cost Estimate:		0
Means of Financing		
Funding Source		Amount
Fund 304 Fund Balance Forward		10,324,396
Total Programmed Funding:		10,324,396
Future Funding Requirements:		(10,324,396)

Monroe County Board of County Commissioners
Fiscal Years 2025 thru 2029 Capital Improvement Program - CIP Appropriation Plan

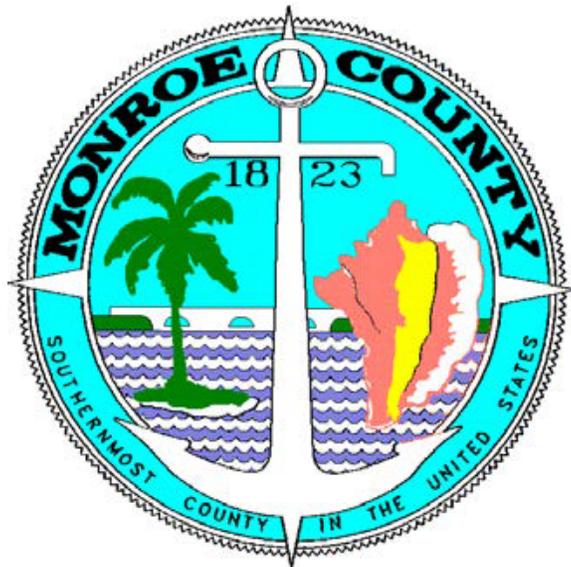
Land Acquisition

Project Categories	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 316 Land Acquisition	7,602,820	1,094,336	0	0	0	0	1,094,336	8,697,156
PE1602 Land Acquisition Match	7,602,820	1,094,336	0	0	0	0	1,094,336	8,697,156
Total Project Cost	<u>15,205,640</u>	<u>1,094,336</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,094,336</u>	<u>16,299,976</u>

Means of Financing	Appropriated	FY 2025	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Adopted	FY 2026	FY 2027	FY 2028	FY 2029		
Fund 316 Fund Balance Forward	0	250,296	0	0	0	0	250,296	250,296
Fund 316 Interest Earnings	202,820	5,000	0	0	0	0	5,000	207,820
Fund 316 Less 5%	0	-250	0	0	0	0	-250	-250
Fund 316 Transfer in Fm Other Funds	7,400,000	839,290	0	0	0	0	839,290	8,239,290
Total Funding	<u>7,602,820</u>	<u>1,094,336</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,094,336</u>	<u>8,697,156</u>

FY25 Adopted Budget

Glossary & Acronyms



Glossary

ACCOUNT: An expenditure category such as salaries, supplies or contractual services.

ACCRUAL BASIS: The basis of accounting whereby revenues are recognized when earned and measurable regardless of when collected; and expenses are recorded on a matching basis when incurred. All proprietary, expendable trust and agency funds use the accrual basis of accounting.

ADOPTED BUDGET: The budget approved by the Board of County Commissioners after two public hearings prior to the beginning of each fiscal year.

AD VALOREM TAXES: Property taxes based on the assessed value of real property.

AGENCY FUNDS: Agency funds are used to account for the assets held as an agent for individuals, private organizations, other governments, and/or other funds or accounts. Agency funds are purely custodial in nature.

AGGREGATE MILLAGE RATE: An average of all County taxes including dependent districts and municipal service taxing districts. The exception to this average are those amounts which were approved by a voter referendum for debt service expenses.

ARTICLE V: Article V of the Florida Constitution. Revision 7 of this article shifts the responsibility for many court-related items from the County to the State.

APPROPRIATION UNIT: A category of authorized expenditures including personnel services, operating expenses, capital outlay, transfers and reserves.

APPROPRIATION: An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION: A valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes. State law requires that assessed value be equal to the true market value of each property.

BALANCED BUDGET: A budget with total expenditures not exceeding total revenues and monies available in fund balance or fund equity within an individual fund.

BASIS OF ACCOUNTING: The methodology and timing of when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements.

BOARD OF COUNTY COMMISSIONERS (BOCC): Five (5) County officials elected by districts whose responsibility includes establishing County policy, adopting a County-wide budget and establishing a County millage rate.

BUDGET: A comprehensive financial plan of operation which attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets - the "operating" budget and the "capital improvement" budget.

CAPITAL ASSET: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET: A plan of proposed capital expenditures and the means of financing them, based on the first year of the *Capital Projects Plan* and legally adopted as a part of the complete annual budget which includes both operating and capital outlays.

CAPITAL OUTLAY: Expenditures for equipment, vehicles or machinery that results in the acquisition or addition to fixed assets with a value greater than \$1,000.

Glossary

CAPITAL PROJECTS: Projects that purchase, construct, or renovate capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building, road or facility.

CAPITAL PROJECT PLAN: A multiyear plan that identifies each proposed capital project to be undertaken, when it will be started, and the proposed method of financing the expenditures. This information is presented in summary form, by year, and disaggregated by funding source.

CARRY FORWARD: Another name for Fund Balance since it represents the dollars left at the end of one year to be carried forward as revenue in the next year.

CONSTITUTIONAL OFFICERS: The Property Appraiser, Tax Collector, Supervisor of Elections, Sheriff and Clerk of Court are all independently elected County officials as per State constitution.

CONTRACT AGENCIES: Independent organizations which have a contract with the County to provide services to County residents in return for receiving some funding from the County.

CONTRIBUTIONS: A grant provided by the County to another government or non-profit agency which provides services to County residents.

CONTINGENCY RESERVE: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

COST ALLOCATION: The process of assigning indirect costs to cost objects.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments (bonds and loans).

DEPARTMENT: An organizational unit of the County which is functionally unique in its delivery of services. Department heads are hired by the County Administrator and confirmed by the BOCC.

DIVISION: An organizational unit composed of several departments responsible for carrying out a major governmental function such as Public Safety or Public Works.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise where the costs of providing goods and services to the public are financed or recovered through user charges. A good example of this type of fund is the Key West Airport Fund where the cost of operations is supported by the revenues generated.

EXPANDED FUNDING LEVEL: Funding for new services, enhancements to existing services and programs which were not already approved in the prior year budget to represent the cost of growth.

EXPENDITURE: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

FISCAL YEAR: Any consecutive 12-month period designated as a budget year. The County's budget year begins October 1 and ends September 30 of the following calendar year.

FORECAST: An estimate of revenue and expenses for the current fiscal year to be used to determine the expected balances at the end of the year.

FULL TIME EQUIVALENT: A term to describe manpower requirements in terms of full-time or eight hour days. For example, an employee who works 40 hours per week is a 1.0 FTE employee and an employee who works 20 hours per week at a job would be a .5 FTE.

Glossary

FUND BALANCE: It is the resources remaining from prior years and which are available to be budgeted in the current year.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts within which revenues must equal expenditures, segregated for the purpose of carrying on specific activities of attaining certain objectives.

GENERAL FUND: A fund containing the revenues such as property taxes not designed by law for any one specific purpose. Some of the functions that are a part of the General Fund include the Tax Collector, Property Appraiser, Court Operations and Public Safety.

GENERAL OBLIGATION BONDS: When a government pledges its full faith and credit to the repayment of a bond. The term is usually used to refer to bonds which will be repaid from taxes and other general revenue sources.

GRANT: A contribution of assets (usually cash) by a governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. They are usually designated for specific purposes.

HOMESTEAD EXEMPTION: A \$25,000.00 deduction from the total assessed value of owner occupied property. The taxable value of such a home is \$25,000.00 less than the assessed value.

HUMAN SERVICE ORGANIZATION: Agencies, either County sponsored or non-profit in nature, for which the County provides partial funding.

IMPACT FEES: Monetary payments made by builders or developers to jurisdictions in order to defray the public costs of providing infrastructure services to the development.

INDIRECT SERVICE CHARGE: A revenue to the General Fund paid by other County funds for administrative services provided, such as risk management and data processing.

INFRASTRUCTURE: The basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for the operation of a society or enterprise.

INTERFUND TRANSFER: Amount transferred from one fund to another whereby a budget transfer represents an appropriation in one fund and a revenue in the other.

INTERNAL SERVICE FUND: A fund used to account for the financing of goods or services provided by one department to other departments on a reimbursement basis. Monroe County currently operates four (4) internal service funds: Worker's Compensation, Group Insurance, Risk Management and Fleet Management.

LEVY: To impose taxes, special assessments or service charges for the support of County activities.

MANDATE: Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive or judicial action as a direct order or that is required as a condition of aid.

MILL: The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes for each \$1,000 of taxable property value.

MODIFIED ACCRUAL BASIS: The basis of accounting under which expenditures, whether paid or unpaid, are formally recognized when incurred, but revenues are recognized only when they become both measurable and available to finance expenditures of the current accounting period and expenditures are recognized when the fund liability is incurred. All governmental, expendable trust and agency funds use the modified accrual basis of accounting.

Glossary

MUNICIPAL SERVICE TAXING DISTRICT: A district established to provide a specific service to a specific location within the unincorporated area.

MUNICIPAL SERVICE TAXING UNIT: A district established to provide a specific service to a specific location within the unincorporated area.

OBJECTS OF EXPENDITURE: As used in expenditure classification, this term applies to the character of the article purchased or the service obtained (rather than the purpose for which the article or service was purchased or obtained).

OFFICE OF MANAGEMENT & BUDGET: The County's department responsible for preparing and monitoring the budget document.

OPERATING BUDGET: A plan of financial operation which encompasses an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenues).

OPERATING TRANSFER: Transfer of cash or other assets from one County fund to another County fund.

PERMANENT POSITIONS: Total number of authorized employees including full-time and part-time positions who work on an annual basis.

PERSONAL SERVICES: Costs related to compensating County employees including salaries, wages, overtime pay, holiday pay and employee benefits costs such as social security, retirement, health insurance, life insurance and workers compensation.

PRODUCTIVITY: Maximizing the use of resources (personnel and dollars) to achieve an effective result at the least possible cost.

PROPERTY TAX: A tax levied on the assessed value of real property. Also referred to as Ad Valorem Taxes.

PROPRIETARY FUNDS: Funds operated like a business and charging user fees. Enterprise and Internal Service Funds fall within this classification.

REFERENDUM: Presenting an issue to the voters of the County where a majority of voters decide on the issue.

RESERVE: An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

RESOURCES: Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

REVENUE BONDS: When a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds do not require voter approval under state law.

REVENUE ESTIMATES: A formal estimate of how much revenue will be earned from a specific revenue source from some future period.

REVENUE: Financial resources received from taxes, user charges and other levels of government such as state revenue sharing.

ROLLED BACK RATE: The rate that would generate the same amount of property tax revenues as approved for the prior year. (Less allowances for new construction, additions, deletions annexations, and improvements increasing value by at least 100% and tangible personal property value in excess of 115% of the previous year's value.)

Glossary

SPECIAL REVENUE FUNDS: To account for specific sources of revenue such as gas taxes or building permit fees that are legally restricted for expenditures of specific purposes.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

TAX ROLL: The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TENTATIVE BUDGET: The preliminary budget approved by the Board of County Commissioners for the purpose of establishing a millage rate to be mailed to property owners prior to final adoption of a millage rate and budget.

TRANSFER: A budget revenue or appropriation to reflect the transfer of dollars from one County fund to another County fund. Revenue transfers reflect transfers from other funds while appropriation transfers reflect transfers to other funds.

TRUST FUNDS: A trust fund is an account for cash set aside in a trustee capacity such as donations for certain programs.

UNIT COST: The cost required to produce a specific product or unit of service such as the cost to process one ton of waste.

USER CHARGES: The payment of a fee for direct receipt of a public service by the person benefiting from the service such as utility charges and emergency medical fees. Also known as user fees.

Acronyms

ALS: Advanced Life Support	LCP: Livable CommuniKeys Program
BOCC: Board of County Commissioners	LDR: Land Development Regulations
CAFR: Comprehensive Annual Financial Report	LK: Lower Keys
CEMP: Comprehensive Emergency Management Plan	MARC: Monroe Association for Retarded Citizens
CIP: Capital Improvement Plan	MCDC: Monroe County Detention Center
COPCN: Certificate of Public Convenience and Necessity	MCEF: Monroe County Education Foundation
CSB: Card Sound Bridge	MCSO: Monroe County Sheriff's Office
ELMS: Environmental Lands Management	MK: Middle Keys
EMS: Emergency Medical Services	MSTD: Municipal Service Taxing District
EMT: Emergency Medical Technician	MSTU: Municipal Service Taxing Unit
FAA: Federal Aviation Administration	NFPA: National Fire Protection Association
FACE: Florida Association of Code Enforcement	O & M: Operation & Management
FDEP: Florida Department of Environmental Protection.	OMB: Office of Management & Budget
FDLE: Florida Department of Law Enforcement	OSHA: Occupational Safety & Health Administration
FDOR: Department of Revenue	PAX: Passengers (acronym used by the airport)
FDOT: Florida Department of Transportation	PFC: Passenger Facility Charge
FKAA: Florida Keys Aqueduct Authority	R & B: Roads & Bridges
FP&L: Florida Power & Light	R & R: Renew & Replace
FRS: Florida Retirement System	REP: Radiological Emergency Preparedness
FS: Florida Statute	RFP: Request for Proposal
FTE: Full-time equivalents	RFQ: Request for Qualifications
FY: Fiscal Year	ROGO: Rate of Growth Ordinance
GA: General Aviation	SBA: State Board of Administration
GASB: Government Accounting Standards Board	TDC: Tourist Development Council
GFOA: Government Finance Officers Association	TRIM: Truth in Millage
GIS: Geographic Information System	UK: Upper Keys
HVAC: Heating, Ventilation and Air Conditioning	VA: Veterans Affairs
	VAB: Value Adjustment Board