

2020

MONROE COUNTY, FLORIDA
BOARD OF COUNTY COMMISSIONERS

ADOPTED
ANNUAL OPERATING &
CAPITAL BUDGET



Monroe County

Board of County Commissioners



Heather Carruthers
Commissioner
District 3



Michelle Coldiron
Commissioner
District 2



Sylvia Murphy
Mayor
District 5



Danny Kolhage
Mayor Pro Tem
District 1



David Rice
Commissioner
District 4

Roman Gastesi
County Administrator and Chief Budget Officer



Tina Boan
Sr. Director of Budget & Finance

Christina Brickell, Budget Administrator
Krista Ramstad, Sr. 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 Sylvia J. Murphy, District 5
Mayor Pro Tem Danny L. Kolhage, District 1
Heather Carruthers, District 3
Michelle Coldiron, District 2
David Rice, District 4

Roman Gastesi
County Administrator

December 10, 2019

Honorable Mayor and County Commissioners:

I am transmitting the Fiscal Year 2020 Adopted Operating and Capital Budget. The Adopted Budget includes revenue and expenditure information for the Board of County Commissioners and the County's Constitutional Officers. It reflects the policies and priorities expressed by the Board of County Commissioners and is the result of months of departmental level discussions and continuous Board guidance. This document served as the outline for discussions throughout the summer and early fall that led to the Adoption of the Budget on September 20, 2019.

ADOPTED FY 2020 BUDGET HIGHLIGHTS

The FY 2020 Adopted Budget totals \$472,696,406 including an Operating Budget of \$373,201,403 and a Capital Budget of \$99,495,003.

- **County-Wide Millage Rate:** The Adopted FY 2020 budget is 1.66% above the rolled-back millage rate.
- **New Hospital District:** The budget reflects the addition of a new taxing unit, per the Board's authorization of a new taxing district to help fund a new hospital to serve the Middle Keys. The new taxing district encompasses the geographic areas lying between Mile Marker 40 at the southern end of Seven Mile Bridge and Mile Marker 65.

With the addition of the new taxing district, the adopted budget is 3.14% above the rolled-back millage rate.

- **Capital Projects:** The FY 2020 budget reflects an ambitious capital project agenda. The FY 2020 Adopted Budget includes a Capital Budget of \$99,495,003, representing FY 2020's funding for the \$305M Five Year Capital Improvement Plan. As a number of highly anticipated capital projects "go vertical," our community will see its tax dollars at work. These include:
 - Plantation Key Courthouse and Detention Complex (the single largest infrastructure project in the County's history)
 - Emergency Operation Center (funded *entirely* with State Florida Department of Transportation and legislative appropriation funds, and federal Hazard Mitigation Grant Program funds)
 - New Marathon Branch Library and Adult Education Center
 - New Cudjoe Key Fire Station
 - New Public Defender Office Building Purchase
 - Ocean Reef Building Purchase
 - Senior Nutrition Center
 - Enhancements to Community Parks, Recreational and Cultural Sites:
 - Rowell's Waterfront Park in Key Largo
 - Higgs Beach in Key West
 - Big Pine Swimming Hole

- Lower Keys Scenic Viewing Area and Nature Center
 - Pigeon Key Facility Improvements
 - East and West Martello Museums
 - Two Road Elevation Demonstration Projects: Key Largo and Big Pine
 - Four Roadway/Drainage projects: Stock Island, Key West, Big Pine and Key Largo
 - Three Bridge Replacement projects: 2 in Duck Key and 1 in Sugarloaf
 - Ramp to Pigeon Key
 - Overseas Heritage Trail: small segment connecting trail to Cudjoe Gardens subdivision
- **Increased Service Demands:** The Budget reflects funding for the Board’s direction to meet increased service demands and workload. These include:
 - New Parks/Recreation Director to focus on improvements to recreational facilities;
 - Additional fire rescue personnel to expand fire protection capacity;
 - Third helicopter to our Trauma Star Air Ambulance Service enhancing public safety by ensuring continuous service during scheduled or unscheduled maintenance of the two front line helicopters;
 - Additional Code Compliance officers to improve hurricane housing recovery;
 - Additional staffing for Guardian Ad Litem program and Social Services department;
 - Additional funding to the Human Services Advisory Board to support our not-for-profit social services providers;
 - Water Quality Monitoring to document improvements in water quality after upgrades (to wastewater, storm water, and canal restoration) and to determine areas that do not meet State water quality standards.
 - Comprehensive plan requirements: Beach Management Plan, Shoreline Use Priorities Plan, Parks and Recreation Master Plan, and a Storm Water Best Practices Regulations, and an Economic Development element for the Comprehensive Plan.
 - Closed captioning/increased accessibility of MCTV and website
 - The creation of a Middle Keys Health Care taxing unit to assist in the rebuilding of the new Fisherman’s Hospital in Marathon;
 - The creation of an In-House Misdemeanor Probation Services program; and
 - The creation of non-ad valorem special assessments for canal restoration projects.
 - **Pro-active Approach to Challenges:** We are a chain of islands, connected by 42 bridges and a single highway for ingress and egress. We are surrounded by Gulf and Atlantic waters the quality of which is our economic lifeblood and are steward to a multitude of endangered species. We are bounded by unique growth restrictions and experience the highest cost of living in the State. Our roads, airports, and water systems accommodate millions of tourists annually. We sit in “hurricane alley,” inches above sea level, confronting the reality of more frequent severe weather and rising sea levels.

This adopted budget reflects the Board’s forward-thinking, pro-active approach to preserving our quality of life, our safety, our economy, and our property values in the face of Monroe County’s complex and costly challenges: water quality, critical infrastructure and capital needs, resilience to future storm and flooding threats, growth restrictions, and housing affordability.

- **Storm Readiness:** In the face of ever-stronger hurricanes, this budget recognizes the obligation we have to ensure financial resilience and disaster recovery capability with disaster reserves replenishment/restoration, enhanced technology and communication capacity, the highest level of emergency preparedness (including a new, safe and survivable Emergency Operation Center), and to reduce future risk to our people and property. Our continued recovery and rebuilding from Category 4 Hurricane Irma in October 2017 really brings this home.
- **Meaningful returns for our constituents:** Our investments and initiatives are resulting in significant property insurance cost savings and so many of our most important initiatives are being accomplished with minimal or no local tax dollars.

- **Budget Assumptions:** The budget’s underlying assumptions are based on a positive yet realistic outlook for the future. Monroe County’s economy demonstrates sustained post-hurricane recovery improvement with continuing record levels of tourism, all-time highs in airport passenger growth, sales tax growth, and increasing development activity (building permits, inspections and development review), and values in the real estate market.

BUILDING RESILIENCE

The adopted budget reflects a community responsibly and thoughtfully preparing for the future challenges posed by climate change and sea level rise. We are hearing and responding to the warning bells: serious sea level rise projections, sunny day flooding, routine nuisance flooding, higher and more common storm surge, more frequent and stronger hurricanes, new flood maps, and a new risk rating system for flood insurance.

The County’s *Green Keys and Resilience Sustainability Plan*, finalized and approved by the Board in 2016, includes 165 recommendations in a 5 Year Work Plan that has served as a guide for the County’s response. Working from this set of Green Keys Plan recommendations we have begun a number of efforts to secure better elevation data, conduct vulnerability assessments, develop criteria for Adaptation Action Areas, design and implement a Roads Elevation Pilot project, and develop a roads adaptation plan for the 300 miles of county-maintained roads.

There is a lot of work to be done to make our built environment – our homes, our roads and bridges, our storm water systems, our facilities, and other assets – more robust and less vulnerable to expected changes. We have begun to take steps. We are incorporating sea level rise projections into our road/drainage projects. We are elevating our new fire station. The County’s Key West Airport Master Plan Update accounts for sea level rise and we recently elevated the runway by 6 inches.

Monroe County’s roads, most of which are at or just above sea level are particularly vulnerable to flooding. Many of these roads currently flood during the fall king tide season or other routine high tide events, resulting in destruction of the underlayment of the roads, interference with traffic, discharge of poor water quality to nearshore waters, and compromised drainage systems. The tidal flooding forces residents to drive their vehicles through up to 16 inches of saltwater and can limit pedestrian access to residential areas and deter tourism.

During the coming year we will complete the design and begin the construction phase of *two major adaptation pilot projects*. We are elevating two roads, one in Key Largo and the other in Big Pine, that have been particularly impacted by nuisance flooding and King Tides. This work is based on an extensive study and engineering analysis conducted in 2017 to identify the appropriate design response to sea level rise effects on these roads. The report presented historical flooding data, projected sea level rise, future flood risk scenarios, technical elevation design scenarios, storm water management requirements, and estimated costs.

Expanding upon and complementing the pilot project, we are also embarking this year on a *vulnerability analysis of all County roads*. The Plan will analyze the impacts of current and projected sea level rise on all county roads, develop an implementation plan, and set a timeline to adapt roads for sea level rise. The roads vulnerability analysis will consider population density, environmental and site conditions, and frequency of flooding. It will include a cost-benefit analysis of adapting roads to sea level rise impacts, storm water dynamics, locally appropriate adaptation strategies for each of the Keys, and funding strategies.

Yet, another related initiative underway is the *Florida Keys Coastal Storm Risk Management Feasibility Study*, conducted in partnership with the Army Corp of Engineers that will include a focus on the flood risk vulnerability of US 1 and shorelines, and potential solutions for mitigating risks from storm impacts. The \$3M study is entirely grant funded by the Corp of Engineers.

These efforts exemplify the complex, cross-disciplinary approach required for future adaptation: merging climate change science and modeling with engineering and planning, to develop a long-term adaptation plan based on design criteria, sea level rise projections and vulnerability, adaptation/mitigation methodologies, policy formation, comprehensive plan consistency, legal considerations, budgetary demands, and public/stakeholder engagement.

We are learning that preparing a “future-ready” community entails not only technical considerations like building codes, flood plain regulations, but also an array of legal, political, and environmental considerations. The financial considerations loom large: what actions are required, when to spend, how much and on what priorities? Policy decisions will need to be made, weighing desired “level of service” with available resources.

The adopted budget includes funding for continuing with critical vulnerability analyses, high-tech data gathering, and long-range mitigation planning to address these considerations, including:

- Roads and Storm Water Vulnerability Analysis and Capital Plan;
- Watershed Management Plan (inventory and vulnerability analysis of storm water/drainage infrastructure);
- Drainage Mitigation Program;
- Repetitive Loss Property Analysis;
- Capital Improvement Program for Storm Water/Drainage Projects; and
- Adaptation Planning for County assets.

The County has just completed its *Mobile LiDAR project*. The County invested in this innovative, high-tech method to secure extremely detailed elevation data on County-maintained roads and most County facilities to assist in preparing for sea level rise. It will be used in the Road and Storm Water vulnerability analysis and other future vulnerability analyses. It will also help us formulate policies for where to focus our future efforts related to land purchasing, development, affordable housing, etc. To our knowledge, no other local government in Florida is yet utilizing Mobile LiDAR for these uses. The County’s Mobile Lidar data will be made available for free to the public.

SAFEGUARDING PEOPLE AND PROPERTY, AND COST SAVINGS

It is important to highlight that synergistic efforts are occurring across departments to safeguard people and property, and better prepare for future risk and adaptation.

The County’s Planning & Environmental Resources staff recognized that the storm water modeling (being conducted by Sustainability staff with a NOAA grant) and other countywide efforts to assess, communicate and mitigate flood risk help improve our standing in FEMA’s *Community Rating System* (CRS). Improvements in CRS result in direct annual discounts to flood insurance premiums for constituents insured through the National Flood Insurance Program (NFIP).

Recognizing the potential value of those cost savings to our homeowners and business owners, the County applied to enter the CRS program in 2015 and launched a multi-year initiative to advance up the rate classes within the program. To date, we have moved the County from a Class 10 to a Class 5, with a 25% discount on flood insurance premiums, resulting in a \$5 MILLION direct ANNUAL savings. Initiatives funded in this year’s budget will move us from a Class 5 to a Class 4, resulting in a 30% discount -- an *additional* \$1 MILLION a year in savings. As of October 1, 2019, these efforts will have cumulatively saved those with NFIP flood insurance over \$13,900,360.

Flood insurance affordability is a major concern for the Commission. It is a very real pocketbook issue for most of our property owners and exacerbates overall housing affordability. Increases in property insurance also negatively impact property values, and by extension the County’s ad valorem budget. Monroe County has over 30,000 flood insurance policyholders and over \$7 billion in insured value in the National Flood Insurance Program.

As Congress and FEMA continue to try to move the program to risk-based premium rates, and with new flood maps on the horizon that will account for storm surge and wave action, we will continue to see upward pressures on our constituents' premiums.

To help combat rising flood insurance premiums, the Commission has funded a number of inter-related initiatives across a number of county departments – from vulnerability assessments, to mobile LIDAR, to drainage facility mapping, to verifying (and, if warranted, challenging) the accuracy of FEMA's new South Florida Coastal Risk Map process (new "flood maps"), to legislative advocacy for reauthorization of NFIP that slows rate increases.

The budget also funds efforts that may help reduce property insurance premiums. The County's Fire Rescue department has taken significant steps to improve our community's Public Protection Classification rating by the Insurance Services Office (ISO). As a result of the Board's investments in fire rescue in recent years, our ISO rating improved from 5 to 3. Funding in this year's budget for additional fire fighters, fire inspectors, and fire hydrants will qualify us to increase our ISO rating from 3 to 2. Less than 3% of the 48,000 communities across the country reviewed by ISO have a rating of 2 or better.

The ISO rating represents the effectiveness of fire protection. Insurance companies also consider the ISO rating in their underwriting processes. Because a higher ISO rating means greater firefighting capability and effectiveness, it often results in lower property/casualty insurance premiums for homeowners and businesses.

ONGOING HURRICANE IRMA RECOVERY RESPONSIBILITIES

The adopted FY 2020 budget reflects the County's on-going Hurricane Irma recovery work. Two years after Hurricane Irma that hit the Florida Keys, we are still immersed in recovery-related work: securing reimbursement, housing reconstruction, canal marine debris clean-up, and repairs to County facilities.

- The County has expended \$48.9M on hurricane response and recovery expenses to date. Securing reimbursement for the County's outlay for these costs through the Federal Emergency Management Agency Public Assistance Program (FEMA PA) has been a singular priority for the Office of Management and Budget.

New processes at FEMA and DEM requiring multiple "validation" steps and redundant reviews have slowed to a trickle, reimbursements for impacted communities throughout the Florida Keys and throughout the State of Florida. To date, the County has received 57% in reimbursements for a total of \$28.1M.

The County has applied FEMA proceeds towards the repayment of the \$40M line of credit taken out by the Clerk's office to cover the storm's expenses. The line of credit was rolled over in July into a new loan for \$15,560,000. As of 9/30/19, the remaining loan balance was \$13,724,481.

- We continue to secure reimbursement and insurance proceeds for the costs of repairs to damaged buildings and infrastructure (defined by FEMA as "permanent work") through FEMA PA and insurance proceeds.
- The reconstruction of our housing stock, the damage to which was concentrated mostly in the lower Keys, is an ongoing priority. Toward that end, staff worked closely with the Florida Department of Economic Opportunity to ensure that its State Action Plan would direct enough funds to us. As a result, \$90M in Community Development Block Grant - Disaster Recovery (CDBG-DR) funding was set aside in the State Action Plan for the Florida Keys. No match is required for CDBG-DR funds.
 - Of the \$90M, \$50M is for the State-run Rebuild Program, to repair and replace damaged and destroyed homes. There are over 1,200 registrants in that program.

- Of the \$90M, another \$35M is for land acquisition and construction for affordable housing. This is competitive funding, through a Request for Applications with the Florida Housing Finance Corporation. The County has applied for \$3.3M to acquire trailer parks and scattered sites, and \$10.6M to construct 20 new housing units (tiny homes) on those sites.
- Removal of hurricane marine debris in the canals throughout the County, which include the municipalities, is nearly complete. Staff secured \$49M in federal *Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Grant* funding for this recovery work. All 172 of the originally applied for and accepted canals have been cleaned of marine debris. Still underway is the sediment removal component. To date we have completed 4 of the 10 canals applied for and accepted. Having accomplished this work under budget and ahead of schedule, we applied for 224 additional marine debris removal canals and 5 additional sediment removal canals.

The County's match on its share of NRCS funding is \$8.64M, which will be met with \$5.5M in FY 17 and FY 18 State Stewardship legislative appropriations and \$3.1M in infrastructure sales tax revenue.

Upon completion of hurricane marine debris removal, we will return to restoring water quality in the canals. This work will be funded with RESTORE Act funds. Monroe County will have \$12M in the Gulf Consortium pot and \$6M in the local pot for this use. It has taken the Treasury, the Restore Council, the State and the Gulf Consortium years to establish the program parameters for these funds. With that work complete, we anticipate being able to finally begin to draw down these funds this year.

- For the construction of the EOC, staff submitted for \$10M in FEMA's *Hazard Mitigation Grant Program (HMGP)* funds. These funds will be phased by FEMA, and we have been awarded \$2 million for Phase I. The required 25% match for HMGP will be met with state funding sources. From the State, staff secured a \$10.3M Florida DOT Aviation Program grant, and a \$5.9M legislative appropriation. The combination of state and federal grants funds the EOC project; no county funds will be used.

EMPLOYEES AND COMPETITIVE PAY PLAN

We must ensure that we have the capacity to continue to recruit, retain and cultivate the best talent for our workforce. The County's workforce is by far the most vital part of the services we provide to the community. Our employees are the heart of the organization; they develop, design and implement the vast array of initiatives and projects that move us forward.

Employee compensation is a perennial challenge. To determine whether our compensation is competitive with our peers and consistent throughout our workforce, the Board retained Evergreen Solutions in 2014 and again in 2016, to conduct a comprehensive compensation analysis and update of the classification/salary system for all employees of the Board. The study, disrupted and delayed by Hurricane Irma, was completed this past May, and reported to the Board in June.

The study has told us that our pay structure lags significantly behind our peers. The proposed increases to overcome the lag are admittedly stark. However, if we acknowledge that we haven't meaningfully addressed our pay plan in over a decade, and if we were to have applied increases annually over the past decade, we would not see these stark results today. Sharing similar concerns about lagging employee compensation, the Monroe County Sheriff's Office also retained Evergreen to conduct a study of his workforce, with similar results.

For the adopted FY 2020 budget, we implemented a 2.1% performance-based merit increase and a 1.9% cost of living adjustment for all employees, and a 4% increase for IAFF firefighters. The budget also implements the new pay plan and the "bring to minimum" option for those employees that fall below the minimum salary or a 1.9% cola, whichever is greater.

All Constitutional Officers have each requested a 4% salary increase for their employees.

Employee health care costs continue to receive scrutiny. We have begun to develop a long-range plan for addressing these costs; this is the fourth year for the County's Employee Wellness Program. We continue to work on the stability of the Group Insurance Fund, with a continuation of the measures the Board implemented last year to reduce the shortfall and maintain the 6-month minimum fund balance requirement. These included department rate increases, employee contributions, retiree contributions, dependent coverage, and health plan coverage.

FY 2020 ADOPTED BUDGET OVERVIEW

The FY 2020 Adopted Budget totals \$472,696,406, including an Operating Budget of \$373,201,403 and a Capital Budget of \$99,495,003.

The budget consists of 61 separate funds, including 7 ad valorem funds. The total ad valorem tax levy is \$95,341,614. The two largest funds supported by ad valorem taxes are:

- *General Fund* (\$21,881,190) which supports core County functions including emergency management, libraries, social services, Guardian Ad Litem, mandated mental health programs, human services advisory board grants, finance, information technology, Veterans Affairs, Judicial local need, County Attorney, Medical Examiner, Marathon and Key West animal shelters, UF Extension Services, Administrator and BOCC administrative operations, and the budgets of the Constitutional Officers.
- *Fine and Forfeiture Fund* (\$50,454,196) which supports law enforcement functions and the detention center.

The General Revenue Fund, the Fine and Forfeiture Fund, and the Local Health Department (\$1,243,456), are supported by the *Countywide millage*. The countywide millage rate is the tax rate all property owners will pay on their respective property in the County. The budget for FY 2020 adopted a Countywide millage rate of 2.5881.

The five other ad valorem funds are Unincorporated Parks and Beaches (\$2.3M); Local Road Patrol Law Enforcement (\$4.6M); Lower and Middle Keys Fire and Ambulance (\$12.9M) and the Planning, Code Enforcement, Fire Marshall fund (not funded with ad valorem in this year's budget). These funds are supported by the *Total Municipal Service Taxing Unit Millage*. The adopted FY 2020 budget reflects a decrease in the millage rate from the prior year of 2.7372 to 2.6001. The new Middle Keys Healthcare Taxing Unit (\$1.9M) millage rate is .50.

Combined these millage rates create the *Aggregate millage rate*. The adopted FY 2020 budget reflects a decrease in the aggregate millage rate for the County, from last year's figure of 3.4330 to the adopted 3.3536, or 2.3% decrease over previous year. The aggregate millage rate is 3.14% over the rolled back millage rate.

With an average 7.5% property value increase, the aggregate millage rate generates a total ad valorem tax levy of \$95,341,614, an increase of \$4,505,206 over FY 2019.

The property tax levy will support operational increases including 11.5 FTE's, position reclassifications, CPI adjustments merit increases for the Sheriff's uniformed officers as well as Fire Fighters that fall under the collective bargaining agreement, CPI increases in contracts, increase in utility costs, public records tracking and retention software, and communications hardening.

The increase is broken down across the ad valorem funds as follows:

- *\$2.6M* increase in the General Fund: This supports an increase in the Board of County Commission's operational costs, sustainability and IT projects and the salary adjustments as well as the Constitutional Officers' increases.

- *\$2.9M* increase in Fine and Forfeiture and Road Patrol funds: supports an increase in law enforcement salary adjustments and detention center functions.
- *\$.561k* increase in Lower and Middle Keys Fire and Ambulance Fund: supporting an increase in fire fighter salaries.
- *\$.772K* in the Unincorporated Parks and Beaches fund supporting an increase in park operations and salary adjustments and implementation of Parks & Recreation Department.

The FY 2020 Adopted Budget maintains the Board’s requirement for a 4-month operating minimum in the General Fund and meets the 3-month minimum in the other funds.

REVENUES

Monroe County’s most significant revenue sources are property taxes and sales taxes. Not only are these our most significant revenue sources, they are also the ones most sensitive to storm events. In the development of the FY 2020 Adopted Budget, considerable scrutiny was given to these revenues.

The County’s single largest revenue source is the ad valorem (property) tax. Overall property values have increased by 7.5%. The recommended budget for the BOCC activities was at the rolled-back rate and a discussion was held regarding the raises for deputies and firefighters, level of additional hurricane reserves and the Health Department’s budget request. After discussion at the July 22nd Special Budget meeting, the BOCC voted to keep both the deputies and the firefighters at 4%; add \$1 million dollars for hurricane reserves (\$10M to \$11M); and increase the Health Department budget by \$200,000.00 from prior year.

The County’s second largest revenue source are sales taxes. We remain conservatively optimistic about infrastructure sales tax revenues (which funds the capital plan), the half-cent sales tax (which funds the general fund, Planning/Code/Fire Marshall and parks), the tourist impact tax (which funds the general fund) and the state shared revenue.

CAPITAL BUDGET

The FY 2020 Adopted Budget includes a Capital Budget of \$99,495,003, representing FY 2020’s funding for the \$305M Five Year Capital Improvement Plan.

The Capital Budget is supported mostly by the Infrastructure Sales Tax fund (Fund 304), with a small part funded by fuel taxes (Fund 102) and special assessments (several funds). The Capital Budget reflects a continued commitment to protecting and enhancing the safety and quality of life of our citizens, with a significant investment in the County’s capital assets.

The FY 2020 adopted Capital Budget includes an accelerated schedule for the construction of the new courthouse and jail complex in Plantation Key, and a new library in Marathon, a new fire station facility in Cudjoe Key. The new Emergency Operation Center will also begin construction, though this is not reflected in the capital budget because no local funds are allocated to it.

The adopted Capital Budget continues the County’s multiyear funding for transportation projects. This year’s funded roads and bridges projects include: Bertha Street, Burton Drive, Sugarloaf Bridge, Bimini Drive Bridge, and Twin Lakes and Sand Subdivision sea level rise adaptation projects.

The adopted Capital Budget continues the County’s commitment to parks and beaches with funding for improvements to Rowell’s Waterfront Park, Higgs Beach Park and the Big Pine Swimming Hole.

The Capital Budget also continues the land acquisition program, which will continue through FY 2023.

The County's cost shares for FEMA reimbursement on permanent work is also programmed into the FY 2020 adopted Capital Budget.

CONCLUSION

The adopted FY 2020 budget reflects:

- A continued commitment to high quality public service, provision of programs and services important to our constituents, and investment in public infrastructure projects that is protective of our natural resources, public safety, quality of life, and overall resilience.
- The commencement of construction on several important and long-awaited capital projects: The Plantation Key Courthouse and Jail Complex, the Emergency Operation Center, the Marathon Library, and the Cudjoe fire station. The next few years will be perhaps the busiest time in County history for capital construction. We must proceed carefully and diligently, with a focus on sound project and financial management.
- A continued pro-active approach to several complex and potentially costly challenges: climate change adaptation and resilience, water quality protection, the implications of growth management and development restrictions, and housing affordability.
- A resolute commitment to restoring and replenishing the County's Emergency/Disaster Reserve level to ensure that it is enough to cover an adequate response to hurricanes and other types of emergencies.
- A commitment to recruiting and retaining a high caliber County workforce.
- Meaningful returns for our constituents. Our investments and initiatives are resulting in significant property insurance cost savings and so many of our most important initiatives are being accomplished with minimal or no local tax dollars.
 - We are constructing new affordable housing with federal supplemental disaster funding.
 - We continue to improve our airport facilities with FAA and FDOT grants.
 - We are improving roadways with FDOT and TAP grant funds.
 - We are building the new EOC with FDOT and HMGP funds.
 - We are improving recreational and cultural sites with TDC grant funds.
 - We continue to clean up canals strewn with hurricane debris thanks to federal NRCS grant funds, utilizing Stewardship funding from the State as match.
 - Once the hurricane clean-up work has been completed, we will return to the task of restoring water quality in those canals, and for that we will be using RESTORE Act funds.
 - We have secured legislative appropriations for water quality, land acquisition, the EOC, the vessel pump-out program, and federal PILT and FKWQIP appropriations.
 - Most of our capital projects are funded by the 1-cent infrastructure sales tax, 60% of which are paid by tourists.
 - We will even be made whole from lost property tax revenue resulting from the property destroyed in Hurricane Irma.

As always, I am grateful for the leadership and direction of the Board of County Commissioners; the commitment of our entire staff, the diligence of the Office of Management and Budget for its oversight of the County's finances and development of this document, and the invaluable engagement and dedication of our constituents.

Respectfully submitted,

Roman Gastesi
County Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Monroe County
Florida**

For the Fiscal Year Beginning

October 1, 2018

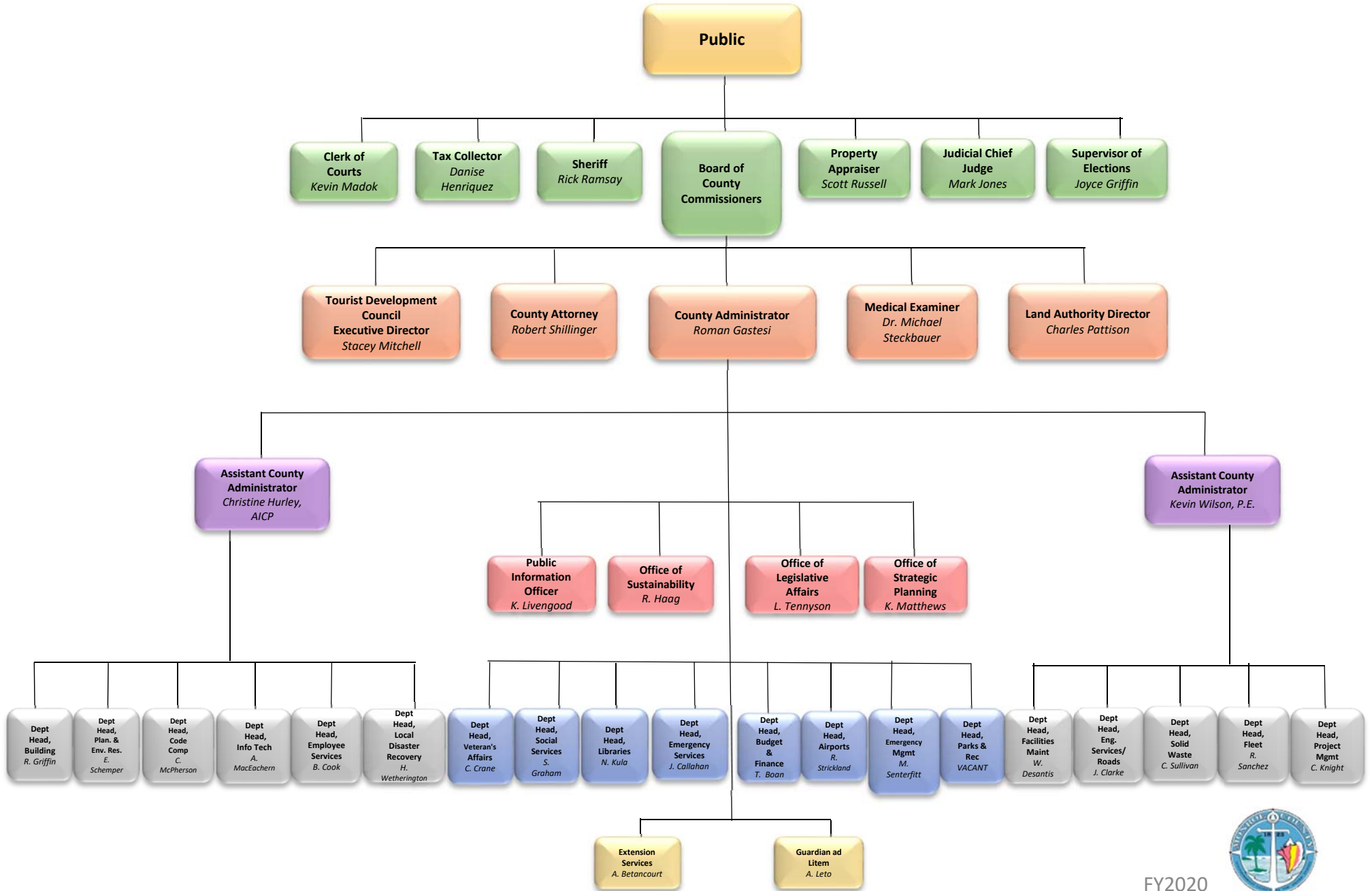
Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Monroe County, Florida, for its Annual Budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Adopted Monroe County Organizational Chart



FY2020





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 220 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.bebr.ufl.edu/data

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

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	Census '10 vs '00		2019
	Census	Census	Census	Change	% change	Estimate
Unicorp. Area	52,032	36,036	33,044	(2,992)	-8.3%	35,294
Key West	24,832	25,478	24,649	(829)	-3.3%	25,171
Marathon		10,255	8,297	(1,958)	-19.1%	8,593
Islamorada		6,846	6,119	(727)	-10.6%	6,211
Key Colony Beach	977	788	797	9	1.1%	760
Layton	183	186	184	(2)	(0)	183
Population Total	78,024	79,589	73,090	(6,499)	-8.2%	76,212

Islamorada incorporated in 1998

Marathon incorporated in 2000

2010 Census Demographic Profile

General Characteristics ¹		Social Characteristics ³	
Total Population	73,090	Population 25 years & Over	56,499
Male	38,962	High school graduate or higher	89.3%
Female	34,128	Bachelor's degree or higher	27.8%
Median Age	46.4 years	Civilian population (18 years & over)	60,935
Under 17 years	11,001	Civilian veterans	13.1%
18 to 34 years	13,886	Place of Birth- Native	60,457
35 to 54 years	22,763	Foreign Born	12,611
55 to 64 years	12,971	Latin America	68.4%
65 years & over	12,469		
Housing Characteristics ³		Economic Characteristics ³	
Total Housing Units	52,764	In labor force (16 years & older)	41,212
Occupied Units	32,629	Median household income	\$53,889
Owner occupied units	18,501	Median family income	\$66,853
Population owner occup.	39,904	Per capita income	\$35,074
Average household size	2.18	Families below poverty level-last 12 mths	7.4%
Renter occupied units	14,128	Individuals below poverty level	11.6%
Population renter occup.	31,166		

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

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

³Source: factfinder2.census.gov

2010 Census Demographic Profile (cont.)

Housing Characteristics³

Average household size	2.18
<u>Vacant Units</u>	20,135
Owner-occupied homes	18,501
Median value (dollars)	\$463,100
Units with a mortgage	57.5%
Units without a mortgage	42.5%
Median of selected monthly owner costs	
With a mortgage (dollars) - Median	\$2,410
Not mortgaged (dollars) - Median	\$641

Registered Voters⁴, as of 1/4/2019

Affiliation	
Republican	21,240
Democrat	17,546
Other	<u>15,197</u>
Total Active Voters	53,983

Personal Bankruptcy Filing Rate⁵

(per 1,000 population)	Monroe County	Florida
2015	1.63	2.91
2016	1.09	2.55
2017	0.99	2.10
2018	1.18	1.95
2019	1.06	2.09

Total Personal Income ⁵			Per Capita Income ⁵		
	in Dollars	% Change		in Dollars	% Change
2018	6,911,436	6.5	2018	92,119	8.8
2017	6,489,423	7.7	2017	84,679	8.2
2016	6,023,158	6.9	2016	78,241	6.5
2015	5,633,567	3.2	2015	73,453	2.6
2014	5,459,873	10.3	2014	71,573	9.7
2013	4,949,320	-4.7	2013	65,265	-6.3

Economy

2019 Quarterly Census of Employment and Wages⁶

Industry	Establishment	Employment	Total Wage	Average Weekly Wage
Total, all industries	4,554	41,967	\$459,890,712	\$843
<u>Goods- Producing</u>	<u>690</u>	<u>3,664</u>	<u>\$42,806,233</u>	<u>\$865</u>
Construction	564	3,181	\$37,090,648	\$897
Manufacturing	87	341	\$4,241,227	\$990
Natural Resources	39	142	\$1,474,358	\$709
<u>Services- Producing</u>	<u>3,864</u>	<u>38,306</u>	<u>\$417,084,479</u>	<u>\$982</u>
Trade, Transprt & Utilities	964	8,295	\$82,700,994	\$1,051
Prof. & Bus. Services	900	2,965	\$38,498,854	\$1,139
Leisure & Hospitality	771	15,769	\$136,148,113	\$693
Financial Activities	429	2,352	\$32,641,228	\$1,207
Other Services	362	1,460	\$13,893,180	\$732
Education & Health Services	266	3,938	\$58,496,798	\$1,158
Public Administration	56	3,130	\$50,067,639	\$1,230
Information	65	364	\$4,332,714	\$916
Unclassified	51	33	\$304,959	\$711

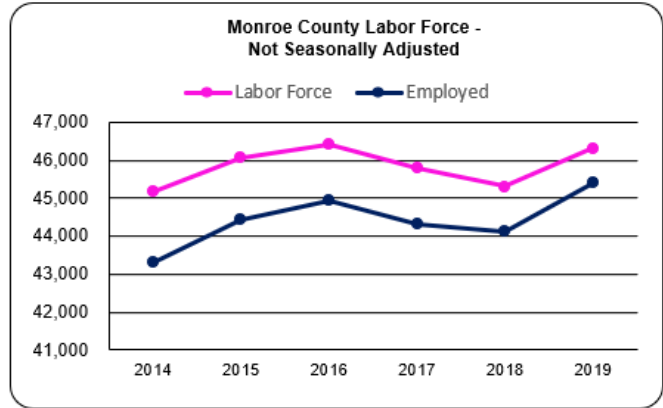
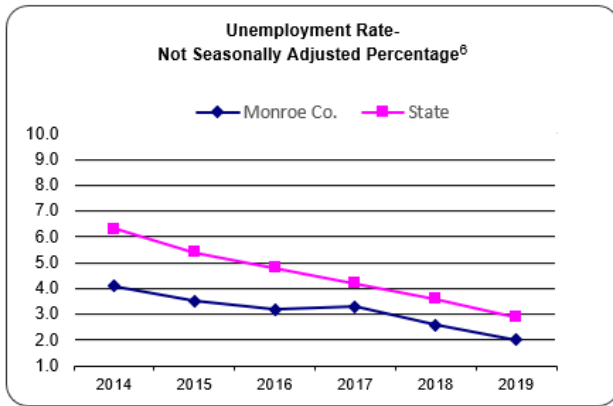
³Source: www.factfinder2.census.gov

⁴Source: www.keys-elections.org

⁵Source: <http://edr.state.fl.us/Content/area-profiles/county/monroe.pdf>

⁶Source: freida.labormarketinfo.com/analyzer

Economy (cont.)



Fishing Industry- Monroe County

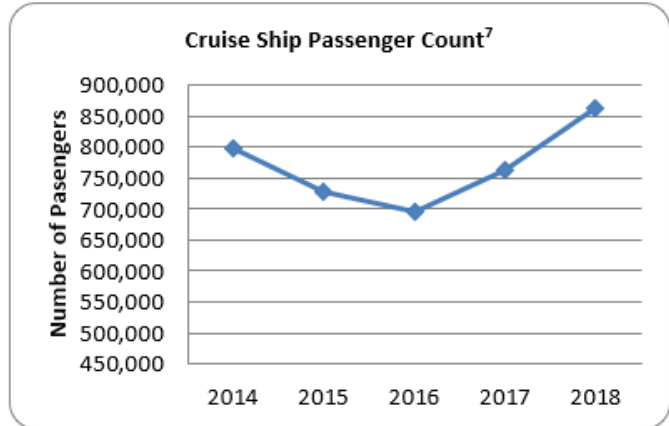
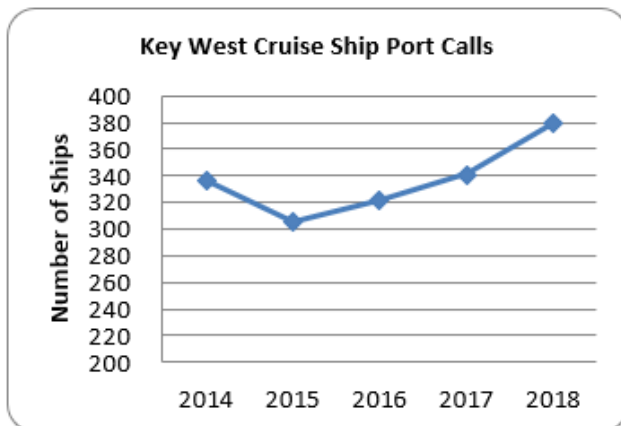
Fish and Shellfish Landed by Pounds⁹

	2014	2015	2016	2017	2018	2019*	18 vs '17 change
Fish	5,258,547	5,083,476	5,307,272	5,953,796	4,491,483	3,750,327	(1,462,313)
Shellfish	<u>6,783,396</u>	<u>7,555,272</u>	<u>7,276,410</u>	<u>6,641,390</u>	<u>8,059,951</u>	<u>3,780,200</u>	<u>1,418,561</u>
Total	12,041,943	12,638,748	12,583,682	12,595,186	12,551,434	7,530,527	(43,752)
# of Trips	72,376	71,646	67,238	62,138	64,836	43,132	2,698

Monroe County is the highest producing county in the state of Florida for the number of fish and shellfish landed by pounds. *2019 data is only for a portion of the year. Data pulled 12.10.19

Tourism

In comparison to 2017, 2018 increased in the number of cruise ships docking and the number of passengers disembarking in Key West. 2019 is trending to also reflect an increase in both of these figures, as well. The Key West International Airport saw a 14.65% increase from 2017 to 2018 in the number of passengers disembarking from 5 commercial airline services. The Key West Ferry saw a similar increase year over year of 13.22%.

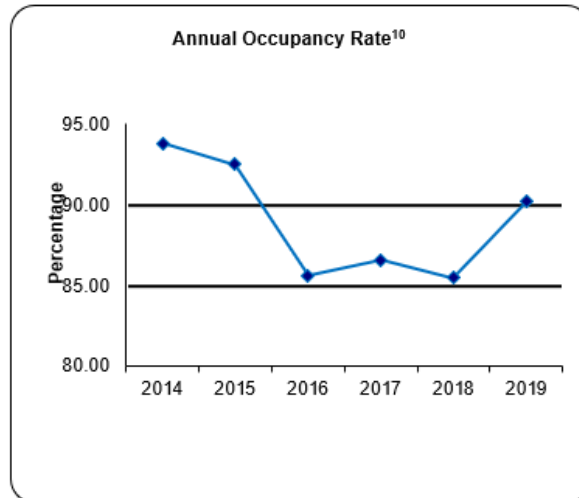
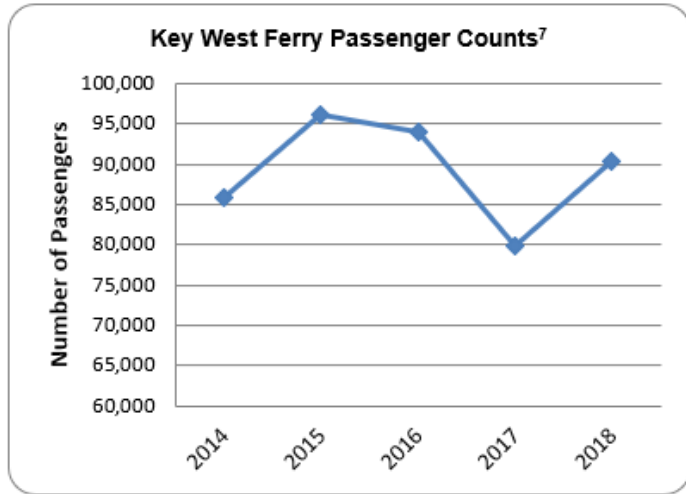
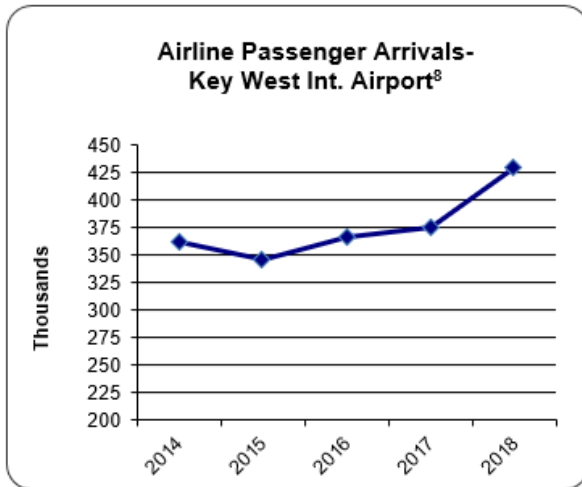


⁶ Source: freida.labormarketinfo.com/analyzer

⁷ Source: www.keywesttravelguide.com/key-west-tourism-statistics/

⁹ Source: Fish and Wildlife Conservation Commission, Commercial Annual Landings in Florida Summary <www.myfwc.com>

Tourism (cont.)



Public Lodgings- 2017 ¹⁰			Tourist Facilities- 2017 ¹⁰		
	# of	Units	# of	# of	Units
Apartment Buildings	107	Units	2,504	Licensed Hotels	59 # of Units 4,167
Rental Condominiums*	1265	Units	5,795	Licensed Motels	135 # of Units 4,762
Transient Apartment Bldgs**	117	Units	576	Licensed Food Estb.	506 Seating Capacity 45,385

*Rental condominiums include resort condominiums and resort dwellings.
 **/Apartments with rent for 6 months or less.

In the Monroe County Tourist Development Council (TDC) Fiscal Year 2018 Visitor Profile Survey, it reports that overall satisfaction with Keys vacations remains very high. 99% of 2018 and 2017 visitors rated their satisfaction with their Keys vacation 4 or 5 out of 5 compared with 98% of 2016 visitors. The average length of stay was 5.94 nights and the average visitor spent \$403.48 a day toward their share of trip expenses. While here, the top participated activity was visiting museums and historic areas. Other top recreational activities include (in order by participation) dining out, beach activities, bars/nightlife, viewing wildlife, sightseeing and attractions, cultural events, boating, snorkeling, spa/health clubs/gyms, fishing, and scuba diving.

⁷ Source: www.keywesttravelguide.com/key-west-tourism-statistics/
¹⁰ Source: Monroe County Tourist Development Council; Smith Travel Research
¹¹ Source: Bureau of Economic and Business Research, www.bebr.ufl.edu/data

Other Facts

Monroe County State Sales Tax Collections¹²

	Gross Sales	Taxable Sales	State Sales & Use Taxes
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
7/13-6/14	4,289,057,390	3,043,724,630	186,363,019
7/12-6/13	4,013,569,283	2,807,460,037	170,953,742
7/11-6/12	3,926,075,920	2,687,300,654	164,676,010
7/10-6/11	3,618,402,672	2,435,165,779	148,732,703

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
7/18-6/19	54,122,523	40,489,002	9,410,662	474,042	2,839,778
7/17-6/18	48,053,284	27,438,687	6,128,873	542,887	3,250,973
7/16-6/17	50,561,934	35,210,258	8,108,128	567,527	3,399,004
7/15-6/16	49,309,449	37,206,759	8,641,339	566,314	3,407,401
7/14-6/15	47,090,208	31,865,743	7,966,436	540,120	3,234,014
7/13-6/14	43,842,141	30,690,773	7,672,693	517,278	3,096,432
7/12-6/13	40,217,148	26,988,057	6,747,279	488,648	2,908,116
7/11-6/12	38,597,120	24,658,835	6,295,116	521,573	3,122,536
7/10-6/11	35,038,617	22,273,703	5,301,993	493,707	2,954,249

Assessed Value and Estimated Actual Value of Taxable Property¹³

Year	Real Property		Commercial	Less:	Total Taxable
	Residential Property	Commercial Property	Personal Property	Tax Exempt Property	Assessed Value
2018	\$26,059,270,000	\$10,808,503,930	\$716,716,873	\$11,030,839,039	\$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
2013	\$17,287,606,922	\$8,347,419,400	\$771,466,155	\$7,679,334,047	\$18,727,158,430
2012	\$17,306,874,296	\$8,256,888,373	\$798,092,402	\$7,818,927,504	\$18,542,927,567
2011	\$17,856,125,062	\$8,699,361,452	\$828,515,769	\$7,830,116,847	\$19,553,885,436

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

¹²Source: www.myflorida.com/dor/taxes

¹³ Source: Monroe County Comprehensive Financial Report 2019

Other Facts

County Employees

	1,328
Board of County Commissioners*	583
Sheriff	486
Clerk of Circuit Court	96
Tax Collector	57
Property Appraiser	47
Judicial Administration	24
Tourist Development Council	21
Supervisor of Elections	12
Public Defender	2
State Attorney	1
*Positions funded by BOCC	

Police Protection

# of stations	5
Road Patrol and Detectives	180
Corrections	175
Support	96
Funded by other Sources	37
Court Security	21

Fire & Ambulance Services*

# of stations	10
# of vehicles/apparatus	59
# of employees	155

Education¹⁴

High Schools	3
Middle Schools	0
Elementary Schools	3
Middle/Elementary Schools	4
Charter/Other	6
# of Students	8,951
Community College	1
# of Campuses	3

Fire & Ambulance Services*(Cont.)

# of volunteers	58
*(for unincorporated areas)	
# of positions at Key West Airport	19.75
Trauma Star Medical Helicopter	
# of employees	20

Health Care

# of Hospitals	3
# of Beds	217
County Owned Assisted Living Facility	1
# of Beds	16

Recreation

# of Federal National Park System's ¹¹	1
Dry Tortugas Park- 2018 Attend.	56,810
# of State Parks ¹¹	11
County Owned Parks	17
County Owned Beaches	5
Miles of roads maintained	312
County Owned Bridges	27

County Owned Pool- Jacob Aquatic Ctr.	1
# of Libraries	5
County Owned Boat Ramps	8

of Registered Boats -Pleasure Boats¹³

All of Florida - 2018	919,302
Monroe County - 2018	26,166
Monroe County - 2017	26,467
Monroe County ranks 11th in the number of Pleasure Boats Registered in 2017 within all Florida Counties	

of Registered Boats -Commercial Boats¹³

All of Florida - 2018	25,599
Monroe County - 2018	2,673
Monroe County - 2017	2,718
Monroe County ranks 1st in the number of Commercial Boats Registered in 2018 within all Florida Counties	

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

¹³ Source: <https://www.flhsmv.gov/>

¹⁴Source: www.keysschools.com/

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 has approximately 61 funds. These funds can be compared to a company spreading its business among 61 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).

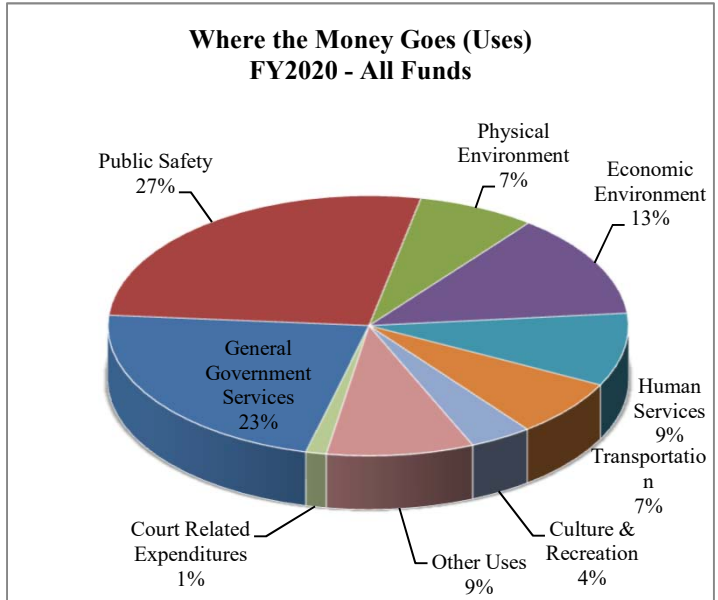
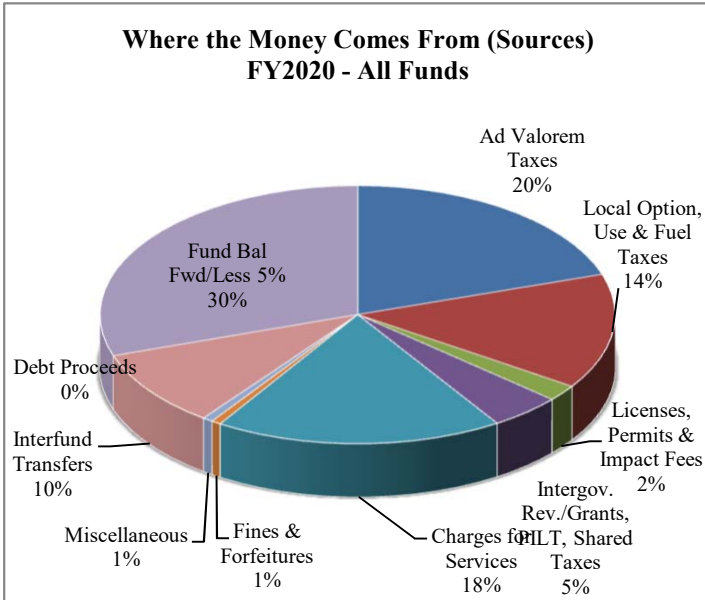
State of Florida Budgeting Standards - The State of Florida establishes budgeting and financial rules for local Florida governments. This is Chapter 216 of the Florida Statutes. An example of a rule, is the time frame of the annual budget cycle. The fiscal year for counties begins October 1st and ends 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

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 61 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.



Sources	FY19 Adopted	FY20 Adopted	% of Total
Ad Valorem Taxes	89,972,952	94,278,158	20%
Local Option, Use & Fuel Taxes	66,918,147	68,253,220	14%
Licenses, Permits & Impact Fees	8,560,635	9,604,371	2%
Intergov. Rev./Grants, PILT, Shared Taxes	20,813,683	21,279,227	5%
Charges for Services	80,190,589	85,244,459	18%
Fines & Forfeitures	2,091,100	2,863,100	1%
Miscellaneous	1,992,305	3,046,698	1%
Interfund Transfers	24,043,646	45,519,949	10%
Debt Proceeds	0	0	0%
Fund Bal Fwd/Less	116,875,828	142,607,224	30%
Total Sources	\$411,458,885	\$472,696,406	100%

Uses	FY19 Adopted	FY20 Adopted	% of Total
General Government Services	94,820,535	105,801,103	22%
Public Safety	111,905,901	127,256,575	27%
Physical Environment	33,585,882	34,535,613	7%
Economic Environment	56,010,257	61,306,983	13%
Human Services	36,324,195	42,854,492	9%
Transportation	30,987,110	33,560,875	7%
Culture & Recreation	15,260,365	18,274,741	4%
Other Uses	27,182,936	43,112,722	9%
Court Related Expenditures	5,381,704	5,993,302	1%
Total Uses	\$411,458,885	\$472,696,406	100%

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 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.

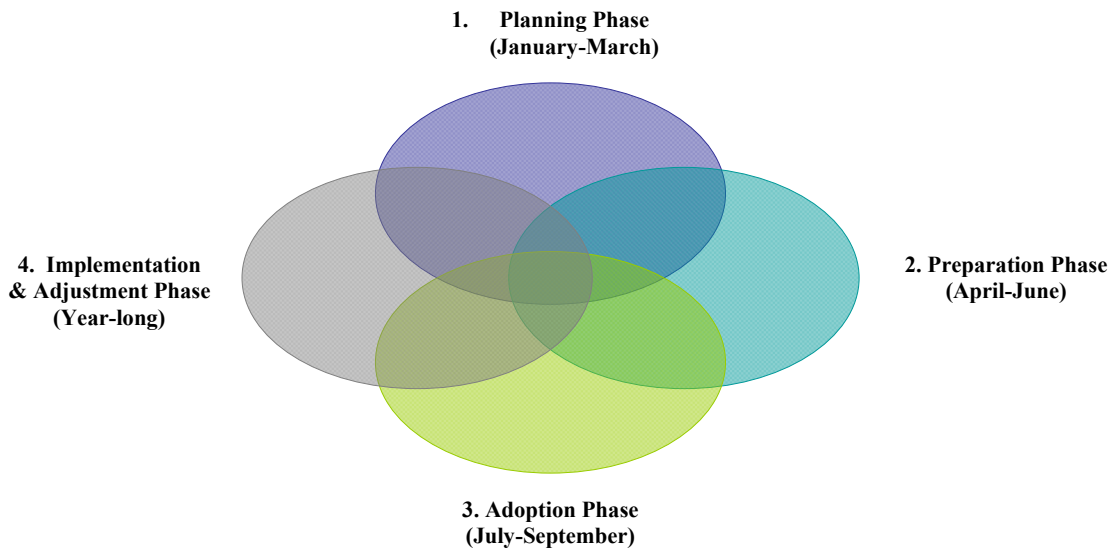
Introduction to County Budgeting

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 (CAFR). 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) For all departments funded by the Board of County Commissioners (BOCC), budget guidelines and instructions were sent to departments on February 5th. Internal service fund departments determine their proposed revenue and expense budgets. All other departments were required to key in their operating and capital expenditure budgets in GovMax and submit to OMB hard copies of their proposed budgets by March 15th. All Constitutional Officers submit their budgets by June 1st, as required by law.

Introduction to County Budgeting

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 CAFR, 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 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 three public budget hearings in September, to be held at the government centers in Key Largo, Marathon 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.

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. 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.

Introduction to County Budgeting

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. The revised budget must appear in a publicly read newspaper, between 2-5 days prior to the meeting.

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, 2018. This is the 21st 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 will again, be submitting this document to GFOA to be reviewed by other nationwide GFOA members and they will determine if the Fiscal Year 2019 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 will publish a pdf version of the final budget. Information on where detailed budget documents are available for public review, can be obtained by calling the Monroe County OMB Department at (305) 292-4466.

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

The following is the schedule for the Fiscal Year 2020 Annual Operating and Capital Budget:

**MONROE COUNTY BOARD OF COUNTY COMMISSIONERS
BUDGET CALENDAR, FISCAL YEAR 2020**

Revised Timetable

Date 2019,	Day	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
January 23,	Wednesday	Board of County Commissioners	Approval of the FY20 Budget Timetable. Regular BOCC meeting Marathon	
February 1,	Friday	County Administrator, Senior Management Team	Budget instructions to departments.	Section 129.025 Florida Statutes
March 15,	Friday	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.	
March 27,	Wednesday		Legislative Day - Florida Association of Counties	
April 3-April 5,	Wednesday-Friday	County Administrator, Senior Management Team, OMB	County Administrator's internal budget review with Departments and OMB. Capital Planning will be scheduled with Project Management. Deadline for County Administrator change.	
April 12,	Friday	TDC Executive Director, State Attorney, Housing Authority, Judicial, and Health Department	Deadline for budgets to OMB.	
May 8,	Wednesday	Board of County Commissioners	Special Budget Meeting 10am-4pm Key West	
May 12-17,	Sunday-Friday		Governor's Hurricane Conference www.flghc.org	
On or before June 1,	Saturday	Constitutional Officers	Submission of budget requests to the County Administrator.	Section 129.03(2) Florida Statutes
June,	TBD	Human Service Advisory Board	This is the last date to receive input from the Human Service Advisory Board.	
June 11-June 14,	Tuesday-Friday		FAC 2019 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
On or before July 9,	Tuesday	Board of County Commissioners	Tentative budget to be delivered to BOCC. 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 22,	Monday	Board of County Commissioners	Special Meeting for discussion of Budget and Capital Improvement Plan. 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.	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 5,	Thursday	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(2c) and 200.065(2)(e), Florida Statutes
September 10,	Tuesday	Board of County Commissioners	Special Budget Meeting 5:05 P.M. Marathon	Not Required- Done as a public service.
September 16,	Monday	Office of Management and Budget	Budget Ad to be published in newspaper for final budget hearing.	Section 200.065(2)(d), Florida Statutes
September 18,	Wednesday	Board of County Commissioners	Final Public Hearing 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 2019-2020 budget appropriations of the Sheriff.	Section 30.49(4), Florida Statutes
September 21,	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 18,	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 and 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.

Goals and Policies

- 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.

Goals and Policies

- 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 by 2020 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.

Goals and Policies

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 so as 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;

Goals and Policies

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 by 2020.
- 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. Connections to central sewer are underway for:
 - Plantation Key Courthouses
 - Plantation Key Government Center
 - Roth Building
- 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 future purchase of new permitting software which includes Electronic Plan Review.
- Further enhance and upgrade the County's computer network and security.
- Construct/ Renovate fire facilities throughout Monroe County:
 - Cudjoe/Summerland Fire Station: construction for a brand new facility
- Provide outstanding Fire, Life Safety & Property Protection
 - Improve ISO ratings
- Renovations for Courthouse facilities:

Goals and Policies

- Plantation Key Courthouse & Jail facilities: design and construction
- Continued implementation of Higgs Beach Park Master Plan.
- Design and build mooring fields in the Keys.
- Improving County's cultural facilities:
 - Structural Engineered Kiosks Signs to be erected at various County parks and boat ramps to educate boaters to the fragile local eco-system of the Keys and provide valuable information necessary to protect the wildlife and natural resources in the area.
 - Scenic viewing areas will be constructed at Rowell's Waterfront Park, Reynolds Street Pier, and Big Pine Key Park.
- Construction of a new library building in Marathon.
- Construction of roadway improvement projects:
 - Two in Key Largo and one in Stock Island to be completed in FY 2019
 - Stock Island II road and drainage improvement: design and construction
 - Key Largo III and 1st/Bertha will be under design in FY 2019
- Sea Level Rise adaption of Twin Lakes in Key Largo and Sands Subdivision on Big Pine Key:
 - Design improvements to mitigate the periodic flooding
- Airport and the Florida Keys Marathon International Airport projects:
 - FBO Access Road Design & Construction
 - Baggage Handling System upgrades
 - Customs Building Phase 3
- Create a Parks and Recreation Department to maximize our existing resources.

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 new 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.

Strategic Goals and Strategies

Monroe County Board of County Commissioner's Strategic Plan 2020

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

FY 2020 Actions and Initiatives for Implementation of the BOCC Strategic Plan 2020

The following are the FY20 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 2020:

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.

ii. 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 2019 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, thereby increasing the community-wide flood insurance costs by 30% for a projected annual increase in savings from \$5,135,345 to \$6,156,964 for 2020.
 - 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: The *County Administrator's Office* will explore the feasibility of the creation of a Parks and Recreation Department

ii. 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.

iii. 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 with limited hours in 2020 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 maintain 100% occupancy at Bayshore Manor for at least two (2) quarters.
4. Action: *Social Services* will ensure processing times for all Health Care Responsibility Act applications (HCRAs) that exceed the state requirement in 100% of cases.
5. Action: The *Department of Budget and Finance* will facilitate grant funding focused on quality of life, medical services, and core services
6. 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
7. 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
8. 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 nearshore waters.
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 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.

ii. 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: *Corrections Facilities* will work towards a car pool for employees to reduce the carbon footprint and offer Alternative transportation solutions for the Workforce.

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 including but not limited to the Overseas Heritage Trail.

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 2020 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.

~ Roman Gastesi, *Monroe County Administrator*

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:

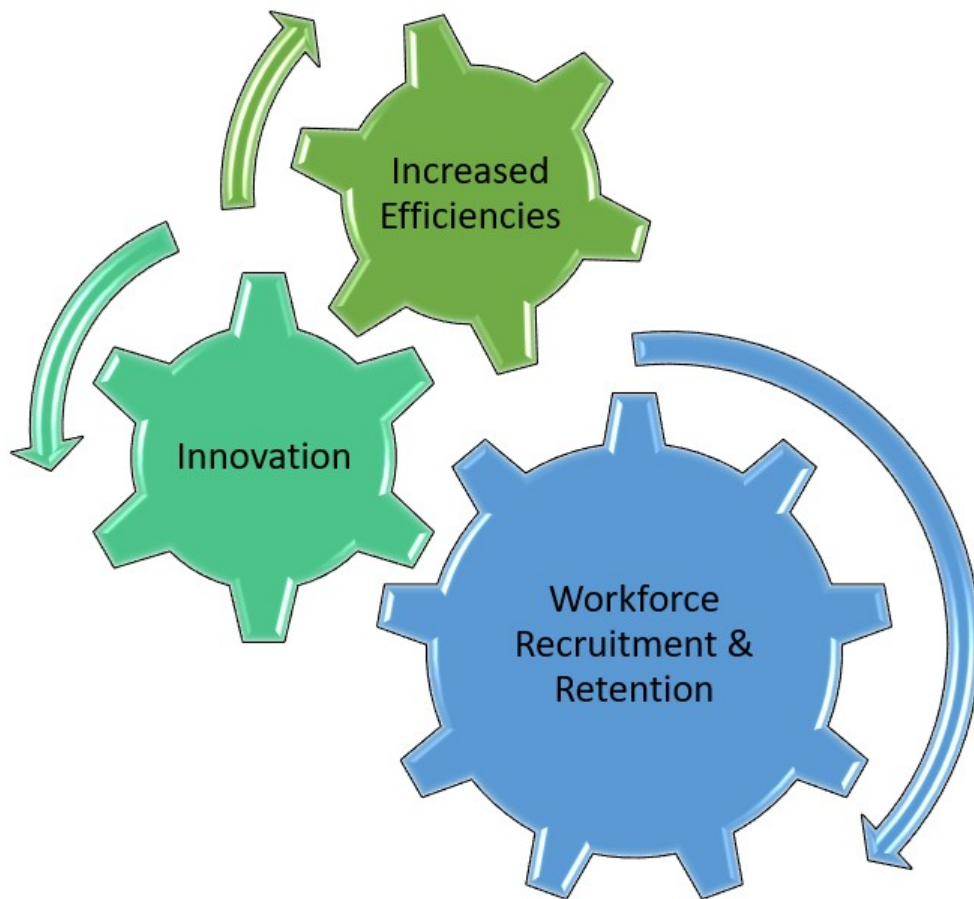
Professional, Empowered, Productive, and Collaborative



Strategic Goals and Strategies
County Administrator's

FY20 Areas of Focus for Improved Operations:

As our 2020 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 FY2020 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 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 2% growth beyond 2020.
4.5% Sales and Use Tax revenue growth – which is less than the average revenue growth in recent history when only considering years in which revenue grows and not years in which revenue actually declines. Therefore, the forecast assumes no recession in the next five years.
1% to 8% revenue growth for other revenues.
Employee pay for performance/compensation update at a rate of 2% of total salary & benefit budget.
FTE are projected to remain flat.
Fund employee and retiree healthcare cost increases of \$200K annually.
Increase in retirement contributions.
Actual expenditures are under budget each year. Increase of 1.5%-2% inflation rate.

The following chart outlines the County’s Five-Year Forecast of General Fund revenues and expenditures for FY2019 through FY2024. These projections are based upon a series of conservative assumptions and do not reflect actions the County will take during this period to close the projected gaps.

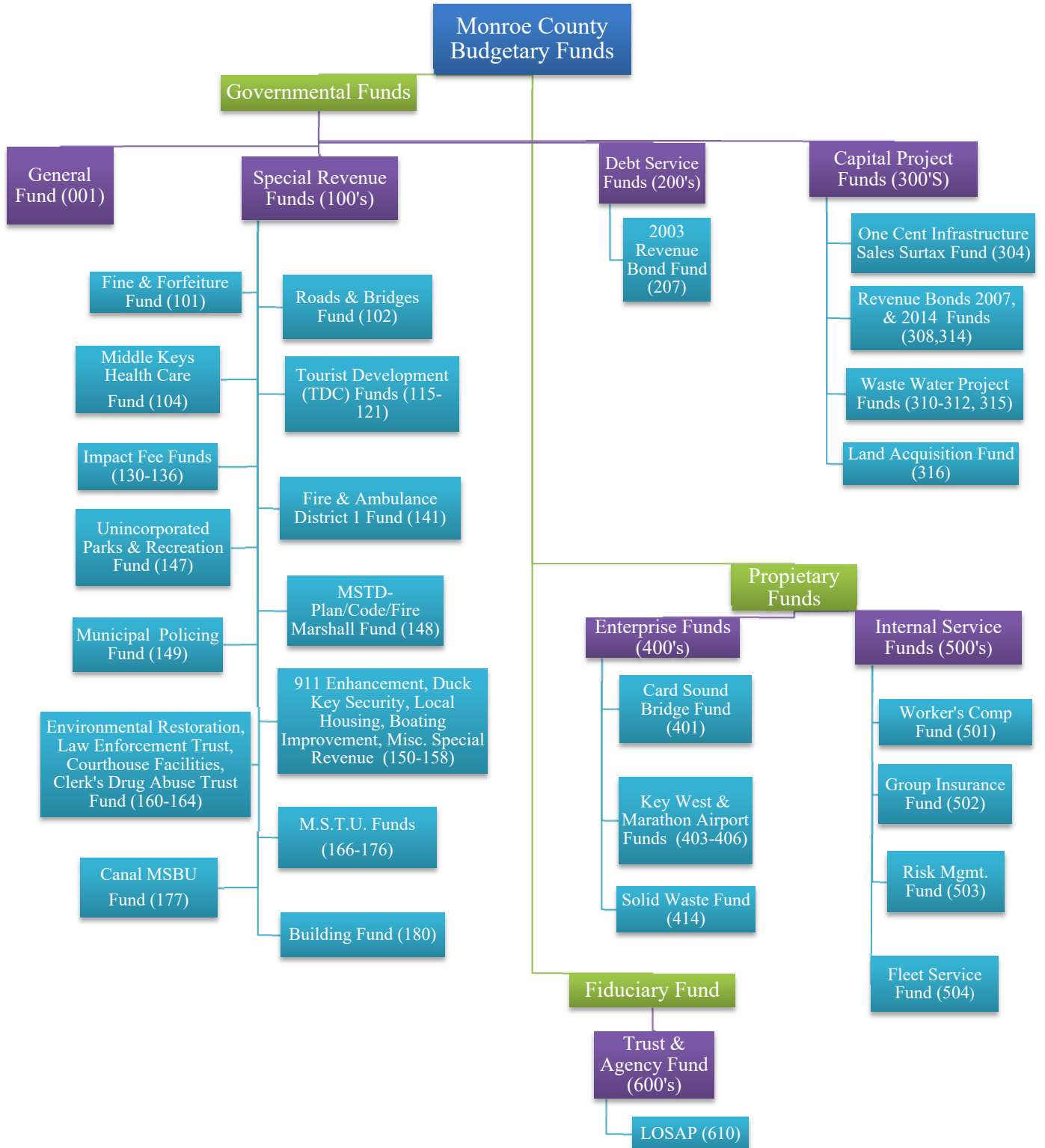
The forecast shows the potential for challenging future budget preparation, as growth in expenditures is projected to continue to outpace growth in revenues. In FY 2024, the projected gap of revenues to expenditures is significantly smaller than FY 2021, however, we are under the BOCC’s operating fund policy. Recognizing there is a deficit, the BOCC will have to decide annually to raise taxes, find other revenue sources or reduce expenditures depending on the economic environment.

In conclusion, the Office of Management & Budget and all County departments and offices, have an opportunity to begin identifying and evaluating strategies for improving the financial outlook of the County.

Long-Range Financial Planning

General Fund						
Five-Year Financial Forecast						
FY 2020-2024						
	FY19	FY20	FY21	FY22	FY23	FY24
	Adopted	Adopted	Projected	Projected	Projected	Projected
Revenues:						
Ad Valorem Taxes	\$ 19,830,140	\$ 21,881,190	\$ 22,318,814	\$ 22,765,190	\$ 23,220,494	\$ 23,684,904
Tourist Impact Taxes	4,696,147	4,711,220	4,923,225	5,144,770	5,376,285	5,618,217
Licenses and Permits	480,000	550,000	573,100	600,036	624,037	648,999
Payment in Lieu of Taxes	1,043,456	1,375,000	1,399,750	1,420,326	1,447,313	1,464,680
State Shared Sales Tax	2,700,000	2,800,000	2,914,800	3,040,136	3,161,742	3,288,212
State Shared Revenue 1/2 Cent	10,774,542	9,563,919	10,013,423	10,313,826	10,747,007	11,176,887
Other State Shared Revenue	376,000	410,000	414,920	422,803	430,414	434,718
Charges for Services	633,000	1,152,100	1,163,621	1,175,257	1,187,010	1,198,880
Transfer in - Const. Excess Fees	4,500,000	5,000,000	5,250,000	5,512,500	5,788,125	6,019,650
Other Interfund Transfers	5,458,771	6,492,601	6,947,083	6,947,083	7,363,908	7,363,908
All Other Revenue*	764,000	867,000	936,360	1,011,269	1,092,170	1,168,622
Less 5%/Fund Balance Forward	10,437,455	9,532,226				
Total Revenue	61,693,511	64,335,256	56,855,096	58,353,197	60,438,504	62,067,677
Appropriations:						
Personnel Services	\$ 18,917,519	\$ 20,058,388	\$ 20,660,140	\$ 21,279,944	\$ 21,918,342	\$ 22,575,892
Operating Expenses	23,981,009	24,611,961	24,858,081	25,230,952	25,735,571	26,250,282
Capital Outlay	1,310,973	1,675,618	1,689,023	1,705,913	1,722,972	1,757,432
Aids to Other Government Agencies	9,909,087	10,726,098	11,101,511	11,534,470	11,995,849	12,475,683
Debt Service			0	0	0	0
Total Operating Expenditures	54,118,588	57,072,065	58,308,755	59,751,279	61,372,734	63,059,290
Other Uses (Cash Balance)	7,574,923	7,263,191				
Total	61,693,511	64,335,256	58,308,755	59,751,279	61,372,734	63,059,290
Surplus/Deficit	(0)	(0)	(1,453,659)	(1,398,082)	(934,231)	(991,613)
Surplus/(Deficit) as Percentage of Operating Budget	0.00%	0.00%	-2.49%	-2.34%	-1.52%	-1.57%
Fund Balance	35,282,156	33,030,689	31,577,030	30,178,948	29,244,717	28,253,104
Hurricane Reserves	(10,000,000)	(11,000,000)	(11,000,000)	(11,000,000)	(11,000,000)	(11,000,000)
Total Minimum Fund Balance	25,282,156	22,030,689	20,577,030	19,178,948	18,244,717	17,253,104
Months of Operating	5.61	4.63	4.23	3.85	3.57	3.28
BOCC policy minimum of 4 months						

Fund Structure



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	21,881,190	72,216,968						94,098,158	20%
DELINQUENT AD VALOREM TAXES	50,000	130,000						180,000	0%
SALES & USE TAXES	5,261,220	39,992,000		23,000,000				68,253,220	14%
TOTAL COUNTY TAXES	27,192,410	112,338,968		23,000,000				162,531,378	
LICENSES & PERMITS		6,320,466		2,753,905	530,000			9,604,371	2%
INTERGOVERNMENTAL RESOURCES:									
FEDERAL SOURCES	1,375,000	0						1,375,000	
STATE SOURCES	12,773,920	7,130,307						19,904,227	
OTHER SOURCES								0	
TOTAL INTERGOVERNMENTAL RESOURCES	14,148,920	7,130,307						21,279,227	5%
CHARGES FOR SERVICES	1,152,100	20,548,688			30,701,000	32,842,671		85,244,459	18%
FINE & FORFEITURES	5,000	2,857,500			600			2,863,100	1%
MISCELLANEOUS REVENUES:									
INTEREST INCOME	212,000	726,355	5,100	65,600	290,000	285,000	10,000	1,594,055	
OTHER	600,000	323,643		0	2,000	490,000	37,000	1,452,643	
TOTAL MISCELLANEOUS REVENUES	812,000	1,049,998	5,100	65,600	292,000	775,000	47,000	3,046,698	1%
DEBT PROCEEDS -Non Voted Debt								0	0%
TOTAL GROSS REVENUES	43,310,430	150,245,927	5,100	25,819,505	31,523,600	33,617,671	47,000	284,569,233	
LESS ALLOWANCE FOR NON-COLLECTION	(2,165,521)	(7,312,581)	(255)	(1,290,371)	(1,576,180)	(38,750)	(2,350)	(12,386,008)	-3%
NON-REVENUE SOURCES:									
INTERFUND TRANSFERS	11,492,601	2,045,400	17,411,948	14,550,000	20,000			45,519,949	
CASH BALANCE FORWARD	11,697,746	63,446,277	2,995,155	41,352,374	18,228,295	17,252,535	20,850	154,993,232	
TOTAL NON-REVENUE SOURCES	23,190,347	65,491,677	20,407,103	55,902,374	18,248,295	17,252,535	20,850	200,513,181	42%
TOTAL ALL REVENUE	64,335,256	208,425,023	20,411,948	80,431,508	48,195,715	50,831,456	65,500	472,696,406	100%
EXPENDITURES by -FUNCTION									
GENERAL GOVERNMENT	39,232,538	16,047,820	18,411,948	8,310,572	2,802,014	8,858,529	59,000	93,722,421	20%
PUBLIC SAFETY	2,225,951	96,392,310		18,050,856	4,919,826	5,667,632		127,256,575	27%
PHYSICAL ENVIRONMENT	1,097,378	4,601,566		6,885,661	21,951,008			34,535,613	7%
TRANSPORTATION	286,341	15,081,953		1,877,899	16,314,682			33,560,875	7%
ECONOMIC ENVIRONMENT	778,243	59,872,244		656,496				61,306,983	13%
HUMAN SERVICES	8,600,066	1,854,341				32,400,085		42,854,492	9%
CULTURE/RECREATION	4,083,355	4,980,748		9,210,638				18,274,741	4%
COURT RELATED EXPENDITURES	4,965,026	928,276		100,000				5,993,302	1%
OTHER USES:									
Budgeted Transfers	2,441,358	4,202,256		33,440,479	1,224,643	1,803,986		43,112,722	9%
Reserves*	625,000	4,463,509	2,000,000	1,898,907	983,542	2,101,224	6,500	12,078,682	3%
TOTAL EXPENDITURES	64,335,256	208,425,023	20,411,948	80,431,508	48,195,715	50,831,456	65,500	472,696,406	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	20,058,388	37,272,873		1,831,314	5,490,028	3,111,909		67,764,512	14%
OPERATING EXPENDITURES	24,611,961	82,493,700		4,615,867	26,749,103	36,743,421	48,000	175,262,052	37%
CAPITAL EXPENDITURES:									
Capital Outlay- Land				4,675,000				4,675,000	1%
Capital Outlay- Buildings		1,707,190		1,040,000	10,180,000			12,927,190	3%
Capital Outlay- Infrastructure		8,503,535		29,963,063	291,000			38,757,598	8%
Capital Outlay- Equipment	1,074,718	1,446,548			326,300	782,663		3,630,229	1%
Capital Outlay- Vehicles	356,500	572,283		50,500	149,085	500		1,128,868	0%
Capital Outlay- Books, pubs, & Lib Material	244,400	280,000						524,400	
TRANSFERS OUT:									
Trsf Out to Constitutional Officers	10,726,098	57,453,072						68,179,170	14%
Budgeted Transfers to Other Funds	2,441,358	4,202,256		34,122,479	1,224,643	1,803,986		43,794,722	9%
DEBT SERVICE:									
PRINCIPAL PAYMENTS			16,374,754					16,374,754	3%
INTEREST PAYMENTS			2,037,194					2,037,194	0%
RESERVES	625,000	4,463,509	1,000,000	1,898,907	983,542	2,101,224	6,500	11,078,682	2%
CASH BALANCE RESERVES	4,196,833	10,030,057	1,000,000	2,234,378	2,802,014	6,287,753	11,000	26,562,035	6%
TOTAL EXPENDITURES	64,335,256	208,425,023	20,411,948	80,431,508	48,195,715	50,831,456	65,500	472,696,406	100%

Fund/Departmental Relationship

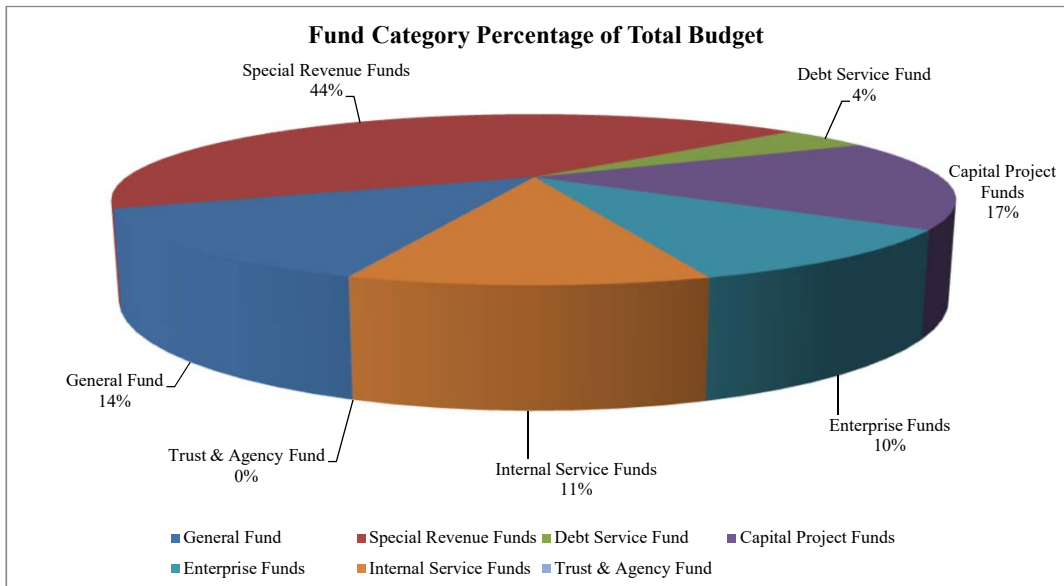
The following tables show the relationship between Funds and the Departments that make up the Fund, total dollar amount and percentage of each category:

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 Eng. - Project Mgmt.
County Administration	Sheriff/Municipal Policing		County Eng.-Card Sound Bridge
Budget & Finance	Facility Maint - Corrections		Card Sound Bridge
Employee Services	Fire & Ambulance Central		Solid Waste
Information Technology	Fire Marshal		Marathon Airport
Project Mgmt./Facilities	EMS Administration		Key West Airport
Fire & Rescue Coordinator/Fire Academy	County Eng.- Roads & Bridges		Fire & Rescue- KW Airport
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 Eng.-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	\$ 64,335,256
Special Revenue Funds	\$ 208,425,023
Debt Service Fund	\$ 20,411,948
Capital Project Funds	\$ 80,431,508
Enterprise Funds	\$ 48,195,715
Internal Service Funds	\$ 50,831,456
Trust & Agency Fund	\$ 65,500
Total Budget	\$ 472,696,406



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 61 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.

Cudjoe Regional Wastewater Project accounts for the design, construction and debt payments of the wastewater system in the Lower Keys. Wastewater projects in Monroe County were completed. Revenues include: One Cent Infrastructure Sales Surtax, State Grants, Special Assessments and Clean Water State Revolving Loans.

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 and Waste Water Assessments. From these sources, debt payments are made on the 2003, 2007 and 2014 Revenue Bonds, and the Big Coppitt Clean Water SRF loan.

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. During the last Presidential election, Monroe County voters approved to extend the Sales Tax to December 31, 2032.

2014 Revenue Bond Funds account for the construction of major capital facilities such as fire stations, Freeman Justice Courthouse and payments to the Key Largo Waste Water district.

Big Coppitt, Duck Key and Long Key Waste Water Funds account for the construction of waste water systems in those respective unincorporated areas. Each waste water project has been partially funded by inter-fund transfers from the One Cent Infrastructure Sales Surtax. Other revenue resources include State grants, special assessments and Clean Water State Revolving Funds.

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 2020 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 2020 Adopted	Revenue Source	FY 2020 Adopted
Animal Shelters	1,466,513	Taxes	27,192,410
Bayshore Manor	1,001,981	Intergovernmental Revenue	14,148,920
BOCC Administrative	1,872,949	Charges For Services	1,152,100
BOCC Miscellaneous	1,461,019	Fines And Forfeits	5,000
Budgeted Transfers	2,441,358	Misc. Revenues	812,000
Clerk of Courts	5,156,225	Other Sources	21,024,826
County Administrator	677,454	Total Revenue	64,335,256
County Attorney	1,555,273		
Emergency Management	716,288		
Employee Services - Personnel	655,981		
Extension Services	251,227		
Facilities Maintenance	8,686,322		
Fire & Rescue Coordinator/Fire Academy	713,746		
Grants Management	181,979		
Guardian Ad Litem	288,019		
Human Service Advisory Board Funding	2,040,000		
Information Technology	3,451,567		
Judicial Administration	2,269,098		
Libraries	3,813,171		
Medical Examiner	695,917		
Office of Legislative Affairs	488,542		
Office of Management & Budget	649,404		
Office of Strategic Planning	163,237		
Office of Sustainability	846,151		
Other Non-profit Funding (Not HSAB)	139,625		
Parks & Recreation	98,446		
Property Appraiser	4,421,050		
Public Defender	532,108		
Public Works Management	296,447		
Purchasing	179,413		
Quasi-external Services	230,000		
Reserves	4,696,833		
Social Service Transportation	1,098,572		
State Attorney	392,788		
Supervisor of Elections	2,065,897		
Tax Collector	6,017,657		
Veteran Affairs	728,743		
Welfare Services	1,894,256		
Total Budget	64,335,256		

Affordable Housing Programs

Fund Number: **100**

Description: This fund accounts for revenues and expenditures of various low income housing programs.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Housing Assistance	290,000	Misc. Revenues	3,000
Reserves	26,000	Other Sources	313,000
Total Budget	316,000	Total Revenue	316,000

Monroe County Board of County Commissioners
Fiscal Years 2020 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).

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
BOCC Miscellaneous	1,261,000	Taxes	50,529,196
Budgeted Transfers	33,334	Charges For Services	10,728,000
Correction Facilities	2,811,935	Fines And Forfeits	72,500
Emergency Medical Air Transport	7,991,888	Misc. Revenues	386,000
LEEA	75,000	Other Sources	8,313,800
Monroe County Sheriff	52,262,505		
Reserves	5,593,834	Total Revenue	70,029,496
Total Budget	70,029,496		

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).

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	408,919	Taxes	2,612,000
Office of Sustainability	911,750	Intergovernmental Revenue	4,075,000
Reserves	1,462,653	Charges For Services	66,000
Road Department	12,685,347	Misc. Revenues	92,700
		Other Sources	8,622,969
Total Budget	15,468,669	Total Revenue	15,468,669

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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
BOCC Miscellaneous	1,744,784	Taxes	1,961,722
Property Appraiser	60,000	Other Sources	-98,086
Tax Collector	58,852		
Total Budget	1,863,636	Total Revenue	1,863,636

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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	72,713	Taxes	5,981,062
TDC Special Projects	1,174,283	Other Sources	2,923,107
TDC Two Penny Events	7,657,173		
Total Budget	8,904,169	Total Revenue	8,904,169

**Monroe County Board of County Commissioners
Fiscal Years 2020 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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	114,278	Taxes	12,393,938
TDC Two Penny Generic	15,370,199	Other Sources	3,090,539
Total Budget	15,484,477	Total Revenue	15,484,477

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	54,392	Taxes	9,975,788
TDC District 1 Third Penny	18,452,615	Other Sources	8,531,219
Total Budget	18,507,007	Total Revenue	18,507,007

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	14,975	Taxes	1,205,399
TDC District 2 Third Cent	1,888,118	Other Sources	697,694
Total Budget	1,903,093	Total Revenue	1,903,093

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	13,595	Taxes	2,868,338
TDC District 3 Third Cent	5,244,827	Other Sources	2,390,084
Total Budget	5,258,422	Total Revenue	5,258,422

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	13,002	Taxes	1,929,375
TDC District 4 Third Cent	2,274,445	Other Sources	358,072
Total Budget	2,287,447	Total Revenue	2,287,447

Monroe County Board of County Commissioners
Fiscal Years 2020 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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	26,318	Taxes	2,396,100
TDC District 5 Third Cent	4,103,118	Other Sources	1,733,336
Total Budget	4,129,436	Total Revenue	4,129,436

Impact Fees Fund - Roadway

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Impact Fees Roadways	1,484,856	Licenses And Permits	106,000
Total Budget	1,484,856	Misc. Revenues	10,525
		Other Sources	1,368,331
		Total Revenue	1,484,856

Impact Fees Fund - Parks & Rec

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Impact Fees Parks & Recreation	632,650	Licenses And Permits	41,200
Total Budget	632,650	Misc. Revenues	1,200
		Other Sources	590,250
		Total Revenue	632,650

Impact Fees Fund - Libraries

Fund Number: **132**

Description: This fund accounts for library impact fees collected within the County's Impact Fee Districts. Funds are used for the capital expansion of the county's library facilities. This fund is part of the County's Capital Improvement Plan (CIP).

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Impact Fees Libraries	1,232,190	Misc. Revenues	2,700
Total Budget	1,232,190	Other Sources	1,229,490
		Total Revenue	1,232,190

**Monroe County Board of County Commissioners
Fiscal Years 2020 Adopted Fiscal Plan Fund Summary**

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Impact Fees Solid Waste	104,263	Misc. Revenues	300
Total Budget	104,263	Other Sources	103,963
		Total Revenue	104,263

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Impact Fees Fire & EMS	140,867	Licenses And Permits	15,700
Total Budget	140,867	Misc. Revenues	130
		Other Sources	125,037
		Total Revenue	140,867

Fire & Ambulance District 1 L&M Key

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	1,173,110	Taxes	12,896,701
Fire & Rescue Central	12,340,121	Intergovernmental Revenue	38,000
Property Appraiser	230,997	Charges For Services	650,000
Reserves	1,751,565	Misc. Revenues	83,000
Tax Collector	385,851	Other Sources	2,213,943
Total Budget	15,881,644	Total Revenue	15,881,644

Unincorporated Svc Dist Parks & Rec

Fund Number: **147**

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

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	331,776	Taxes	2,303,018
Parks & Recreation	2,824,192	Intergovernmental Revenue	500,000
Reserves	240,369	Misc. Revenues	61,000
Tax Collector	68,941	Other Sources	601,260
Total Budget	3,465,278	Total Revenue	3,465,278

Monroe County Board of County Commissioners
Fiscal Years 2020 Adopted Fiscal Plan Fund Summary

Mstd - Png/bldg/code/fire Mar

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. Taxes listed here are Local Communication Service taxes. No Ad Valorem taxes were levied in this fund.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	1,392,847	Taxes	630,000
Code Compliance	2,281,778	Intergovernmental Revenue	2,042,307
County Attorney	876,860	Charges For Services	3,230,000
Environmental Resources	1,097,514	Fines And Forfeits	2,185,000
Fire & Rescue Coordinator/Fire Academy	1,276,421	Misc. Revenues	25,000
Fire Marshal	794,857	Other Sources	4,308,329
Planning Commission	88,409		
Planning Department	2,988,205	Total Revenue	12,420,636
Planning Refunds	20,000		
Property Appraiser	41,038		
Reserves	1,552,707		
Tax Collector	10,000		
Total Budget	12,420,636		

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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	14,338	Taxes	4,656,331
Monroe County Sheriff	8,729,804	Charges For Services	4,004,688
Property Appraiser	82,886	Misc. Revenues	13,000
Reserves	1,106,946	Other Sources	1,399,195
Tax Collector	139,240		
Total Budget	10,073,214	Total Revenue	10,073,214

911 Enhancement Fee

Fund Number: **150**

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

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Communications	515,300	Charges For Services	515,000
Total Budget	515,300	Misc. Revenues	300
		Total Revenue	515,300

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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
BOCC Miscellaneous	265,000	Licenses And Permits	117,566
Reserves	105,000	Misc. Revenues	4,500
Tax Collector	2,500	Other Sources	250,434
Total Budget	372,500	Total Revenue	372,500

**Monroe County Board of County Commissioners
Fiscal Years 2020 Adopted Fiscal Plan Fund Summary**

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 Housing Authority.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Housing Assistance	3,191,929	Intergovernmental Revenue	475,000
Total Budget	3,191,929	Misc. Revenues	185,000
		Other Sources	2,531,929
		Total Revenue	3,191,929

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Marine Resources	1,915,402	Charges For Services	755,000
Reserves	550,075	Misc. Revenues	30,000
Total Budget	2,465,477	Other Sources	1,680,477
		Total Revenue	2,465,477

Misc 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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
BOCC Miscellaneous	53,000	Other Sources	2,390,854
Building Department	88,400		
Communications	140,000	Total Revenue	2,390,854
Court Technology Fund	50,488		
Environmental Resources	70,000		
Fire & Rescue Coordinator/Fire Academy	5,000		
Judicial Administration	33,600		
Libraries	280,000		
Monroe County Sheriff	50,000		
Office of Sustainability	100,000		
Parks & Recreation	2,633		
Planning Department	50,000		
Public Defender	100,000		
Reserves	1,031,176		
State Attorney	335,000		
Welfare Services	1,557		
Total Budget	2,390,854		

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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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Environmental Resources	480,198	Fines And Forfeits	600,000
Parks & Recreation	9,083	Misc. Revenues	15,000
Reserves	172,158	Other Sources	46,439
Total Budget	661,439	Total Revenue	661,439

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Law Enforcement Trust	416,000	Misc. Revenues	5,000
Reserves	105,000	Other Sources	516,000
Total Budget	521,000	Total Revenue	521,000

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Judicial Administration	409,188	Charges For Services	450,000
Reserves	79,897	Misc. Revenues	35,000
Total Budget	489,085	Other Sources	4,085
		Total Revenue	489,085

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
BOCC Miscellaneous	55,000	Charges For Services	30,000
Reserves	14,025	Misc. Revenues	500
Total Budget	69,025	Other Sources	38,525
		Total Revenue	69,025

**Monroe County Board of County Commissioners
Fiscal Years 2020 Adopted Fiscal Plan Fund Summary**

Marathon Municipal Service Taxing Unit

Fund Number: **166**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities within the City of Marathon.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	269	Other Sources	2,569
Tax Collector	300		
Wastewater MSTUs	2,000	Total Revenue	2,569
Total Budget	2,569		

Bay Point Wastewater Municipal Service Taxing Unit

Fund Number: **168**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Bay Point.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	1,900	Other Sources	43,588
Wastewater MSTUs	41,688	Total Revenue	43,588
Total Budget	43,588		

Big Coppitt Wastewater Municipal Service Taxing Unit

Fund Number: **169**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Big Coppitt.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	100	Other Sources	507
Wastewater MSTUs	407	Total Revenue	507
Total Budget	507		

Key Largo Wastewater Municipal Service Taxing Unit

Fund Number: **170**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Key Largo.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	500	Other Sources	7,745
Wastewater MSTUs	7,245	Total Revenue	7,745
Total Budget	7,745		

Stock Island Wastewater MSTU

Fund Number: **171**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Stock Island.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	80,000	Licenses And Permits	140,000
Tax Collector	5,000	Misc. Revenues	11,200
Wastewater MSTUs	672,634	Other Sources	606,434
Total Budget	757,634	Total Revenue	757,634

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Conch Key Municipal Service Taxing Unit

Fund Number: **174**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Conch Key.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	100	Other Sources	500
Wastewater MSTUs	400		
		Total Revenue	500
Total Budget	500		

Long Key, Layton Municipal Service Taxing Unit

Fund Number: **175**

Description: This taxing unit was created to provide wastewater and reclaimed water services and facilities on Long Key and Layton.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	50,449	Other Sources	252,554
Wastewater MSTUs	202,105		
		Total Revenue	252,554
Total Budget	252,554		

Duck Key Municipal Service Taxing Unit

Fund Number: **176**

Description: This taxing unit was created to provide wastewater services to the Duck Key service district.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	13,200	Other Sources	58,763
Wastewater MSTUs	45,563		
		Total Revenue	58,763
Total Budget	58,763		

Canal #266 MSBU

Fund Number: **177**

Description: This taxing unit was created to provide the maintenance of local improvements for Canal #266 in Big Pine Key. The BOCC has not finalized the budget for this fund at the time of the proposed budget.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Canals	32,147	Misc. Revenues	34,943
Tax Collector	1,049	Other Sources	-1,747
		Total Revenue	33,196
Total Budget	33,196		

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	538,659	Licenses And Permits	5,900,000
Building Department	5,941,434	Charges For Services	120,000
Building Refunds	30,000	Misc. Revenues	50,000
County Attorney	68,172	Other Sources	933,908
Reserves	425,643		
		Total Revenue	7,003,908
Total Budget	7,003,908		

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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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
2003 Revenue Bond	18,411,948	Misc. Revenues	5,100
Reserves	2,000,000	Other Sources	20,406,848
Total Budget	20,411,948	Total Revenue	20,411,948

One Cent Infra-structure Sales Tax

Fund Number: **304**

Description: The One Cent Infra-structure 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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	27,665,533	Taxes	23,000,000
Economic Environment Capital Projects	656,496	Misc. Revenues	50,000
General Gov Cap Projects	2,853,934	Other Sources	18,513,467
Parks & Recreation Capital Projects	3,305,253	Total Revenue	41,563,467
Physical Environment Projects	236,790		
Public Safety Capital Projects	150,000		
Public Works Management	1,542,171		
Reserves	3,275,391		
Transportation Capital Projects	1,877,899		
Total Budget	41,563,467		

Clerks Rev Note, Capital

Fund Number: **306**

Description: This fund is used to account for the Clerks network system.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Court Services Network System	100,000	Other Sources	100,000
Total Budget	100,000	Total Revenue	100,000

Infr Sls Srtx Rev Bds 2007

Fund Number: **308**

Description: This fund is used to account for Capital Infrastructure projects financed by the 2007 Revenue Bonds.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	266,271	Misc. Revenues	5,000
Total Budget	266,271	Other Sources	261,271
		Total Revenue	266,271

Big Coppitt Waste Water Project

Fund Number: **310**

Description: This fund accounts for the revenue and expenditures related to the construction of the Big Coppitt Waste Water Project.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Wastewater MSTU Capital	712,000	Licenses And Permits	330,000
Total Budget	712,000	Misc. Revenues	5,000
		Other Sources	377,000
		Total Revenue	712,000

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Duck Key Waste Water Project

Fund Number: **311**

Description: This fund accounts for the revenues and expenditures related to the construction of the Duck Key Waste Water Project.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	127,325	Licenses And Permits	80,000
Wastewater MSTU Capital	35,000	Misc. Revenues	3,500
Total Budget	162,325	Other Sources	78,825
		Total Revenue	162,325

Cudjoe Regional WW Project

Fund Number: **312**

Description: This fund accounts for the revenue and expenditures related to the construction of the Cudjoe Regional Wastewater Project. The Clean Water State Revolving Finance (SRF) Loan (\$78,481,180) is listed as part of "Other Sources" under Revenue.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	5,508,675	Licenses And Permits	2,343,905
Wastewater MSTU Capital	2,726,871	Other Sources	5,891,641
Total Budget	8,235,546	Total Revenue	8,235,546

Series 2014 Revenue Bonds

Fund Number: **314**

Description: This fund is used to account for capital improvement projects financed by the 2014 Revenue Bonds.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
General Gov Cap Projects	1,680,089	Other Sources	25,486,330
Parks & Recreation Capital Projects	5,905,385	Total Revenue	25,486,330
Public Safety Capital Projects	17,900,856		
Total Budget	25,486,330		

Long Key Wastewater

Fund Number: **315**

Description: This fund accounts for the revenues and expenditures related to the construction of the Long Key Wastewater Project.

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Reserves	730,569	Misc. Revenues	2,100
Total Budget	730,569	Other Sources	728,469
		Total Revenue	730,569

Land Acquisition

Fund Number: **316**

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

<u>Appropriations by Department</u>	<u>FY 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Physical Environment Projects	3,175,000	Other Sources	3,175,000
Total Budget	3,175,000	Total Revenue	3,175,000

Monroe County Board of County Commissioners
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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 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	79,776	Charges For Services	1,200,000
Card Sound Road	982,082	Misc. Revenues	30,000
County Engineering General	100,762	Other Sources	412,287
Reserves	479,667		
Total Budget	1,642,287	Total Revenue	1,642,287

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 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	137,385	Charges For Services	1,018,000
Marathon Airport	1,629,676	Misc. Revenues	20,000
Reserves	168,216	Other Sources	897,277
Total Budget	1,935,277	Total Revenue	1,935,277

Key West Intl 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 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	477,280	Charges For Services	8,235,000
Fire & Rescue Key West Airport	1,753,603	Fines And Forfeits	600
Key West Airport	9,168,385	Misc. Revenues	45,000
Reserves	174,674	Other Sources	3,293,342
Total Budget	11,573,942	Total Revenue	11,573,942

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).

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	295,000	Charges For Services	1,800,000
PFC	7,600,000	Misc. Revenues	150,000
Reserves	300,000	Other Sources	6,245,000
Total Budget	8,195,000	Total Revenue	8,195,000

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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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	235,202	Licenses And Permits	530,000
Reserves	2,662,999	Charges For Services	18,448,000
Solid Waste	21,951,008	Misc. Revenues	47,000
		Other Sources	5,824,209
Total Budget	24,849,209	Total Revenue	24,849,209

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	69,064	Charges For Services	2,339,200
Employee Services - Loss Control	54,840	Misc. Revenues	350,000
Employee Services - Worker's Comp	5,447,540	Other Sources	3,141,533
Reserves	259,289		
Total Budget	5,830,733	Total Revenue	5,830,733

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	127,936	Charges For Services	22,404,685
Employee Services - Group Insurance	26,952,545	Misc. Revenues	250,000
Reserves	5,026,389	Other Sources	9,452,185
Total Budget	32,106,870	Total Revenue	32,106,870

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 2020 Adopted</u>	<u>Revenue Source</u>	<u>FY 2020 Adopted</u>
Budgeted Transfers	990,047	Charges For Services	4,367,010
County Attorney - Risk Mgmt.	4,715,727	Misc. Revenues	165,000
Employee Services - Loss Control	897,065	Other Sources	3,597,829
Reserves	1,527,000		
Total Budget	8,129,839	Total Revenue	8,129,839

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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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
Budgeted Transfers	616,939	Charges For Services	3,731,776
Fleet Management	3,570,776	Misc. Revenues	10,000
Reserves	576,299	Other Sources	1,022,238
Total Budget	4,764,014	Total Revenue	4,764,014

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.

Appropriations by Department	FY 2020 Adopted	Revenue Source	FY 2020 Adopted
LOSAP	48,000	Misc. Revenues	47,000
Reserves	17,500	Other Sources	18,500
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.

Projected Changes in Fund Balances

	Fund	Audited	Fiscal Year 2019		Projected Impact	Estimated	% Change in Fund Balance	Reasons for the
		9/30/2018 Fund Bal	Estimated Actual		of Operations	9/30/2019 Fund Bal		changes in FY19 Fund Balance
			Revenues	Expenses	Positive/Negative			
GENERAL FUND								
001	General Fund	33,434,191	53,836,224	52,205,703	1,630,520	35,064,711	5%	Decrease in expenditures for debt and Quarry Project and increase in excess fee revenues.
	Total General Fund	33,434,191	53,836,224	52,205,703	1,630,520	35,064,711	5%	
SPECIAL REVENUE FUNDS								
100	Affordable Housing Programs	395,619	11,230	0	11,230	406,849	3%	
101	Law Enforcement, Jail, Judicial	21,255,008	62,582,963	59,738,204	2,844,759	24,099,767	13%	Decrease in anticipated expenditures for Sheriff and increase in Trauma Star revenue.
102	Roads and Bridges	14,439,834	6,918,357	8,676,808	(1,758,451)	12,681,383	-12%	Additional Road Projects.
104	Middle Keys Health Care	0	0	0	0	0		
115	TDC Two Penny	4,875,902	6,701,927	5,644,917	1,057,010	5,932,912	22%	Estimated increase in Bed Tax.
116	TDC Two Penny Generic	6,248,556	13,769,151	10,817,148	2,952,004	9,200,560	47%	Estimated increase in Bed Tax.
117	TDC District 1 Third Penny	12,189,309	11,241,477	8,457,514	2,783,962	14,973,271	23%	Estimated increase in Bed Tax.
118	TDC District 2 Third Penny	1,241,781	1,306,815	1,069,434	237,381	1,479,162	19%	Estimated increase in Bed Tax.
119	TDC District 3 Third Penny	3,372,407	3,282,999	2,466,957	816,042	4,188,449	24%	Estimated increase in Bed Tax.
120	TDC District 4 Third Penny	1,948,942	2,027,162	1,952,600	74,563	2,023,505	4%	Estimated increase in Bed Tax.
121	TDC District 5 Third Penny	2,514,777	2,917,516	2,269,207	648,309	3,163,086	26%	Estimated increase in Bed Tax.
125	Grants							Timing of reimbursements from Federal & State agencies.
130	Impact Fees Fund-Roadways	1,532,781	151,704	0	151,704	1,684,485	10%	No projected activity for FY19.
131	Impact Fees Fund-Parks	696,392	68,094	0	68,094	764,487	10%	No projected activity for FY19.
132	Impact Fees Fund-Libraries	1,186,295	37,357	0	37,357	1,223,652	3%	No projects approved for FY19.
133	Impact Fees Fund-Solid Waste	102,347	2,917	0	2,917	105,265	3%	No projects approved for FY19.
134	Impact Fees Fund-Police	129,148	508	129,656	(129,148)	0	-100%	Closed Fund in FY19.
135	Impact Fees Fund-Fire Facilities	111,786	31,410	0	31,410	143,196	28%	No projects approved for FY19.
136	Employee Fair Share Housing	44,754	176	44,930	(44,754)	0	-100%	Closed Fund in FY19.
141	Fire & Ambulance District 1	4,325,400	13,675,254	13,255,977	419,277	4,744,677	10%	
147	Unincorporated Parks & Beaches	771,399	2,299,945	2,390,438	(90,493)	680,907	-12%	Decrease in revenues from Park closures.
148	MSTD-PIng/Bldg./Code/Fire Mar	9,099,509	7,760,101	8,242,808	(482,707)	8,616,801	-5%	
149	Municipal Policing	1,741,200	8,267,428	8,568,866	(301,439)	1,439,762	-17%	Decrease in Excess Fees.
150	911 Enhancement Fund	194	466,648	466,703	(55)	139	0%	
152	Duck Key Security District	322,116	112,591	96,257	16,334	338,450	5%	
153	Local Housing Asst Trust Fund	2,843,044	600,304	1,062,962	(462,658)	2,380,386	-16%	State and Mortgage Satisfaction Revenue. Timing of reimbursement.
157	Boating Improvement Fund	3,131,636	857,453	901,754	(44,301)	3,087,335	-1%	
158	Misc. Special Revenue Fund	3,079,206	917,979	861,767	56,212	3,135,418	2%	Timing of funded projects.
160	Environmental Restoration Fund	2,739,042	1,353,499	283,938	1,069,561	3,808,603	39%	Increased mitigation fees revenue. No planned projects for FY19.
162	Law Enforcement Trust Fund	603,622	16,894	13,000	3,894	607,516	1%	
163	Court Facilities Fees Trust (602)	3,824,865	589,534	172,931	416,604	4,241,469	11%	No Courthouse projects are proposed for FY19.
164	Clerk's Drug Abuse Trust (603)	58,550	35,676	31,833	3,844	62,394	7%	Timing of funded projects.
166	Marathon MSTU	2,601	74	0	74	2,676	3%	Administrative cost of finalizing the Wastewater System.

Projected Changes in Fund Balances

	Fund	Fiscal Year 2020		Projected Impact of Operations Positive/Negative	Estimated 9/30/2020 Fund Bal	% Change in Fund Balance	Reasons for the changes in FY20 Fund Balance
		Estimated Revenues	Actual Expenses				
GENERAL FUND							
001	General Fund	52,668,495	55,711,167	(3,042,672)	32,022,039	-9%	Increase in estimated expenditures, hurricane reserves and other increasing needs.
	Total General Fund	52,668,495	55,711,167	(3,042,672)	32,022,039	-9%	
SPECIAL REVENUE FUNDS							
100	Affordable Housing Programs	2,850	0	2,850	409,699	1%	
101	Law Enforcement, Jail, Judicial	61,396,495	64,006,959	(2,610,463)	21,489,304	-11%	Increase in the Sheriff's budget by \$2.8M. Fund balance within BOCC policy.
102	Roads and Bridges	6,661,688	13,146,490	(6,484,802)	6,196,581	-51%	Additional expenditures for large road projects.
104	Middle Keys Health Care	1,863,636	1,863,636	0	0	0%	New MSTU Fisherman's Hospital
115	TDC Two Penny	5,682,009	6,061,849	(379,840)	5,553,072	-6%	95% of the TDC budgeted revenue and conservative expenditures.
116	TDC Two Penny Generic	11,774,241	12,251,746	(477,505)	8,723,055	-5%	95% of the TDC budgeted revenue and conservative expenditures.
117	TDC District 1 Third Penny	9,476,999	10,696,357	(1,219,358)	13,753,913	-8%	95% of the TDC budgeted revenue and conservative expenditures.
118	TDC District 2 Third Penny	1,145,129	1,184,455	(39,326)	1,439,837	-3%	95% of the TDC budgeted revenue and conservative expenditures.
119	TDC District 3 Third Penny	2,724,921	1,968,192	756,730	4,945,179	18%	95% of the TDC budgeted revenue and conservative expenditures.
120	TDC District 4 Third Penny	1,832,906	1,318,770	514,136	2,537,641	25%	95% of the TDC budgeted revenue and conservative expenditures.
121	TDC District 5 Third Penny	2,276,295	2,697,771	(421,476)	2,741,610	-13%	95% of the TDC budgeted revenue and conservative expenditures.
125	Grants						
130	Impact Fees Fund-Roadways	106,500	929,520	(823,020)	861,465	-49%	Projected expenditure increases for ongoing bridge projects.
131	Impact Fees Fund-Parks	49,400	0	49,400	813,887	6%	No projected activity for FY20.
132	Impact Fees Fund-Libraries	12,000	0	12,000	1,235,652	1%	Plan to use remaining Impact fees for New Marathon Library when complete.
133	Impact Fees Fund-Solid Waste	900	0	900	106,165	1%	No projected activity for FY20.
134	Impact Fees Fund-Police						
135	Impact Fees Fund-Fire Facilities	15,180	0	15,180	158,376	11%	No projects approved for FY20.
136	Employee Fair Share Housing						
141	Fire & Ambulance District 1	13,421,550	13,508,222	(86,672)	4,658,005	-2%	Adding 4 FTE's for 1 position (2 to 3 FTE's) for Sugarloaf Fire Station and 4% salary increase for IAFF.
147	Unincorporated Parks & Beaches	2,816,777	2,957,825	(141,048)	539,859	-21%	Parks and Recreation Department Implementation.
148	MSTD-Ping/Bldg./Code/Fire Mar	7,716,692	10,194,055	(2,477,363)	6,139,438	-29%	Increased 4 FTE's for Fire and Comp Plan Updates/Code. Fund balance within BOCC policy.
149	Municipal Policing	8,898,787	8,961,825	(63,039)	1,376,723	-4%	Sheriff Budget Increase.
150	911 Enhancement Fund	489,250	489,250	0	139	0%	
152	Duck Key Security District	118,314	166,100	(47,786)	290,664	-14%	Increase in expenditures for security needs.
153	Local Housing Asst Trust Fund	646,800	784,000	(137,200)	2,243,186	-6%	State and Mortgage Satisfaction Revenue. Timing of reimbursement.
157	Boating Improvement Fund	745,750	768,008	(22,258)	3,065,077	-1%	
158	Misc. Special Revenue Fund	717,980	808,618	(90,638)	3,044,780	-3%	Timing of funded projects.
160	Environmental Restoration Fund	505,390	274,936	230,454	4,039,058	6%	Increased mitigation fees revenue. No planned projects for FY20.
162	Law Enforcement Trust Fund	4,750	100,000	(95,250)	512,266	-16%	Conservative revenue and expenditure estimates.
163	Court Facilities Fees Trust (602)	460,750	286,432	174,318	4,415,787	4%	No Courthouse projects are proposed for FY20.
164	Clerk's Drug Abuse Trust (603)	31,500	30,487	1,013	63,406	2%	Timing of funded projects.
166	Marathon MSTU	50	102	(52)	2,624	-2%	Administrative cost of finalizing the Wastewater System.

Projected Changes in Fund Balances

	Fund	Audited	Fiscal Year 2019		Projected Impact	Estimated	% Change in Fund Balance	Reasons for the changes in FY19 Fund Balance
		9/30/2018 Fund Bal	Estimated	Actual	of Operations	9/30/2019 Fund Bal		
			Revenues	Expenses	Positive/Negative			
168	Bay Point MSTU	46,208	1,311	69	1,243	47,451	3%	Administrative cost of finalizing the Wastewater System.
169	Big Coppitt MSTU	612	16	107	(91)	521	-15%	Administrative cost of finalizing the Wastewater System.
170	Key Largo MSTU	7,759	1,237	30	1,207	8,966	16%	Administrative cost of finalizing the Wastewater System.
171	Stock Island MSTU	904,456	212,687	278,937	(66,250)	838,205	-7%	Increase in expenditures for Utilities payment.
174	Conch Key MSTU	494	14	0	14	507	3%	
175	Long Key/Layton MSTU	257,128	7,259	2,997	4,262	261,390	2%	
176	Duck Key MSTU	58,763	1,645	10,651	(9,006)	49,757	-15%	
177	Canal #266 MSBU							
180	Building Fund	2,622,306	5,757,846	6,218,927	(461,081)	2,161,225	-18%	Increased costs for enhanced service delivery.
	Total Special Revenue Funds	108,725,749	153,987,159	144,128,326	9,858,833	118,584,582	9%	
CAPITAL PROJECT FUNDS								
304	1 Cent Infrastructure Surtax	21,032,084	24,255,206	14,887,275	9,367,931	30,400,015	45%	On-going Debt Service Payments, General Gov't. Projects, Backlog Paving, NRCS Grant Match
308	2007 Revenue Bond	277,598	6,928	100,777	(93,849)	183,749	-34%	Anticipate Closing Fund FY20.
310	Big Coppitt Wastewater Project	489,157	593,115	702,994	(109,879)	379,278	-22%	Quarry Project.
311	Duck Key Wastewater Project	280,098	119,180	28,809	90,371	370,469	32%	Special Assessment fees are collected and used for Admin fees.
312	Cudjoe Regional WW Project	17,201,328	8,484,306	10,364,636	(1,880,329)	15,320,999	-11%	Finalize FKAA payments and Payment for Debt Service begins.
314	2014 Revenue Bond	26,862,491	472,101	6,588,442	(6,116,341)	20,746,150	-23%	Continuation of Projects from Bond Proceeds.
315	Long Key Wastewater	734,060	8,644	4,966	3,678	737,738	1%	Finalize FKAA payments.
316	Land Acquisition (\$10M)	4,384,909	156,618	2,732,089	(2,575,471)	1,809,438	-59%	Expenditures to acquire new land.
	Total Capital Projects Funds	71,261,725	34,096,098	35,409,988	(1,313,889)	69,947,836	-2%	
ENTERPRISE FUNDS								
401	Card Sound	1,116,799	1,865,021	929,584	935,438	2,052,237	84%	Increase in revenue from implementing the All Electronic Tolling (AET).
403	Marathon Airport	1,250,840	2,222,000	2,450,524	(228,523)	1,022,317	-18%	Timing of Grant projects and reimbursements.
404	Key West Airport	3,344,608	10,804,959	10,714,928	90,031	3,434,639	3%	Timing of Grant projects and reimbursements.
414	MSD Solid Waste	19,925,104	37,568,000	20,500,951	17,067,049	36,992,153	86%	FEMA reimbursements for Hurricane Debris.
	Total Enterprise Funds	25,637,351	52,459,981	34,595,987	17,863,994	43,501,345	70%	
INTERNAL SERVICE FUNDS								
501	Worker's Comp	2,373,325	2,721,717	2,290,054	431,663	2,804,988	18%	Increase in anticipated claims.
502	Group Insurance	13,339,024	18,712,324	18,562,536	149,787	13,488,811	1%	Intentional revenue reduction to stabilize fund balance.
503	Risk Management	2,871,912	8,106,999	1,104,188	7,002,811	9,874,723	244%	Increase due to Hurricane Irma Insurance proceeds.
504	Fleet Management	2,434,746	3,111,623	3,384,922	(273,299)	2,161,447	-11%	Increase for Car Wash (Mth) and other anticipated increases.
	Total Internal Service Funds	21,019,007	32,652,662	25,341,700	7,310,962	28,329,969	35%	
AGENCY TRUST FUND								
610	LOSAP Fire & EMS	869,044	28,336	38,334	(9,998)	859,046	-1%	
	Total Agency Trust Fund	869,044	28,336	38,334	(9,998)	859,046	-1%	
	Grand Total	260,947,067	327,060,460	291,720,038	35,340,422	296,287,489	14%	

Projected Changes in Fund Balances

	Fund	Fiscal Year 2020		Projected Impact of Operations Positive/Negative	Estimated 9/30/2020 Fund Bal	% Change in Fund Balance	Reasons for the changes in FY20 Fund Balance
		Estimated Revenues	Actual Expenses				
168	Bay Point MSTU	200	3,020	(2,820)	44,631	-6%	Administrative cost of finalizing the Wastewater System.
169	Big Coppitt MSTU	18	100	(82)	439	-16%	Administrative cost of finalizing the Wastewater System.
170	Key Largo MSTU	95	100	(5)	8,961	0%	Administrative cost of finalizing the Wastewater System.
171	Stock Island MSTU	144,040	278,437	(134,397)	703,808	-16%	Increase in expenditures for Utilities payment.
174	Conch Key MSTU	2	0	2	509	0%	
175	Long Key/Layton MSTU	7,000	10,000	(3,000)	258,390	-1%	
176	Duck Key MSTU	700	1,000	(300)	49,457	-1%	
177	Canal #266 MSBU	33,894	33,195	699	699	N/A	New MSBU
180	Building Fund	5,887,500	6,281,193	(393,693)	1,767,531	-18%	Conservative revenue estimates for Building Permit Fees.
	Total Special Revenue Funds	147,668,939	162,062,650	(14,393,711)	104,190,871	-12%	
	CAPITAL PROJECT FUNDS						
304	1 Cent Infrastructure Surtax	22,197,500	34,143,965	(11,946,465)	18,453,550	-39%	Conservative revenue estimate. Ongoing Debt Service Payments, General Gov't. Projects, Backlog Paving.
308	2007 Revenue Bond						
310	Big Coppitt Wastewater Project	335,000	712,000	(377,000)	2,278	-99%	Special Assessment fees are collected and used for Debt Service.
311	Duck Key Wastewater Project	83,500	34,300	49,200	419,669	13%	Special Assessment fees are collected and used for Admin fees.
312	Cudjoe Regional WW Project	2,343,905	8,235,546	(5,891,641)	9,429,358	-38%	Debt Service payment and Finalize all projects.
314	2014 Revenue Bond	13,000,000	20,957,456	(7,957,456)	12,788,694	-38%	Anticipated project funding.
315	Long Key Wastewater	0	700,060	(700,060)	37,678	-95%	Transfer any remaining funds to Fund 304.
316	Land Acquisition (\$10M)	1,270,000	3,150,688	(1,880,688)	(71,250)	-104%	Expenditures to acquire new land.
	Total Capital Projects Funds	39,229,905	67,934,015	(28,704,110)	41,243,726	-41%	
	ENTERPRISE FUNDS						
401	Card Sound	1,168,500	1,140,963	27,537	2,079,774	1%	Restripe Card Sound Road.
403	Marathon Airport	986,100	1,230,928	(244,828)	777,489	-24%	Increase in required grant match for on going projects.
404	Key West Airport	8,114,988	7,918,430	196,558	3,631,197	6%	Increase in required grant match for on going projects.
414	MSD Solid Waste	18,633,900	19,991,109	(1,357,209)	35,634,944	-4%	Conservative revenue and expenditure estimates.
	Total Enterprise Funds	28,903,488	30,281,430	(1,377,942)	42,123,403	-3%	
	INTERNAL SERVICE FUNDS						
501	Worker's Comp	2,682,200	2,653,115	29,085	2,834,072	1%	
502	Group Insurance	22,912,626	21,553,946	1,358,680	14,847,491	10%	Increase in anticipated claim costs with revenue to support it.
503	Risk Management	4,468,446	6,934,264	(2,465,818)	7,408,905	-25%	Projected cost increases for Insurances.
504	Fleet Management	3,552,687	4,009,176	(456,489)	1,704,958	-21%	Projected cost increases.
	Total Internal Service Funds	33,615,959	35,150,501	(1,534,542)	26,795,427	-5%	
	AGENCY TRUST FUND						
610	LOSAP Fire & EMS	44,950	46,100	(1,150)	857,896	0%	
	Total Agency Trust Fund	44,950	46,100	(1,150)	857,896	0%	
	Grand Total	302,131,735	351,185,863	(49,054,128)	247,233,361	-17%	

Monroe County Board of County Commissioners FY 2020 Adopted Fiscal Plan Revenue Summary

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Taxes</u>						
Ad Valorem Taxes	77,511,080	81,472,460	89,972,952	89,972,952	94,278,158	4.8 %
Sales & Use Taxes	65,140,475	60,040,565	65,808,147	65,808,147	67,073,220	1.9 %
Local Communications Service Tax	610,480	585,882	630,000	630,000	630,000	0 %
Local Business Tax	487,491	559,503	480,000	480,000	550,000	14.6 %
State Grants	-	-	-	70,200	-	0 %
Total Taxes	143,749,526	142,658,409	156,891,099	156,961,299	162,531,378	3.6 %
<u>Licenses And Permits</u>						
Building Permits	4,608,920	4,941,266	5,022,000	5,079,022	5,900,000	17.5 %
Franchise Fees	539,757	548,730	530,000	530,000	530,000	0 %
Impact Fees	282,045	183,161	107,200	107,200	162,900	52.0 %
Special Assessments	1,828,850	2,872,378	2,901,435	2,989,650	3,011,471	3.8 %
Total Licenses And Permits	7,259,572	8,545,535	8,560,635	8,705,872	9,604,371	12.2 %
<u>Intergovernmental Revenue</u>						
Federal Grants	7,770,222	30,136,427	-	63,751,674	-	0 %
Fed Pmts In Lieu Of Taxes	1,568,655	1,554,064	1,043,456	1,043,456	1,375,000	31.8 %
State Grants	6,843,671	9,096,488	-	25,506,505	-	0 %
State Shared Revenues	18,917,271	19,428,451	19,770,227	19,770,227	19,904,227	0.7 %
Grants from other Local Units	45,115	431,894	-	3,208,816	-	0 %
Transportation	-	1,235	-	150,000	-	0 %
Total Intergovernmental Revenue	35,144,934	60,648,559	20,813,683	113,430,678	21,279,227	2.2 %
<u>Charges For Services</u>						
General Government	29,095,006	31,418,511	33,495,303	33,581,227	36,376,671	8.6 %
Public Safety	13,957,632	14,990,436	14,896,238	15,039,672	15,819,688	6.2 %
Physical Environment	17,514,387	20,145,059	18,359,293	18,359,293	18,448,000	0.5 %
Transportation	12,174,944	10,348,727	11,198,000	14,833,002	12,324,600	10.1 %
Economic Environment	392,364	518,889	545,755	545,755	131,000	(76.0)%
Human Services	370,811	390,406	340,000	340,000	365,500	7.5 %
Culture/recreation	819,930	754,125	796,000	796,000	761,000	(4.4)%
Court-related Revenues	616,099	577,501	490,000	541,642	950,000	93.9 %
Otr Charges For Svces	49,304	20,722	70,000	70,000	68,000	(2.9)%
Total Charges For Services	74,990,476	79,164,376	80,190,589	84,106,591	85,244,459	6.3 %
<u>Fines And Forfeits</u>						
Court Cases	955,089	812,189	638,000	638,000	675,000	5.8 %
Library Fines	9,820	8,832	-	4,189	-	0 %
Violation-Incl Ordin	1,781,957	2,575,542	1,453,100	1,484,947	2,188,100	50.6 %
Other Fines And/or Forfeits	2,945	-	-	-	-	0 %
Total Fines And Forfeits	2,749,810	3,396,563	2,091,100	2,127,136	2,863,100	36.9 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Misc. Revenues</u>						
Interest Earnings	2,586,414	3,817,804	674,605	677,717	1,594,055	136.3 %
Rent/royalties	524,813	546,388	555,000	555,000	555,000	0 %
Special Assessments	128	-	-	-	34,943	0 %
Sale/comp-loss Of Assets	41,702	26,267	-	-	-	0 %
Contrib From Priv Sources	73,261	108,652	-	18,027	-	0 %
Pension Fund Contributions	36,940	24,448	37,000	37,000	37,000	0 %
Other Misc Revenues	2,129,824	5,321,256	725,700	890,948	825,700	13.8 %
Total Misc. Revenues	<u>5,393,081</u>	<u>9,844,815</u>	<u>1,992,305</u>	<u>2,178,691</u>	<u>3,046,698</u>	<u>52.9 %</u>
<u>Other Sources</u>						
Interfund Transfer	38,619,997	37,059,424	17,598,221	33,809,406	38,474,549	118.6 %
Debt Proceeds	25,397,527	31,183,750	-	-	-	0 %
Transfer in Excess Fees	7,817,650	9,207,476	6,445,425	6,445,425	7,045,400	9.3 %
Other Non-revenues	-	-	116,875,828	153,863,053	142,607,224	22.0 %
Total Other Sources	<u>71,835,174</u>	<u>77,450,650</u>	<u>140,919,474</u>	<u>194,117,885</u>	<u>188,127,173</u>	<u>33.5 %</u>
County Total Revenue	<u>341,122,574</u>	<u>381,708,908</u>	<u>411,458,885</u>	<u>561,628,153</u>	<u>472,696,406</u>	<u>14.9 %</u>

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund						
<u>Taxes</u>						
Ad Valorem Taxes	15,663,751	16,822,567	19,880,140	19,880,140	21,931,190	10.3 %
Sales & Use Taxes	4,564,973	4,095,460	4,696,147	4,696,147	4,711,220	0.3 %
Local Business Tax	487,491	559,503	480,000	480,000	550,000	14.6 %
Total Taxes	<u>20,716,215</u>	<u>21,477,530</u>	<u>25,056,287</u>	<u>25,056,287</u>	<u>27,192,410</u>	<u>8.5 %</u>
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	1,357,230	1,374,509	1,043,456	1,043,456	1,375,000	31.8 %
State Shared Revenues	12,630,939	12,907,048	13,850,542	13,850,542	12,773,920	(7.8)%
Total Intergovernmental Revenue	<u>13,988,169</u>	<u>14,281,557</u>	<u>14,893,998</u>	<u>14,893,998</u>	<u>14,148,920</u>	<u>(5.0)%</u>
<u>Charges For Services</u>						
General Government	237,525	221,363	235,000	235,000	235,000	- %
Transportation	6,113	5,939	10,000	10,000	5,600	(44.0)%
Human Services	370,811	390,406	340,000	340,000	365,500	7.5 %
Culture/recreation	6,256	4,854	6,000	6,000	6,000	- %
Court-related Revenues	-	-	-	-	500,000	- %
Otr Charges For Svces	40,880	2,998	42,000	42,000	40,000	(4.8)%
Total Charges For Services	<u>661,584</u>	<u>625,559</u>	<u>633,000</u>	<u>633,000</u>	<u>1,152,100</u>	<u>82.0 %</u>
<u>Fines And Forfeits</u>						
Court Cases	2,927	2,679	8,000	8,000	5,000	(37.5)%
Violation-lcl Ordin	-	6	-	-	-	- %
Total Fines And Forfeits	<u>2,927</u>	<u>2,685</u>	<u>8,000</u>	<u>8,000</u>	<u>5,000</u>	<u>(37.5)%</u>
<u>Misc. Revenues</u>						
Interest Earnings	178,832	235,028	106,000	106,000	212,000	100.0 %
Rent/royalties	482,099	507,833	500,000	500,000	500,000	- %
Sale/comp-loss Of Assets	9,743	1,521	-	-	-	- %
Contrib From Priv Sources	70,661	88,566	-	11,068	-	- %
Other Misc Revenues	59,406	78,326	100,000	100,000	100,000	- %
Total Misc. Revenues	<u>800,740</u>	<u>911,274</u>	<u>706,000</u>	<u>717,068</u>	<u>812,000</u>	<u>15.0 %</u>
<u>Other Sources</u>						
Interfund Transfer	5,458,771	4,332,711	5,458,771	6,884,318	6,492,601	18.9 %
Transfer in Excess Fees	6,104,799	6,309,269	4,500,000	4,500,000	5,000,000	11.1 %
Other Non-revenues	-	-	10,437,455	10,437,455	9,532,225	(8.7)%
Total Other Sources	<u>11,563,570</u>	<u>10,641,980</u>	<u>20,396,226</u>	<u>21,821,773</u>	<u>21,024,826</u>	<u>3.1 %</u>
Total Administration Revenue	<u><u>47,733,206</u></u>	<u><u>47,940,584</u></u>	<u><u>61,693,511</u></u>	<u><u>63,130,126</u></u>	<u><u>64,335,256</u></u>	<u><u>4.3 %</u></u>

Affordable Housing Programs

<u>Misc. Revenues</u>						
Interest Earnings	1,943	3,405	1,100	1,100	3,000	172.7 %
Total Misc. Revenues	<u>1,943</u>	<u>3,405</u>	<u>1,100</u>	<u>1,100</u>	<u>3,000</u>	<u>172.7 %</u>
<u>Other Sources</u>						
Other Non-revenues	-	-	312,900	312,900	313,000	0.0 %
Total Other Sources	<u>-</u>	<u>-</u>	<u>312,900</u>	<u>312,900</u>	<u>313,000</u>	<u>0.0 %</u>
Total Administration Revenue	<u><u>1,943</u></u>	<u><u>3,405</u></u>	<u><u>314,000</u></u>	<u><u>314,000</u></u>	<u><u>316,000</u></u>	<u><u>0.6 %</u></u>

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Fine & Forfeiture Fund</u>						
<u>Taxes</u>						
Ad Valorem Taxes	46,372,637	47,276,848	50,529,196	50,529,196	50,529,196	-
Total Taxes	46,372,637	47,276,848	50,529,196	50,529,196	50,529,196	-
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	95,456	75,127	-	-	-	-
Total Intergovernmental Revenue	95,456	75,127	-	-	-	-
<u>Charges For Services</u>						
General Government	48,525	48,510	45,000	45,000	50,000	11.1 %
Public Safety	8,926,095	10,171,471	9,850,000	9,850,000	10,650,000	8.1 %
Otr Charges For Svces	7,635	13,587	28,000	28,000	28,000	-
Total Charges For Services	8,982,256	10,233,568	9,923,000	9,923,000	10,728,000	8.1 %
<u>Fines And Forfeits</u>						
Court Cases	70,953	63,060	70,000	70,000	70,000	-
Violation-lcl Ordin	2,421	2,900	2,500	2,500	2,500	-
Other Fines And/or Forfeits	2,945	-	-	-	-	-
Total Fines And Forfeits	76,319	65,960	72,500	72,500	72,500	-
<u>Misc. Revenues</u>						
Interest Earnings	229,215	476,350	110,000	110,000	385,000	250.0 %
Sale/comp-loss Of Assets	-	407	-	-	-	-
Contrib From Priv Sources	-	-	-	5,000	-	-
Other Misc Revenues	633	689	1,000	62,300	1,000	-
Total Misc. Revenues	229,848	477,446	111,000	177,300	386,000	247.7 %
<u>Other Sources</u>						
Interfund Transfer	2,500,000	3,690,276	-	129,656	-	-
Transfer in Excess Fees	591,959	1,979,464	1,400,000	1,400,000	1,500,000	7.1 %
Other Non-revenues	-	-	5,134,655	5,134,655	6,813,800	32.7 %
Total Other Sources	3,091,959	5,669,740	6,534,655	6,664,311	8,313,800	27.2 %
Total Administration Revenue	58,848,474	63,798,689	67,170,351	67,366,307	70,029,496	4.3 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Road And Bridge Fund						
<u>Taxes</u>						
Sales & Use Taxes	2,544,792	2,376,104	2,612,000	2,612,000	2,612,000	- %
Total Taxes	2,544,792	2,376,104	2,612,000	2,612,000	2,612,000	- %
<u>Intergovernmental Revenue</u>						
State Shared Revenues	3,956,582	3,784,276	4,075,000	4,075,000	4,075,000	- %
Total Intergovernmental Revenue	3,956,582	3,784,276	4,075,000	4,075,000	4,075,000	- %
<u>Charges For Services</u>						
Transportation	34,995	132,818	66,000	66,000	66,000	- %
Otr Charges For Svces	200	4,037	-	-	-	- %
Total Charges For Services	35,195	136,856	66,000	66,000	66,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	74,384	130,500	35,000	35,000	70,000	100.0 %
Sale/comp-loss Of Assets	10,729	10,073	-	-	-	- %
Other Misc Revenues	19,946	40,612	22,700	22,700	22,700	- %
Total Misc. Revenues	105,059	181,184	57,700	57,700	92,700	60.7 %
<u>Other Sources</u>						
Interfund Transfer	77,483	-	-	-	-	- %
Other Non-revenues	-	-	10,120,104	10,120,104	8,622,969	(14.8)%
Total Other Sources	77,483	-	10,120,104	10,120,104	8,622,969	(14.8)%
Total Administration Revenue	6,719,111	6,478,421	16,930,804	16,930,804	15,468,669	(8.6)%

Middle Keys Health Care MSTU

<u>Taxes</u>						
Ad Valorem Taxes	-	-	-	-	1,961,722	- %
Total Taxes	-	-	-	-	1,961,722	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	-	-	(98,086)	- %
Total Other Sources	-	-	-	-	(98,086)	- %
Total Administration Revenue	-	-	-	-	1,863,636	- %

TDC District Two Penny

<u>Taxes</u>						
Sales & Use Taxes	5,943,594	5,332,289	5,940,375	5,940,375	5,981,062	0.7 %
Total Taxes	5,943,594	5,332,289	5,940,375	5,940,375	5,981,062	0.7 %
<u>Misc. Revenues</u>						
Interest Earnings	30,802	42,310	-	-	-	- %
Total Misc. Revenues	30,802	42,310	-	-	-	- %
<u>Other Sources</u>						
Transfer in Excess Fees	105,663	58,249	-	-	-	- %
Other Non-revenues	-	-	2,936,854	2,936,854	2,923,107	(0.5)%
Total Other Sources	105,663	58,249	2,936,854	2,936,854	2,923,107	(0.5)%
Total Administration Revenue	6,080,059	5,432,848	8,877,229	8,877,229	8,904,169	0.3 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC Admin & Promo 2 Cent						
<u>Taxes</u>						
Sales & Use Taxes	12,316,296	11,049,551	12,309,625	12,309,625	12,393,938	0.7 %
Total Taxes	12,316,296	11,049,551	12,309,625	12,309,625	12,393,938	0.7 %
<u>Misc. Revenues</u>						
Interest Earnings	45,363	40,411	-	-	-	-
Total Misc. Revenues	45,363	40,411	-	-	-	-
<u>Other Sources</u>						
Transfer in Excess Fees	196,231	108,177	-	-	-	-
Other Non-revenues	-	-	956,507	956,507	3,090,539	223.1 %
Total Other Sources	196,231	108,177	956,507	956,507	3,090,539	223.1 %
Total Administration Revenue	12,557,890	11,198,139	13,266,132	13,266,132	15,484,477	16.7 %

TDC District 1 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	9,931,895	9,653,987	9,938,950	9,938,950	9,975,788	0.4 %
Total Taxes	9,931,895	9,653,987	9,938,950	9,938,950	9,975,788	0.4 %
<u>Misc. Revenues</u>						
Interest Earnings	67,641	114,757	-	-	-	-
Total Misc. Revenues	67,641	114,757	-	-	-	-
<u>Other Sources</u>						
Transfer in Excess Fees	164,955	98,942	-	-	-	-
Other Non-revenues	-	-	7,067,487	7,067,487	8,531,219	20.7 %
Total Other Sources	164,955	98,942	7,067,487	7,067,487	8,531,219	20.7 %
Total Administration Revenue	10,164,491	9,867,685	17,006,437	17,006,437	18,507,007	8.8 %

TDC District 2 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	1,200,478	1,033,065	1,189,900	1,189,900	1,205,399	1.3 %
Total Taxes	1,200,478	1,033,065	1,189,900	1,189,900	1,205,399	1.3 %
<u>Misc. Revenues</u>						
Interest Earnings	5,516	10,708	-	-	-	-
Total Misc. Revenues	5,516	10,708	-	-	-	-
<u>Other Sources</u>						
Transfer in Excess Fees	19,653	10,135	-	-	-	-
Other Non-revenues	-	-	469,735	469,735	697,694	48.5 %
Total Other Sources	19,653	10,135	469,735	469,735	697,694	48.5 %
Total Administration Revenue	1,225,647	1,053,908	1,659,635	1,659,635	1,903,093	14.7 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 3 Third Cent						
<u>Taxes</u>						
Sales & Use Taxes	2,848,466	2,125,105	2,859,775	2,859,775	2,868,338	0.3 %
Total Taxes	2,848,466	2,125,105	2,859,775	2,859,775	2,868,338	0.3 %
<u>Misc. Revenues</u>						
Interest Earnings	18,969	30,989	-	-	-	-%
Total Misc. Revenues	18,969	30,989	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	47,095	21,569	-	-	-	-%
Other Non-revenues	-	-	2,609,298	2,609,298	2,390,084	(8.4)%
Total Other Sources	47,095	21,569	2,609,298	2,609,298	2,390,084	(8.4)%
Total Administration Revenue	2,914,530	2,177,662	5,469,073	5,469,073	5,258,422	(3.9)%

TDC District 4 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	1,908,747	1,223,602	1,908,950	1,908,950	1,929,375	1.1 %
Total Taxes	1,908,747	1,223,602	1,908,950	1,908,950	1,929,375	1.1 %
<u>Misc. Revenues</u>						
Interest Earnings	11,002	16,357	-	-	-	-%
Total Misc. Revenues	11,002	16,357	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	31,669	12,182	-	-	-	-%
Other Non-revenues	-	-	856,714	856,714	358,072	(58.2)%
Total Other Sources	31,669	12,182	856,714	856,714	358,072	(58.2)%
Total Administration Revenue	1,951,419	1,252,140	2,765,664	2,765,664	2,287,447	(17.3)%

TDC District 5 Third Cent

<u>Taxes</u>						
Sales & Use Taxes	2,370,304	2,346,081	2,352,425	2,352,425	2,396,100	1.9 %
Total Taxes	2,370,304	2,346,081	2,352,425	2,352,425	2,396,100	1.9 %
<u>Misc. Revenues</u>						
Interest Earnings	12,462	21,431	-	-	-	-%
Total Misc. Revenues	12,462	21,431	-	-	-	-%
<u>Other Sources</u>						
Transfer in Excess Fees	38,522	23,599	-	-	-	-%
Other Non-revenues	-	-	1,151,693	1,151,693	1,733,336	50.5 %
Total Other Sources	38,522	23,599	1,151,693	1,151,693	1,733,336	50.5 %
Total Administration Revenue	2,421,289	2,391,111	3,504,118	3,504,118	4,129,436	17.8 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Governmental Fund Type Grants</u>						
<u>Taxes</u>						
State Grants	-	-	-	70,200	-	- %
Total Taxes	-	-	-	70,200	-	- %
<u>Intergovernmental Revenue</u>						
Federal Grants	2,252,383	5,779,746	-	52,372,858	-	- %
State Grants	3,245,586	5,120,488	-	12,519,607	-	- %
Grants from other Local Units	45,115	431,894	-	3,208,816	-	- %
Transportation	-	1,235	-	150,000	-	- %
Total Intergovernmental Revenue	5,543,083	11,333,363	-	68,251,281	-	- %
<u>Charges For Services</u>						
Public Safety	133,900	139,256	-	143,434	-	- %
Total Charges For Services	133,900	139,256	-	143,434	-	- %
<u>Misc. Revenues</u>						
Interest Earnings	1,217	27,781	-	1,159	-	- %
Sale/comp-loss Of Assets	3,601	-	-	-	-	- %
Other Misc Revenues	53,897	103,457	-	-	-	- %
Total Misc. Revenues	58,716	131,238	-	1,159	-	- %
<u>Other Sources</u>						
Interfund Transfer	2,714,577	1,182,215	-	7,472,174	-	- %
Debt Proceeds	-	15,939,259	-	-	-	- %
Other Non-revenues	-	-	-	2,139,203	-	- %
Total Other Sources	2,714,577	17,121,474	-	9,611,377	-	- %
Total Administration Revenue	8,450,276	28,725,330	-	78,077,451	-	- %

Impact Fees Fund - Roadway

<u>Licenses And Permits</u>						
Impact Fees	119,198	83,885	66,000	66,000	106,000	60.6 %
Total Licenses And Permits	119,198	83,885	66,000	66,000	106,000	60.6 %
<u>Misc. Revenues</u>						
Interest Earnings	10,166	25,081	50,525	50,525	10,525	(79.2)%
Total Misc. Revenues	10,166	25,081	50,525	50,525	10,525	(79.2)%
<u>Other Sources</u>						
Other Non-revenues	-	-	1,387,602	1,387,602	1,368,331	(1.4)%
Total Other Sources	-	-	1,387,602	1,387,602	1,368,331	(1.4)%
Total Administration Revenue	129,364	108,966	1,504,127	1,504,127	1,484,856	(1.3)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Impact Fees Fund - Parks & Rec</u>						
<u>Licenses And Permits</u>						
Impact Fees	46,920	42,160	41,200	41,200	41,200	-
Total Licenses And Permits	46,920	42,160	41,200	41,200	41,200	-
<u>Misc. Revenues</u>						
Interest Earnings	3,113	5,983	1,200	1,200	1,200	-
Total Misc. Revenues	3,113	5,983	1,200	1,200	1,200	-
<u>Other Sources</u>						
Other Non-revenues	-	-	559,896	559,896	590,250	5.4 %
Total Other Sources	-	-	559,896	559,896	590,250	5.4 %
Total Administration Revenue	50,033	48,143	602,296	602,296	632,650	5.0 %

Impact Fees Fund - Libraries

<u>Licenses And Permits</u>						
Impact Fees	50,120	38,331	-	-	-	-
Total Licenses And Permits	50,120	38,331	-	-	-	-
<u>Misc. Revenues</u>						
Interest Earnings	5,617	10,146	2,700	2,700	2,700	-
Total Misc. Revenues	5,617	10,146	2,700	2,700	2,700	-
<u>Other Sources</u>						
Other Non-revenues	-	-	1,149,683	1,149,683	1,229,490	6.9 %
Total Other Sources	-	-	1,149,683	1,149,683	1,229,490	6.9 %
Total Administration Revenue	55,736	48,476	1,152,383	1,152,383	1,232,190	6.9 %

Impact Fees Fund - Solid Waste

<u>Licenses And Permits</u>						
Impact Fees	9,810	1,920	-	-	-	-
Total Licenses And Permits	9,810	1,920	-	-	-	-
<u>Misc. Revenues</u>						
Interest Earnings	490	893	300	300	300	-
Special Assessments	128	-	-	-	-	-
Total Misc. Revenues	618	893	300	300	300	-
<u>Other Sources</u>						
Other Non-revenues	-	-	100,865	100,865	103,963	3.1 %
Total Other Sources	-	-	100,865	100,865	103,963	3.1 %
Total Administration Revenue	10,428	2,813	101,165	101,165	104,263	3.1 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Police Fac						
<u>Licenses And Permits</u>						
Impact Fees	21,573	3,285	-	-	-	-
Total Licenses And Permits	21,573	3,285	-	-	-	-
<u>Misc. Revenues</u>						
Interest Earnings	609	1,152	300	1,842	-	(100.0)%
Total Misc. Revenues	609	1,152	300	1,842	-	(100.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	127,816	127,816	-	(100.0)%
Total Other Sources	-	-	127,816	127,816	-	(100.0)%
Total Administration Revenue	22,182	4,437	128,116	129,658	-	(100.0)%

Impact Fees Fund - Fire & EMS

<u>Licenses And Permits</u>						
Impact Fees	15,223	13,581	-	-	15,700	-
Total Licenses And Permits	15,223	13,581	-	-	15,700	-
<u>Misc. Revenues</u>						
Interest Earnings	476	961	230	230	130	(43.5)%
Total Misc. Revenues	476	961	230	230	130	(43.5)%
<u>Other Sources</u>						
Other Non-revenues	-	-	102,200	102,200	125,037	22.3 %
Total Other Sources	-	-	102,200	102,200	125,037	22.3 %
Total Administration Revenue	15,699	14,542	102,430	102,430	140,867	37.5 %

Employee Fair Share Housing

<u>Licenses And Permits</u>						
Impact Fees	19,201	-	-	-	-	-
Total Licenses And Permits	19,201	-	-	-	-	-
<u>Misc. Revenues</u>						
Interest Earnings	230	261	150	561	-	(100.0)%
Total Misc. Revenues	230	261	150	561	-	(100.0)%
<u>Other Sources</u>						
Other Non-revenues	-	-	44,592	44,592	-	(100.0)%
Total Other Sources	-	-	44,592	44,592	-	(100.0)%
Total Administration Revenue	19,431	261	44,742	45,153	-	(100.0)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Fire & Ambulance District 1 L&M Key</u>						
<u>Taxes</u>						
Ad Valorem Taxes	10,013,153	11,516,763	12,749,447	12,749,447	12,896,701	1.2 %
Total Taxes	10,013,153	11,516,763	12,749,447	12,749,447	12,896,701	1.2 %
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	108,785	98,196	-	-	-	- %
State Shared Revenues	37,763	26,072	38,000	38,000	38,000	- %
Total Intergovernmental Revenue	146,548	124,268	38,000	38,000	38,000	- %
<u>Charges For Services</u>						
Public Safety	656,238	638,217	650,000	650,000	650,000	- %
Total Charges For Services	656,238	638,217	650,000	650,000	650,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	48,237	91,264	33,000	33,000	83,000	151.5 %
Sale/comp-loss Of Assets	4,521	1,525	-	-	-	- %
Other Misc Revenues	219,366	4,733	-	-	-	- %
Total Misc. Revenues	272,124	97,522	33,000	33,000	83,000	151.5 %
<u>Other Sources</u>						
Transfer in Excess Fees	183,438	201,771	180,000	180,000	180,000	- %
Other Non-revenues	-	-	1,669,994	1,669,994	2,033,943	21.8 %
Total Other Sources	183,438	201,771	1,849,994	1,849,994	2,213,943	19.7 %
Total Administration Revenue	11,271,501	12,578,541	15,320,441	15,320,441	15,881,644	3.7 %

Upper Keys Healthcare Taxing District

<u>Misc. Revenues</u>						
Interest Earnings	1,525	-	-	-	-	- %
Total Misc. Revenues	1,525	-	-	-	-	- %
Total Administration Revenue	1,525	-	-	-	-	- %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Unincorporated Svc Dist Parks & Rec</u>						
<u>Taxes</u>						
Ad Valorem Taxes	1,624,615	1,840,079	2,254,934	2,254,934	2,303,018	2.1 %
Total Taxes	1,624,615	1,840,079	2,254,934	2,254,934	2,303,018	2.1 %
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	6,252	5,422	-	-	-	-
State Shared Revenues	-	-	-	-	500,000	-
Total Intergovernmental Revenue	6,252	5,422	-	-	500,000	-
<u>Charges For Services</u>						
Culture/recreation	56,560	-	50,000	50,000	-	(100.0)%
Otr Charges For Svces	589	-	-	-	-	-
Total Charges For Services	57,149	-	50,000	50,000	-	(100.0)%
<u>Misc. Revenues</u>						
Interest Earnings	7,417	14,309	6,000	6,000	6,000	-
Rent/royalties	42,714	38,555	55,000	55,000	55,000	-
Sale/comp-loss Of Assets	-	2,271	-	-	-	-
Total Misc. Revenues	50,131	55,135	61,000	61,000	61,000	-
<u>Other Sources</u>						
Transfer in Excess Fees	24,818	27,549	-	-	-	-
Other Non-revenues	-	-	326,921	326,921	601,260	83.9 %
Total Other Sources	24,818	27,549	326,921	326,921	601,260	83.9 %
Total Administration Revenue	1,762,964	1,928,186	2,692,855	2,692,855	3,465,278	28.7 %
<u>Mstd - Png/bldg/code/fire Mar</u>						
<u>Taxes</u>						
Local Communications Service Tax	610,480	585,882	630,000	630,000	630,000	-
Total Taxes	610,480	585,882	630,000	630,000	630,000	-
<u>Intergovernmental Revenue</u>						
Fed Pmts In Lieu Of Taxes	933	810	-	-	-	-
State Shared Revenues	1,805,568	1,270,079	1,331,685	1,331,685	2,042,307	53.4 %
Total Intergovernmental Revenue	1,806,501	1,270,889	1,331,685	1,331,685	2,042,307	53.4 %
<u>Charges For Services</u>						
General Government	2,773,166	2,790,276	2,730,000	2,730,000	3,230,000	18.3 %
Total Charges For Services	2,773,166	2,790,276	2,730,000	2,730,000	3,230,000	18.3 %
<u>Fines And Forfeits</u>						
Violation-icl Ordin	1,562,516	2,387,225	1,450,000	1,450,000	2,185,000	50.7 %
Total Fines And Forfeits	1,562,516	2,387,225	1,450,000	1,450,000	2,185,000	50.7 %
<u>Misc. Revenues</u>						
Interest Earnings	57,855	88,585	25,000	25,000	25,000	-
Sale/comp-loss Of Assets	-	3,874	-	-	-	-
Other Misc Revenues	252	806	-	-	-	-
Total Misc. Revenues	58,107	93,265	25,000	25,000	25,000	-
<u>Other Sources</u>						
Transfer in Excess Fees	4,544	4,801	10,000	10,000	10,000	-
Other Non-revenues	-	-	5,066,200	5,066,200	4,298,329	(15.2)%
Total Other Sources	4,544	4,801	5,076,200	5,076,200	4,308,329	(15.1)%
Total Administration Revenue	6,815,315	7,132,338	11,242,885	11,242,885	12,420,636	10.5 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Municipal Policing</u>						
<u>Taxes</u>						
Ad Valorem Taxes	3,836,888	4,015,150	4,559,235	4,559,235	4,656,331	2.1 %
Total Taxes	3,836,888	4,015,150	4,559,235	4,559,235	4,656,331	2.1 %
<u>Charges For Services</u>						
Public Safety	3,780,045	3,578,356	3,881,238	3,881,238	4,004,688	3.2 %
Total Charges For Services	3,780,045	3,578,356	3,881,238	3,881,238	4,004,688	3.2 %
<u>Misc. Revenues</u>						
Interest Earnings	17,186	24,737	13,000	13,000	13,000	- %
Total Misc. Revenues	17,186	24,737	13,000	13,000	13,000	- %
<u>Other Sources</u>						
Transfer in Excess Fees	264,674	321,342	355,000	355,000	355,000	- %
Other Non-revenues	-	-	1,030,917	1,030,917	1,044,195	1.3 %
Total Other Sources	264,674	321,342	1,385,917	1,385,917	1,399,195	1.0 %
Total Administration Revenue	7,898,792	7,939,585	9,839,390	9,839,390	10,073,214	2.4 %
<u>911 Enhancement Fee</u>						
<u>Charges For Services</u>						
Public Safety	461,354	463,135	515,000	515,000	515,000	- %
Total Charges For Services	461,354	463,135	515,000	515,000	515,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	-	-	300	300	300	- %
Total Misc. Revenues	-	-	300	300	300	- %
Total Administration Revenue	461,354	463,135	515,300	515,300	515,300	- %
<u>Duck Key Security District</u>						
<u>Licenses And Permits</u>						
Special Assessments	84,144	93,135	105,530	105,530	117,566	11.4 %
Total Licenses And Permits	84,144	93,135	105,530	105,530	117,566	11.4 %
<u>Misc. Revenues</u>						
Interest Earnings	1,967	3,213	1,500	1,500	4,500	200.0 %
Total Misc. Revenues	1,967	3,213	1,500	1,500	4,500	200.0 %
<u>Other Sources</u>						
Other Non-revenues	-	-	260,220	260,220	250,434	(3.8)%
Total Other Sources	-	-	260,220	260,220	250,434	(3.8)%
Total Administration Revenue	86,111	96,348	367,250	367,250	372,500	1.4 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Local Housing Assistance Trust Fund						
Intergovernmental Revenue						
State Shared Revenues	486,419	1,440,976	475,000	475,000	475,000	-
Total Intergovernmental Revenue	486,419	1,440,976	475,000	475,000	475,000	-
Misc. Revenues						
Interest Earnings	9,141	26,951	5,000	5,000	5,000	-
Other Misc Revenues	300,730	131,010	180,000	180,000	180,000	-
Total Misc. Revenues	309,871	157,961	185,000	185,000	185,000	-
Other Sources						
Other Non-revenues	-	-	1,664,315	1,664,315	2,531,929	52.1 %
Total Other Sources	-	-	1,664,315	1,664,315	2,531,929	52.1 %
Total Administration Revenue	796,290	1,598,937	2,324,315	2,324,315	3,191,929	37.3 %

Boating Improvement Fund (BIF)

Intergovernmental Revenue						
State Grants	29,622	-	-	-	-	-
Total Intergovernmental Revenue	29,622	-	-	-	-	-
Charges For Services						
Culture/recreation	757,113	749,271	740,000	740,000	755,000	2.0 %
Total Charges For Services	757,113	749,271	740,000	740,000	755,000	2.0 %
Misc. Revenues						
Interest Earnings	13,292	27,201	10,000	10,000	30,000	200.0 %
Other Misc Revenues	7,411	3,657	-	-	-	-
Total Misc. Revenues	20,703	30,857	10,000	10,000	30,000	200.0 %
Other Sources						
Interfund Transfer	86,462	-	-	-	-	-
Other Non-revenues	-	-	1,684,255	1,684,255	1,680,477	(0.2)%
Total Other Sources	86,462	-	1,684,255	1,684,255	1,680,477	(0.2)%
Total Administration Revenue	893,900	780,129	2,434,255	2,434,255	2,465,477	1.3 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Misc Special Revenue Fund						
<u>Licenses And Permits</u>						
Building Permits	102,629	108,037	-	57,022	-	- %
Total Licenses And Permits	102,629	108,037	-	57,022	-	- %
<u>Charges For Services</u>						
General Government	237,221	225,140	-	85,924	-	- %
Court-related Revenues	135,389	164,108	-	51,642	-	- %
Total Charges For Services	372,610	389,248	-	137,566	-	- %
<u>Fines And Forfeits</u>						
Library Fines	9,820	8,832	-	4,189	-	- %
Violation-1cl Ordin	216,999	185,400	-	31,847	-	- %
Total Fines And Forfeits	226,818	194,232	-	36,036	-	- %
<u>Misc. Revenues</u>						
Interest Earnings	15,717	28,168	-	-	-	- %
Contrib From Priv Sources	2,600	698	-	1,958	-	- %
Other Misc Revenues	-	422	-	-	-	- %
Total Misc. Revenues	18,317	29,288	-	1,958	-	- %
<u>Other Sources</u>						
Interfund Transfer	-	4,029	-	1,958	-	- %
Other Non-revenues	-	-	1,961,210	1,961,210	2,390,854	21.9 %
Total Other Sources	-	4,029	1,961,210	1,963,168	2,390,854	21.9 %
Total Administration Revenue	720,375	724,834	1,961,210	2,195,752	2,390,854	21.9 %

Environmental Restoration Fund

<u>Fines And Forfeits</u>						
Court Cases	881,208	746,450	560,000	560,000	600,000	7.1 %
Total Fines And Forfeits	881,208	746,450	560,000	560,000	600,000	7.1 %
<u>Misc. Revenues</u>						
Interest Earnings	11,651	23,725	7,000	7,000	15,000	114.3 %
Total Misc. Revenues	11,651	23,725	7,000	7,000	15,000	114.3 %
<u>Other Sources</u>						
Other Non-revenues	-	-	86,026	86,026	46,439	(46.0)%
Total Other Sources	-	-	86,026	86,026	46,439	(46.0)%
Total Administration Revenue	892,860	770,175	653,026	653,026	661,439	1.3 %

Law Enforcement Trust (600)

<u>Misc. Revenues</u>						
Interest Earnings	2,874	5,337	2,500	2,500	5,000	100.0 %
Other Misc Revenues	-	-	-	103,948	-	- %
Total Misc. Revenues	2,874	5,337	2,500	106,448	5,000	100.0 %
<u>Other Sources</u>						
Transfer in Excess Fees	30,262	20,733	-	-	-	- %
Other Non-revenues	-	-	511,711	511,711	516,000	0.8 %
Total Other Sources	30,262	20,733	511,711	511,711	516,000	0.8 %
Total Administration Revenue	33,135	26,070	514,211	618,159	521,000	1.3 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Court Facilities Fees Trust (602)</u>						
<u>Charges For Services</u>						
Court-related Revenues	480,710	413,393	490,000	490,000	450,000	(8.2)%
Total Charges For Services	480,710	413,393	490,000	490,000	450,000	(8.2)%
<u>Misc. Revenues</u>						
Interest Earnings	17,616	33,013	10,000	10,000	35,000	250.0 %
Total Misc. Revenues	17,616	33,013	10,000	10,000	35,000	250.0 %
<u>Other Sources</u>						
Other Non-revenues	-	-	(25,000)	(25,000)	4,085	(116.3)%
Total Other Sources	-	-	(25,000)	(25,000)	4,085	(116.3)%
Total Administration Revenue	498,327	446,406	475,000	475,000	489,085	3.0 %

Clerk's Drug Abuse Trust (603)

<u>Charges For Services</u>						
General Government	31,080	31,236	30,000	30,000	30,000	- %
Total Charges For Services	31,080	31,236	30,000	30,000	30,000	- %
<u>Misc. Revenues</u>						
Interest Earnings	445	533	500	500	500	- %
Total Misc. Revenues	445	533	500	500	500	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	60,500	60,500	38,525	(36.3)%
Total Other Sources	-	-	60,500	60,500	38,525	(36.3)%
Total Administration Revenue	31,525	31,769	91,000	91,000	69,025	(24.1)%

Marathon Municipal Service Taxing Unit

<u>Taxes</u>						
Ad Valorem Taxes	17	-	-	-	-	- %
Total Taxes	17	-	-	-	-	- %
<u>Misc. Revenues</u>						
Interest Earnings	710	32	-	-	-	- %
Total Misc. Revenues	710	32	-	-	-	- %
<u>Other Sources</u>						
Transfer in Excess Fees	11	-	-	-	-	- %
Other Non-revenues	-	-	1,991	1,991	2,569	29.0 %
Total Other Sources	11	-	1,991	1,991	2,569	29.0 %
Total Administration Revenue	739	32	1,991	1,991	2,569	29.0 %

Bay Point Wastewater Municipal Service Taxing Unit

<u>Misc. Revenues</u>						
Interest Earnings	230	394	-	-	-	- %
Total Misc. Revenues	230	394	-	-	-	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	34,868	34,868	43,588	25.0 %
Total Other Sources	-	-	34,868	34,868	43,588	25.0 %
Total Administration Revenue	230	394	34,868	34,868	43,588	25.0 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
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Big Coppitt Wastewater Municipal Service Taxing Unit

Misc. Revenues

Interest Earnings	2	5	-	-	-	-%
Total Misc. Revenues	2	5	-	-	-	-%

Other Sources

Other Non-revenues	-	-	450	450	507	12.7 %
Total Other Sources	-	-	450	450	507	12.7 %
Total Administration Revenue	2	5	450	450	507	12.7 %

Key Largo Wastewater Municipal Service Taxing Unit

Taxes

Ad Valorem Taxes	14	1,052	-	-	-	-%
Total Taxes	14	1,052	-	-	-	-%

Misc. Revenues

Interest Earnings	33	70	-	-	-	-%
Total Misc. Revenues	33	70	-	-	-	-%

Other Sources

Transfer in Excess Fees	-	16	-	-	-	-%
Other Non-revenues	-	-	6,090	6,090	7,745	27.2 %
Total Other Sources	-	16	6,090	6,090	7,745	27.2 %
Total Administration Revenue	47	1,138	6,090	6,090	7,745	27.2 %

Stock Island Wastewater MSTU

Licenses And Permits

Special Assessments	27,391	724,845	42,000	130,215	140,000	233.3 %
Total Licenses And Permits	27,391	724,845	42,000	130,215	140,000	233.3 %

Misc. Revenues

Interest Earnings	14,722	22,410	1,700	1,700	11,200	558.8 %
Other Misc Revenues	3,562	6,532	-	-	-	-%
Total Misc. Revenues	18,284	28,942	1,700	1,700	11,200	558.8 %

Other Sources

Transfer in Excess Fees	520	1,019	425	425	400	(5.9)%
Other Non-revenues	-	-	73,085	716,358	606,034	729.2 %
Total Other Sources	520	1,019	73,510	716,783	606,434	725.0 %
Total Administration Revenue	46,194	754,805	117,210	848,698	757,634	546.4 %

Conch Key Municipal Service Taxing Unit

Misc. Revenues

Interest Earnings	2	5	-	-	-	-%
Total Misc. Revenues	2	5	-	-	-	-%

Other Sources

Other Non-revenues	-	-	400	400	500	25.0 %
Total Other Sources	-	-	400	400	500	25.0 %
Total Administration Revenue	2	5	400	400	500	25.0 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Long Key, Layton Municipal Service Taxing Unit</u>						
<u>Licenses And Permits</u>						
Special Assessments	4,594	-	-	-	-	-
Total Licenses And Permits	4,594	-	-	-	-	-
<u>Misc. Revenues</u>						
Interest Earnings	1,283	2,283	-	-	-	-
Total Misc. Revenues	1,283	2,283	-	-	-	-
<u>Other Sources</u>						
Other Non-revenues	-	-	202,449	202,449	252,554	24.7 %
Total Other Sources	-	-	202,449	202,449	252,554	24.7 %
Total Administration Revenue	5,877	2,283	202,449	202,449	252,554	24.7 %

Duck Key Municipal Service Taxing Unit

<u>Misc. Revenues</u>						
Interest Earnings	300	501	-	-	-	-
Total Misc. Revenues	300	501	-	-	-	-
<u>Other Sources</u>						
Other Non-revenues	-	-	48,200	48,200	58,763	21.9 %
Total Other Sources	-	-	48,200	48,200	58,763	21.9 %
Total Administration Revenue	300	501	48,200	48,200	58,763	21.9 %

Canal #266 MSBU

<u>Misc. Revenues</u>						
Special Assessments	-	-	-	-	34,943	-
Total Misc. Revenues	-	-	-	-	34,943	-
<u>Other Sources</u>						
Other Non-revenues	-	-	-	-	(1,747)	-
Total Other Sources	-	-	-	-	(1,747)	-
Total Administration Revenue	-	-	-	-	33,196	-

Building Fund

<u>Licenses And Permits</u>						
Building Permits	4,506,291	4,833,228	5,022,000	5,022,000	5,900,000	17.5 %
Total Licenses And Permits	4,506,291	4,833,228	5,022,000	5,022,000	5,900,000	17.5 %
<u>Charges For Services</u>						
General Government	112,964	106,479	120,000	120,000	120,000	-
Total Charges For Services	112,964	106,479	120,000	120,000	120,000	-
<u>Misc. Revenues</u>						
Interest Earnings	22,894	25,444	15,000	15,000	20,000	33.3 %
Other Misc Revenues	20,825	23,177	30,000	30,000	30,000	-
Total Misc. Revenues	43,719	48,621	45,000	45,000	50,000	11.1 %
<u>Other Sources</u>						
Other Non-revenues	-	-	1,862,750	1,862,750	933,908	(49.9)%
Total Other Sources	-	-	1,862,750	1,862,750	933,908	(49.9)%
Total Administration Revenue	4,662,974	4,988,329	7,049,750	7,049,750	7,003,908	(0.7)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Debt Service Fund</u>						
<u>Misc. Revenues</u>						
Interest Earnings	47,080	72,250	5,100	5,100	5,100	- %
Total Misc. Revenues	47,080	72,250	5,100	5,100	5,100	- %
<u>Other Sources</u>						
Interfund Transfer	9,890,000	9,760,598	11,620,891	17,357,496	17,411,948	49.8 %
Other Non-revenues	-	-	2,994,900	2,994,900	2,994,900	- %
Total Other Sources	9,890,000	9,760,598	14,615,791	20,352,396	20,406,848	39.6 %
Total Administration Revenue	9,937,080	9,832,849	14,620,891	20,357,496	20,411,948	39.6 %

One Cent Infra-structure Sales Tax

<u>Taxes</u>						
Sales & Use Taxes	21,510,929	20,805,323	22,000,000	22,000,000	23,000,000	4.5 %
Total Taxes	21,510,929	20,805,323	22,000,000	22,000,000	23,000,000	4.5 %
<u>Misc. Revenues</u>						
Interest Earnings	120,958	176,526	50,000	50,000	50,000	- %
Other Misc Revenues	-	526,305	-	-	-	- %
Total Misc. Revenues	120,958	702,831	50,000	50,000	50,000	- %
<u>Other Sources</u>						
Interfund Transfer	-	-	148,559	148,559	300,000	101.9 %
Other Non-revenues	-	-	(1,002,500)	5,054,008	18,213,467	(1916.8)%
Total Other Sources	-	-	(853,941)	5,202,567	18,513,467	(2268.0)%
Total Administration Revenue	21,631,888	21,508,154	21,196,059	27,252,567	41,563,467	96.1 %

Clerks Rev Note, Capital

<u>Misc. Revenues</u>						
Interest Earnings	530	1,068	-	-	-	- %
Total Misc. Revenues	530	1,068	-	-	-	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	100,000	100,000	100,000	- %
Total Other Sources	-	-	100,000	100,000	100,000	- %
Total Administration Revenue	530	1,068	100,000	100,000	100,000	- %

Infr Sls Srtx Rev Bds 2007

<u>Misc. Revenues</u>						
Interest Earnings	7,847	21,031	-	-	5,000	- %
Total Misc. Revenues	7,847	21,031	-	-	5,000	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	317,752	317,752	261,271	(17.8)%
Total Other Sources	-	-	317,752	317,752	261,271	(17.8)%
Total Administration Revenue	7,847	21,031	317,752	317,752	266,271	(16.2)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Big Coppitt Waste Water Project						
Licenses And Permits						
Special Assessments	269,111	221,448	330,000	330,000	330,000	-
Total Licenses And Permits	269,111	221,448	330,000	330,000	330,000	-
Misc. Revenues						
Interest Earnings	89,417	78,438	5,000	5,000	5,000	-
Other Misc Revenues	35,352	31,049	-	-	-	-
Total Misc. Revenues	124,769	109,487	5,000	5,000	5,000	-
Other Sources						
Interfund Transfer	-	500,000	350,000	1,475,018	-	(100.0)%
Transfer in Excess Fees	1,286	841	-	-	-	-
Other Non-revenues	-	-	27,000	27,000	377,000	1296.3 %
Total Other Sources	1,286	500,841	377,000	1,502,018	377,000	-
Total Administration Revenue	395,167	831,775	712,000	1,837,018	712,000	-

Duck Key Waste Water Project

Licenses And Permits						
Special Assessments	59,900	90,475	80,000	80,000	80,000	-
Total Licenses And Permits	59,900	90,475	80,000	80,000	80,000	-
Misc. Revenues						
Interest Earnings	10,174	16,695	3,500	3,500	3,500	-
Other Misc Revenues	3,756	6,532	-	-	-	-
Total Misc. Revenues	13,930	23,227	3,500	3,500	3,500	-
Other Sources						
Transfer in Excess Fees	273	688	-	-	-	-
Other Non-revenues	-	-	78,825	78,825	78,825	-
Total Other Sources	273	688	78,825	78,825	78,825	-
Total Administration Revenue	74,103	114,389	162,325	162,325	162,325	-

Cudjoe Regional WW Project

Licenses And Permits						
Special Assessments	1,383,709	1,742,475	2,343,905	2,343,905	2,343,905	-
Total Licenses And Permits	1,383,709	1,742,475	2,343,905	2,343,905	2,343,905	-
Intergovernmental Revenue						
State Grants	-	1,250,000	-	-	-	-
Total Intergovernmental Revenue	-	1,250,000	-	-	-	-
Misc. Revenues						
Interest Earnings	873,401	876,567	-	-	-	-
Other Misc Revenues	131,480	128,253	-	-	-	-
Total Misc. Revenues	1,004,881	1,004,820	-	-	-	-
Other Sources						
Interfund Transfer	-	500,000	-	-	-	-
Debt Proceeds	25,397,527	15,244,491	-	-	-	-
Transfer in Excess Fees	3,119	3,056	-	-	-	-
Other Non-revenues	-	-	3,918,872	23,714,504	5,891,641	50.3 %
Total Other Sources	25,400,646	15,747,547	3,918,872	23,714,504	5,891,641	50.3 %
Total Administration Revenue	27,789,235	19,744,842	6,262,777	26,058,409	8,235,546	31.5 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Series 2014 Revenue Bonds						
Misc. Revenues						
Interest Earnings	125,368	285,250	-	-	-	-%
Total Misc. Revenues	125,368	285,250	-	-	-	-%
Other Sources						
Interfund Transfer	15,000,000	16,000,000	-	-	13,000,000	-%
Other Non-revenues	-	-	13,421,535	21,107,017	12,486,330	(7.0)%
Total Other Sources	15,000,000	16,000,000	13,421,535	21,107,017	25,486,330	89.9 %
Total Administration Revenue	15,125,368	16,285,250	13,421,535	21,107,017	25,486,330	89.9 %
Long Key Wastewater						
Misc. Revenues						
Interest Earnings	1,496	2,704	-	-	2,100	-%
Total Misc. Revenues	1,496	2,704	-	-	2,100	-%
Other Sources						
Other Non-revenues	-	-	303,177	303,177	728,469	140.3 %
Total Other Sources	-	-	303,177	303,177	728,469	140.3 %
Total Administration Revenue	1,496	2,704	303,177	303,177	730,569	141.0 %
Land Acquisition						
Misc. Revenues						
Interest Earnings	33,538	42,534	-	-	-	-%
Total Misc. Revenues	33,538	42,534	-	-	-	-%
Other Sources						
Interfund Transfer	-	-	-	-	1,250,000	-%
Other Non-revenues	-	-	3,717,782	4,384,909	1,925,000	(48.2)%
Total Other Sources	-	-	3,717,782	4,384,909	3,175,000	(14.6)%
Total Administration Revenue	33,538	42,534	3,717,782	4,384,909	3,175,000	(14.6)%
Card Sound Bridge						
Charges For Services						
Transportation	1,012,930	(8,980)	1,000,000	1,000,000	1,200,000	20.0 %
Total Charges For Services	1,012,930	(8,980)	1,000,000	1,000,000	1,200,000	20.0 %
Misc. Revenues						
Interest Earnings	26,424	22,424	15,000	15,000	30,000	100.0 %
Sale/comp-loss Of Assets	4,283	-	-	-	-	-%
Total Misc. Revenues	30,706	22,424	15,000	15,000	30,000	100.0 %
Other Sources						
Other Non-revenues	-	-	1,789,926	1,789,926	412,287	(77.0)%
Total Other Sources	-	-	1,789,926	1,789,926	412,287	(77.0)%
Total Administration Revenue	1,043,636	13,444	2,804,926	2,804,926	1,642,287	(41.4)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Marathon Airport</u>						
<u>Intergovernmental Revenue</u>						
Federal Grants	286,469	602,180	-	1,091,131	-	- %
State Grants	2,763,840	316,650	-	5,493,798	-	- %
Total Intergovernmental Revenue	3,050,309	918,830	-	6,584,929	-	- %
<u>Charges For Services</u>						
Transportation	1,456,352	974,882	983,000	983,000	1,018,000	3.6 %
Total Charges For Services	1,456,352	974,882	983,000	983,000	1,018,000	3.6 %
<u>Misc. Revenues</u>						
Interest Earnings	7,898	14,542	4,000	4,000	20,000	400.0 %
Contrib From Priv Sources	-	10,000	-	-	-	- %
Other Misc Revenues	(12,123)	300	-	-	-	- %
Total Misc. Revenues	(4,225)	24,842	4,000	4,000	20,000	400.0 %
<u>Other Sources</u>						
Interfund Transfer	143,667	488,694	20,000	305,228	20,000	- %
Other Non-revenues	-	-	1,521,223	1,521,223	877,277	(42.3)%
Total Other Sources	143,667	488,694	1,541,223	1,826,451	897,277	(41.8)%
Total Administration Revenue	4,646,102	2,407,249	2,528,223	9,398,379	1,935,277	(23.5)%

Key West Intl Airport

<u>Intergovernmental Revenue</u>						
Federal Grants	2,460,978	144,617	-	570,951	-	- %
State Grants	600,203	1,240,778	-	6,905,014	-	- %
Total Intergovernmental Revenue	3,061,180	1,385,395	-	7,475,966	-	- %
<u>Charges For Services</u>						
Transportation	8,137,122	7,550,017	7,639,000	7,639,000	8,235,000	7.8 %
Otr Charges For Svces	-	100	-	-	-	- %
Total Charges For Services	8,137,122	7,550,117	7,639,000	7,639,000	8,235,000	7.8 %
<u>Fines And Forfeits</u>						
Violation-icl Ordin	21	11	600	600	600	- %
Total Fines And Forfeits	21	11	600	600	600	- %
<u>Misc. Revenues</u>						
Interest Earnings	22,168	36,871	-	-	45,000	- %
Contrib From Priv Sources	-	9,388	-	-	-	- %
Other Misc Revenues	2,680	932	-	-	-	- %
Total Misc. Revenues	24,847	47,191	-	-	45,000	- %
<u>Other Sources</u>						
Interfund Transfer	249,037	600,900	-	-	-	- %
Other Non-revenues	-	-	4,176,497	4,176,497	3,293,342	(21.1)%
Total Other Sources	249,037	600,900	4,176,497	4,176,497	3,293,342	(21.1)%
Total Administration Revenue	11,472,208	9,583,615	11,816,097	19,292,063	11,573,942	(2.0)%

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>PFC & Oper Restrictions</u>						
<u>Intergovernmental Revenue</u>						
Federal Grants	2,770,393	19,047,486	-	6,494,299	-	-%
State Grants	113,512	1,077,663	-	127,737	-	-%
Total Intergovernmental Revenue	2,883,905	20,125,148	-	6,622,035	-	-%
<u>Charges For Services</u>						
Transportation	1,527,432	1,694,051	1,500,000	5,135,002	1,800,000	20.0 %
Total Charges For Services	1,527,432	1,694,051	1,500,000	5,135,002	1,800,000	20.0 %
<u>Misc. Revenues</u>						
Interest Earnings	61,725	160,764	25,000	25,000	150,000	500.0 %
Total Misc. Revenues	61,725	160,764	25,000	25,000	150,000	500.0 %
<u>Other Sources</u>						
Interfund Transfer	-	-	-	35,000	-	-%
Other Non-revenues	-	-	4,207,885	4,207,885	6,245,000	48.4 %
Total Other Sources	-	-	4,207,885	4,242,885	6,245,000	48.4 %
Total Administration Revenue	4,473,062	21,979,963	5,732,885	16,024,922	8,195,000	42.9 %

MSD Solid Waste Management

<u>Licenses And Permits</u>						
Franchise Fees	539,757	548,730	530,000	530,000	530,000	-%
Total Licenses And Permits	539,757	548,730	530,000	530,000	530,000	-%
<u>Intergovernmental Revenue</u>						
Federal Grants	-	4,562,398	-	3,222,436	-	-%
State Grants	90,909	90,909	-	460,348	-	-%
Total Intergovernmental Revenue	90,909	4,653,307	-	3,682,784	-	-%
<u>Charges For Services</u>						
Physical Environment	17,514,387	20,145,059	18,359,293	18,359,293	18,448,000	0.5 %
Total Charges For Services	17,514,387	20,145,059	18,359,293	18,359,293	18,448,000	0.5 %
<u>Misc. Revenues</u>						
Interest Earnings	101,944	124,653	45,000	45,000	45,000	-%
Sale/comp-loss Of Assets	8,826	5,505	-	-	-	-%
Other Misc Revenues	44,668	86,048	2,000	2,000	2,000	-%
Total Misc. Revenues	155,438	216,206	47,000	47,000	47,000	-%
<u>Other Sources</u>						
Interfund Transfer	2,500,000	-	-	-	-	-%
Transfer in Excess Fees	4,158	4,075	-	-	-	-%
Other Non-revenues	-	-	6,337,462	6,337,462	5,824,209	(8.1)%
Total Other Sources	2,504,158	4,075	6,337,462	6,337,462	5,824,209	(8.1)%
Total Administration Revenue	20,804,650	25,567,378	25,273,755	28,956,539	24,849,209	(1.7)%

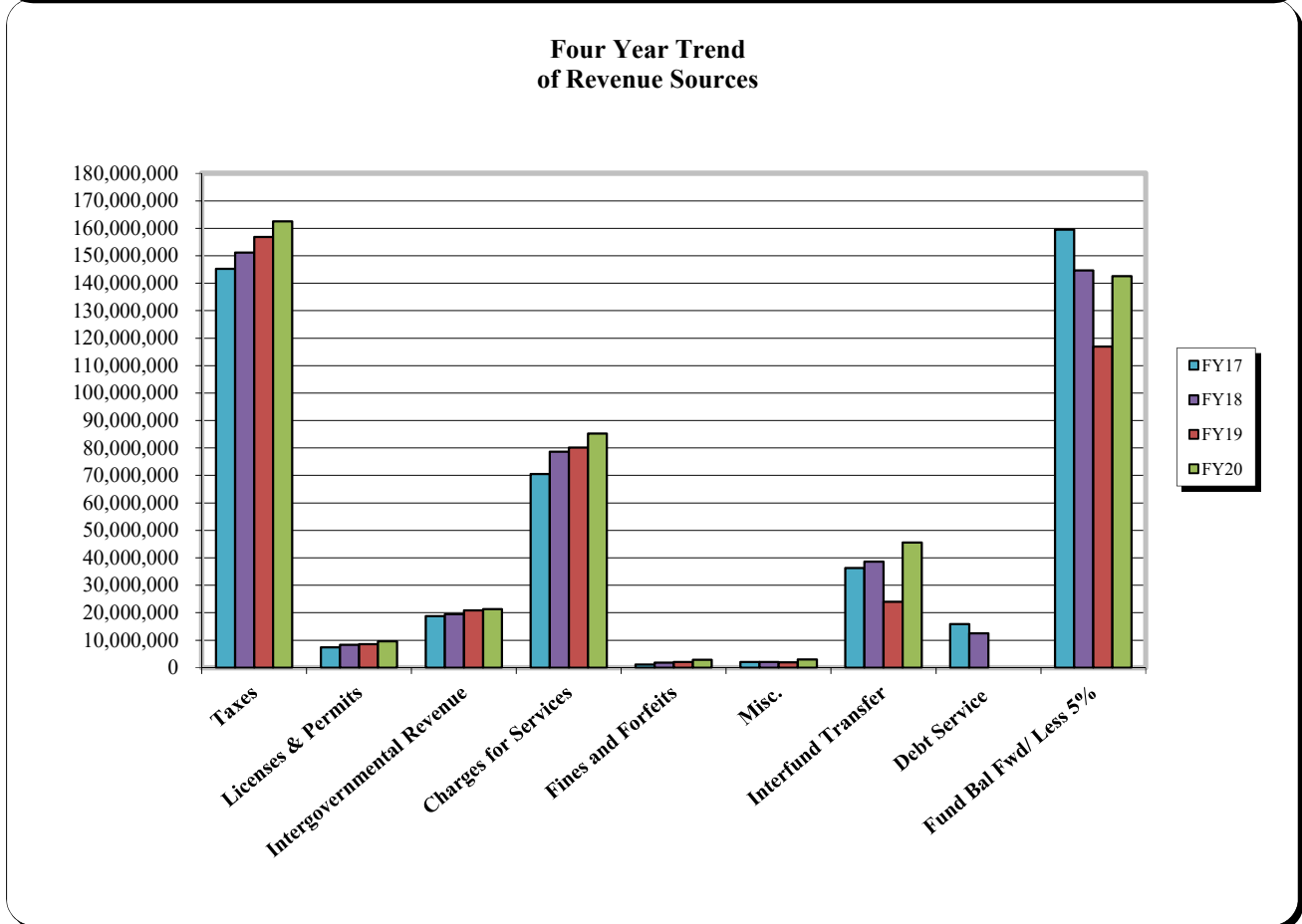
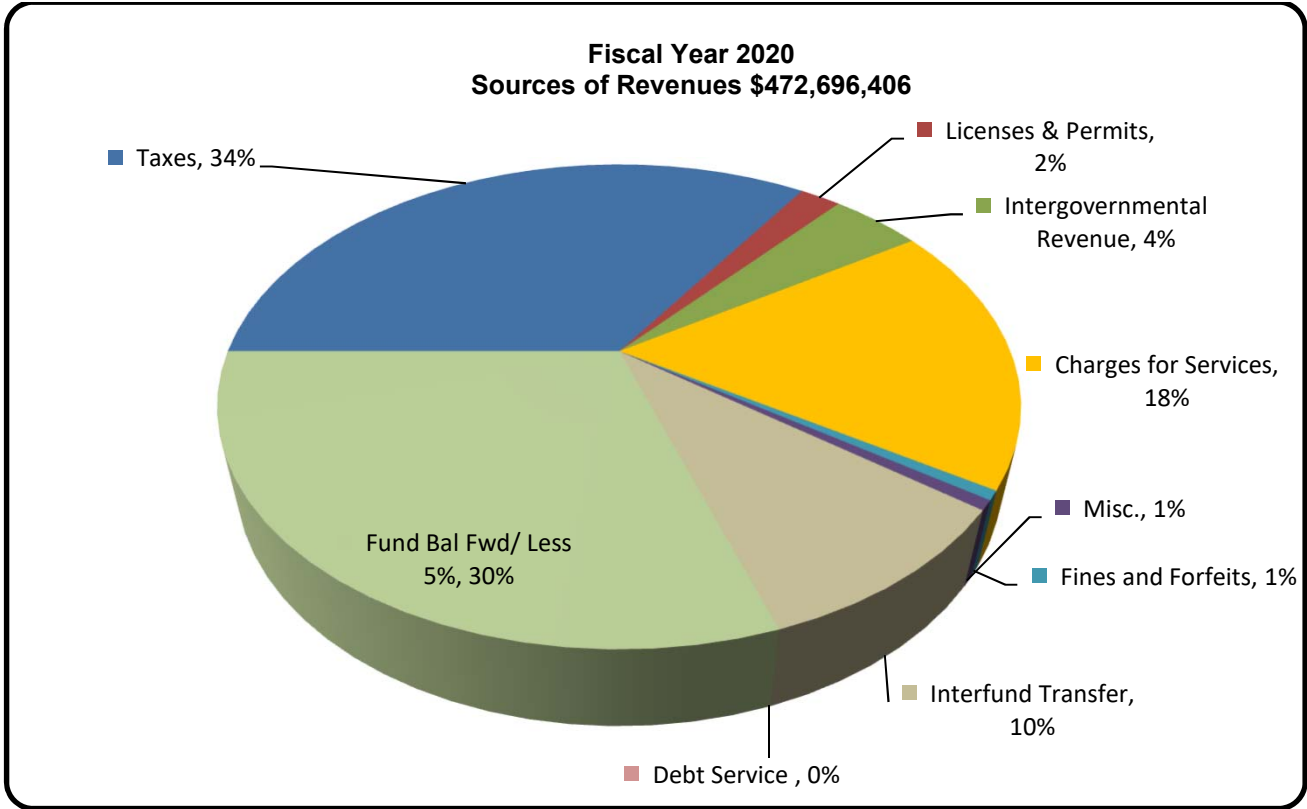
Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Worker's Compensation</u>						
<u>Taxes</u>						
Ad Valorem Taxes	4	-	-	-	-	- %
Total Taxes	4	-	-	-	-	- %
<u>Charges For Services</u>						
General Government	1,658,943	2,084,804	2,359,204	2,359,204	2,339,200	(0.8)%
Total Charges For Services	1,658,943	2,084,804	2,359,204	2,359,204	2,339,200	(0.8)%
<u>Misc. Revenues</u>						
Interest Earnings	19,380	28,370	15,000	15,000	50,000	233.3 %
Other Misc Revenues	658,383	293,082	200,000	200,000	300,000	50.0 %
Total Misc. Revenues	677,763	321,452	215,000	215,000	350,000	62.8 %
<u>Other Sources</u>						
Other Non-revenues	-	-	3,237,249	3,237,249	3,141,533	(3.0)%
Total Other Sources	-	-	3,237,249	3,237,249	3,141,533	(3.0)%
Total Administration Revenue	2,336,709	2,406,256	5,811,453	5,811,453	5,830,733	0.3 %
<u>Group Insurance Fund</u>						
<u>Charges For Services</u>						
General Government	18,346,644	22,110,832	21,403,318	21,403,318	22,404,685	4.7 %
Total Charges For Services	18,346,644	22,110,832	21,403,318	21,403,318	22,404,685	4.7 %
<u>Misc. Revenues</u>						
Interest Earnings	38,838	146,223	35,000	35,000	150,000	328.6 %
Other Misc Revenues	234,509	340,394	100,000	100,000	100,000	- %
Total Misc. Revenues	273,347	486,617	135,000	135,000	250,000	85.2 %
<u>Other Sources</u>						
Other Non-revenues	-	-	6,770,654	6,770,654	9,452,185	39.6 %
Total Other Sources	-	-	6,770,654	6,770,654	9,452,185	39.6 %
Total Administration Revenue	18,619,990	22,597,450	28,308,972	28,308,972	32,106,870	13.4 %
<u>Risk Management Fund</u>						
<u>Charges For Services</u>						
General Government	3,316,939	1,972,306	4,065,540	4,065,540	4,367,010	7.4 %
Total Charges For Services	3,316,939	1,972,306	4,065,540	4,065,540	4,367,010	7.4 %
<u>Misc. Revenues</u>						
Interest Earnings	30,411	59,768	20,000	20,000	75,000	275.0 %
Other Misc Revenues	345,091	3,514,942	90,000	90,000	90,000	- %
Total Misc. Revenues	375,502	3,574,710	110,000	110,000	165,000	50.0 %
<u>Other Sources</u>						
Other Non-revenues	-	-	1,581,315	1,581,315	3,597,829	127.5 %
Total Other Sources	-	-	1,581,315	1,581,315	3,597,829	127.5 %
Total Administration Revenue	3,692,441	5,547,016	5,756,855	5,756,855	8,129,839	41.2 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Revenue Summary By Fund

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Fleet Management Fund</u>						
<u>Charges For Services</u>						
General Government	2,331,999	1,827,565	2,507,241	2,507,241	3,600,776	43.6 %
Economic Environment	392,364	518,889	545,755	545,755	131,000	(76.0)%
Total Charges For Services	<u>2,724,363</u>	<u>2,346,454</u>	<u>3,052,996</u>	<u>3,052,996</u>	<u>3,731,776</u>	22.2 %
<u>Misc. Revenues</u>						
Interest Earnings	20,527	30,829	10,000	10,000	10,000	- %
Sale/comp-loss Of Assets	-	1,091	-	-	-	- %
Total Misc. Revenues	<u>20,527</u>	<u>31,920</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	- %
<u>Other Sources</u>						
Other Non-revenues	-	-	1,298,216	1,298,216	1,022,238	(21.3)%
Total Other Sources	<u>-</u>	<u>-</u>	<u>1,298,216</u>	<u>1,298,216</u>	<u>1,022,238</u>	(21.3)%
Total Administration Revenue	<u>2,744,891</u>	<u>2,378,373</u>	<u>4,361,212</u>	<u>4,361,212</u>	<u>4,764,014</u>	9.2 %
<u>FIRE & EMS LOSAP TRUST FUND</u>						
<u>Misc. Revenues</u>						
Interest Earnings	4,144	7,615	4,000	4,000	10,000	150.0 %
Pension Fund Contributions	36,940	24,448	37,000	37,000	37,000	- %
Total Misc. Revenues	<u>41,084</u>	<u>32,063</u>	<u>41,000</u>	<u>41,000</u>	<u>47,000</u>	14.6 %
<u>Other Sources</u>						
Other Non-revenues	-	-	24,450	24,450	18,500	(24.3)%
Total Other Sources	<u>-</u>	<u>-</u>	<u>24,450</u>	<u>24,450</u>	<u>18,500</u>	(24.3)%
Total Administration Revenue	<u>41,084</u>	<u>32,063</u>	<u>65,450</u>	<u>65,450</u>	<u>65,500</u>	0.1 %
County Total Revenue	<u>341,122,574</u>	<u>381,708,908</u>	<u>411,458,885</u>	<u>561,628,153</u>	<u>472,696,406</u>	14.9 %

Revenue Budget Trends



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.

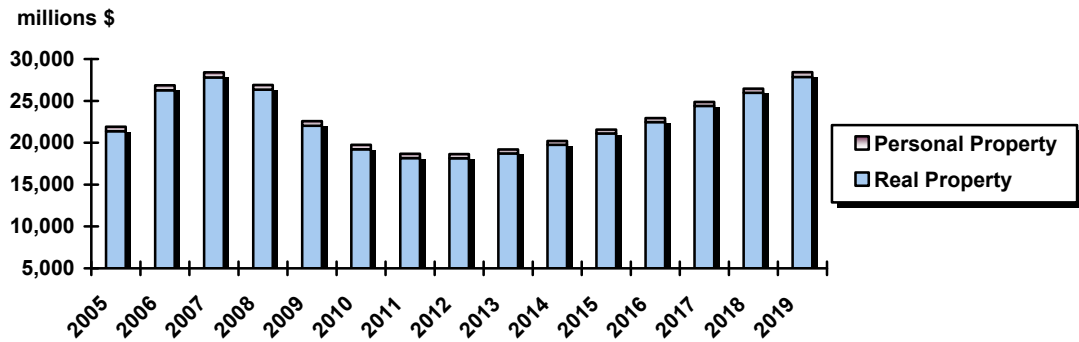
Revenue: Property Taxes

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

Legal Authority: Florida Statute, Chapter 200.

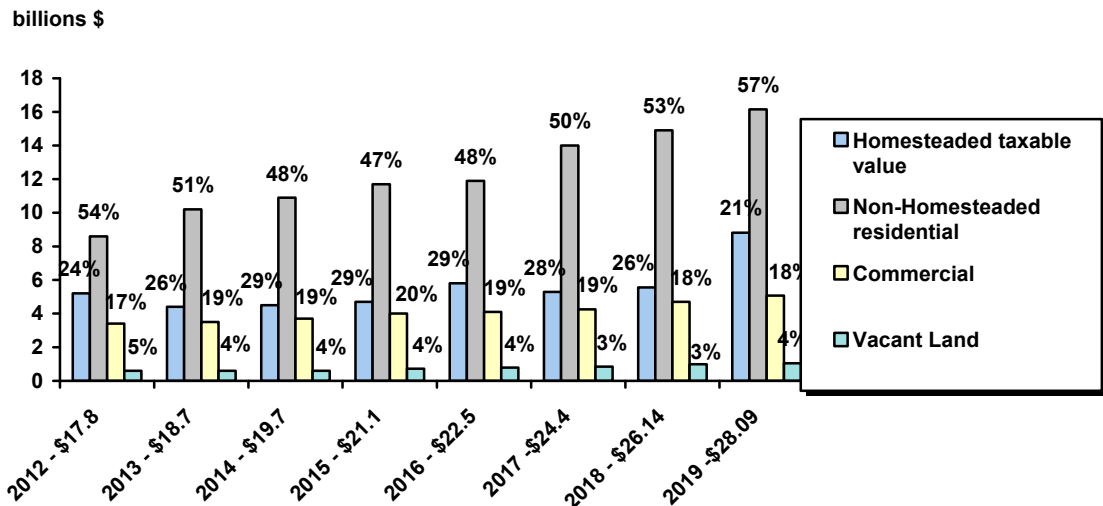
Fees: See “Ad Valorem Millage Summary.”

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 2019 Final Tax Roll values the County-Wide taxable values are as follows:

Homesteaded taxable value (majority of these are residential properties)	\$5.81 Billion
Non-Homesteaded residential properties taxable value	\$16.16 Billion
Commercial properties	\$5.07 Billion
Vacant land taxable value	<u>\$1.04 Billion</u>
	\$28.09 Billion



Revenue Sources and Trends

Revenue: Local Government Infrastructure Surtax

Fund/Account Number: 304/312600GN

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.

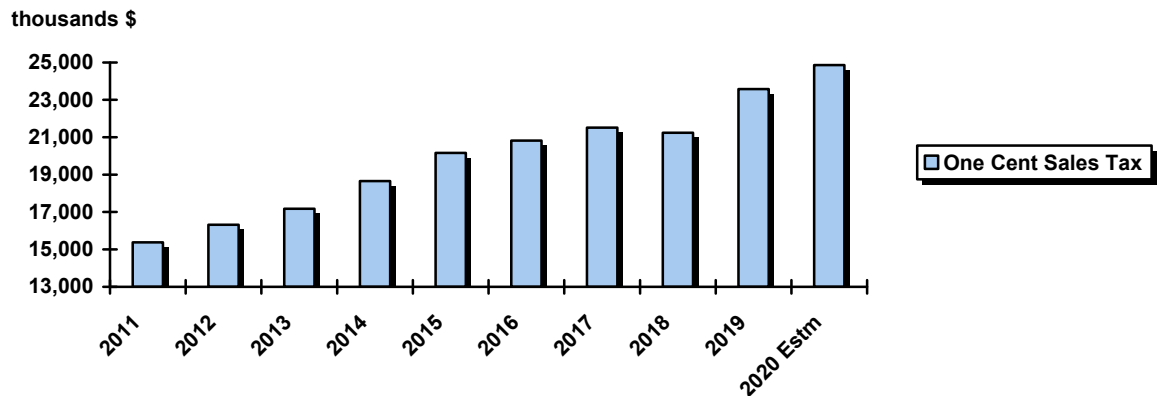
Legal Authority: Florida Statute, Chapter 212.055 (2), Monroe County Code of Ordinances Chapter 23, Article IV, Section 23-142 to 147.

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: For 5 years (2004 to early 2008), the County’s share increased before the downturn of the national economy in late 2008. Revenue collection has increased since 2009 and we anticipate that it will continue with slight fluctuations based on our local economy. For FY17, we received \$21.5M. The State estimate from July 2017 for FY18 was \$23.95M. OMB’s received \$21.24M which is significantly lower, due to the recovery from the impacts of Hurricane Irma and its effect on the tourist driven economy. FY19 received \$23.58 which was also lower than the state estimate of \$24.05.

Forecast: If the global and national economies continue to grow, we project 2020 to see continued increase in revenue for the One Cent Sales Tax over prior years. The state estimate is \$24.87.



Revenue: Constitutional Gas Tax

Fund/Account Number: 102/335492GG and 102/335498GG

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.

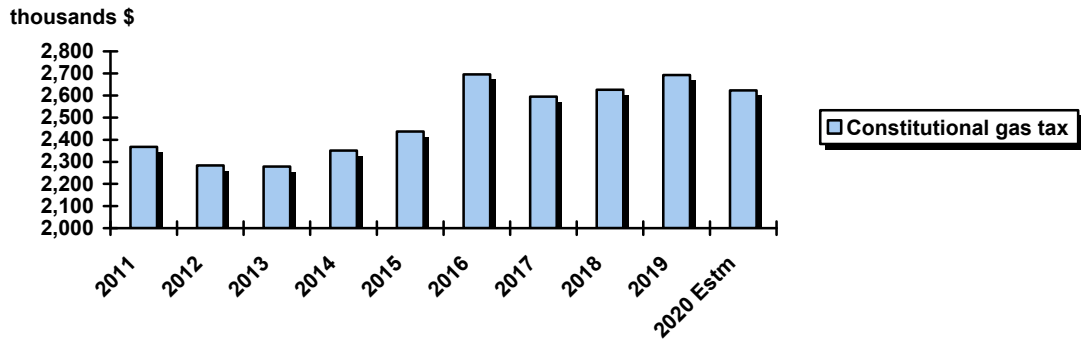
Legal Authority: Florida Constitution Article XII, section 9(c) (4), Florida Statutes 206.41 and 206.47.

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 decreasing every year. In 2014, the distribution factor had an increase due to the collection component and therefore, we saw an increase in revenue. We expect slight increases to continue each year until we reach the same revenue collection as 2016. The Florida Department of Revenue estimated \$2.63M for 2019 (we received \$2.69M). 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

Revenue Sources and Trends

Forecast: The Florida Department of Revenue estimates \$2.62M for 2020. The revenues estimates have started to slightly decrease, OMB is estimating the 2020 revenue to be the same as the states.



Revenue: County Fuel Tax

Fund/Account Number: 102/335490GG

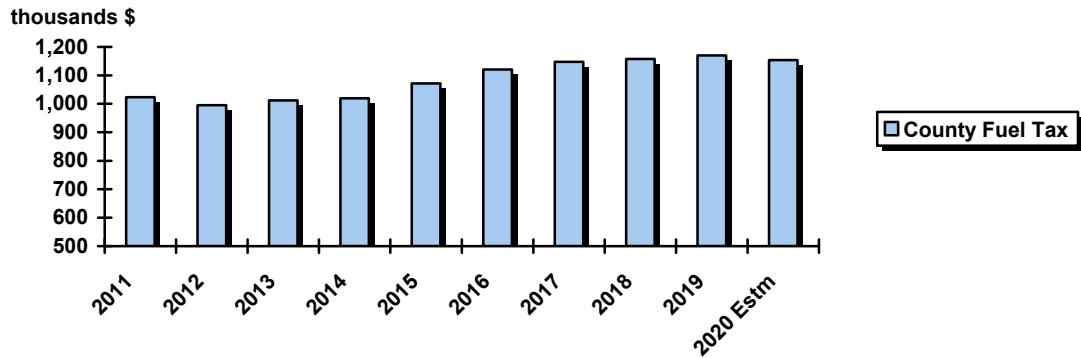
Description: The Florida Legislature has levied a one cent per gallon tax on motor fuel for distribution to county governments pursuant to the same formula used to distribute the Constitutional Gas Tax.

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

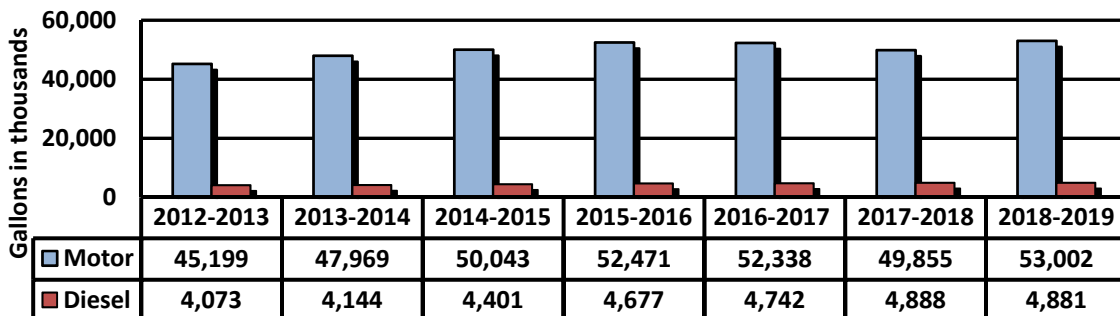
Restrictions: The funds from this tax can be used by counties for transportation related expenses, including the reduction of bond debt incurred for transportation purposes.

History/Trends: Over 2006-2012, this State Shared Gas Tax had been decreasing. In 2013 it started to increase, and just like the Constitutional Gas, we estimate a similar trend for 2020.

Forecast: Since the distribution formula is the same as the Constitutional Gas Tax, we project to see slight fluctuations, however, the revenues will start to stabilize in the coming years. For 2020 the State estimate is \$1.15M. OMB is estimating the same as the State at this time.



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.



Revenue Sources and Trends

Revenue: Local Option and Ninth-Cent Fuel Taxes.

Fund/Account Number: 102/312301GG and 102/312401GG

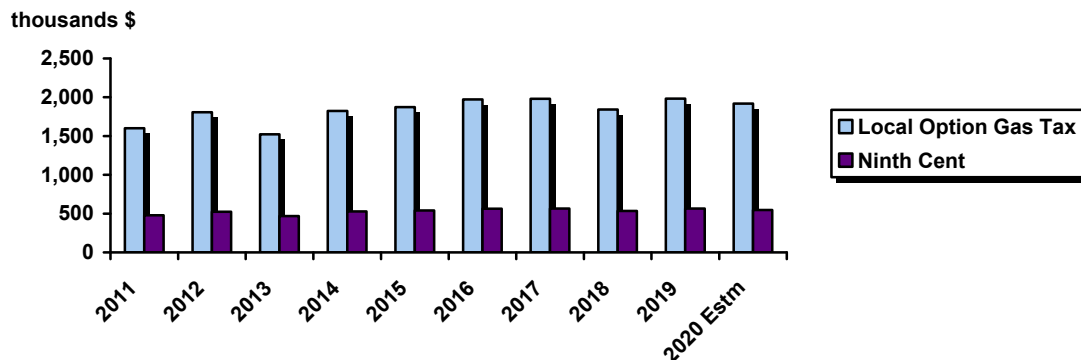
Description: In addition to the two cent constitutional gas tax and the one cent County Gas Tax, counties may impose up to 12 cents of local option fuel taxes in the form of three separate levies. The first is a tax of 1 cent on every net gallon of motor and diesel fuel sold within the county. This is 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 ten 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: OMB has estimated revenues will stabilize and are estimating the same as the state with \$1.92 for Local Option Gas Tax and \$547 for Ninth-Cent.



Revenue: Tourist Development Taxes

Funds/Account Number: 115/116- 312120GD, 117/118/119/120/121- 312130GD

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.

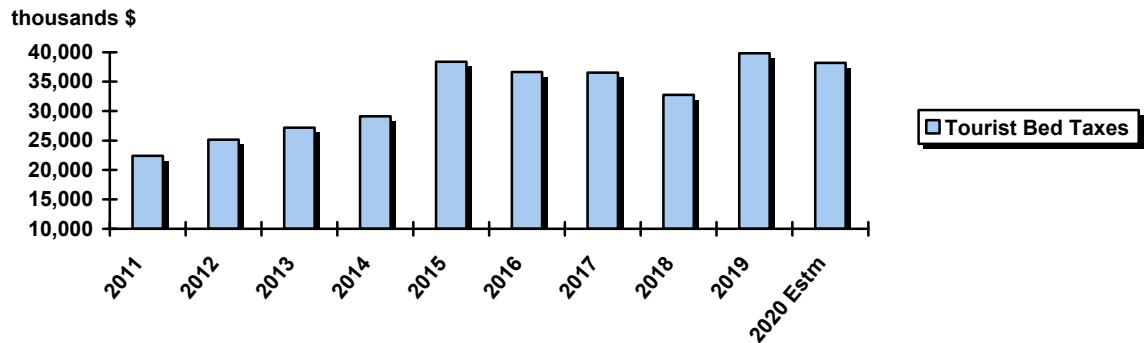
Legal Authority: Florida Statute, Chapters 125.0104 (3) (c), 125.0104 (3) (d), 125.0104 (n). Monroe County Code of Ordinances Chapter 23, Article V.

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: Over the last 10 years, bed tax revenues collected saw an increase except for when the national economy took a 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 Sources and Trends

Forecast: OMB is estimating revenue will increase slightly over the next couple years until it reaches 2016/2017 revenue collections.



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

Fund/Account Number: 001/316000GO

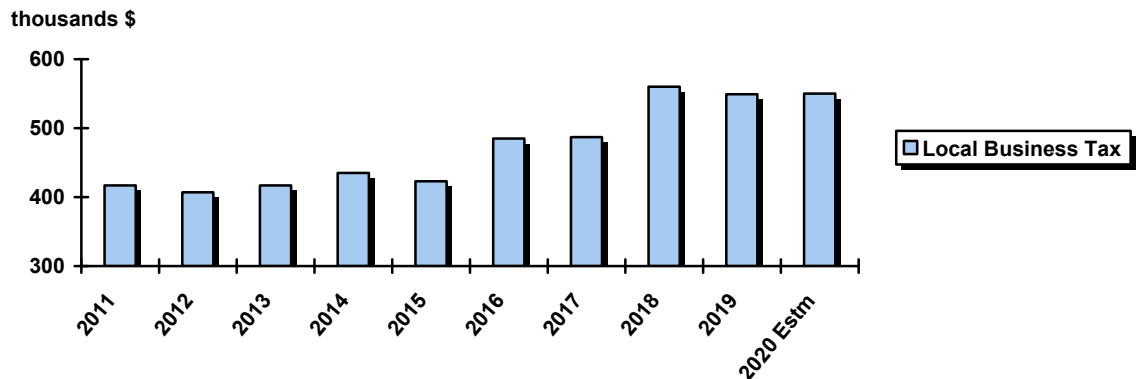
Description: Florida law authorizes a county to levy a business tax granting the privilege of engaging in or managing any business, profession or occupation within its jurisdiction.

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.



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

Revenue: Building Permits.

Fund/Account Number: 180/322005SG

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.

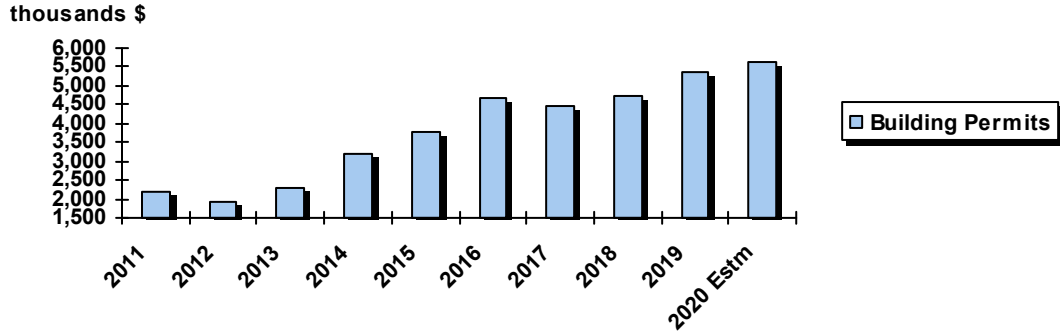
Restrictions: For use in unincorporated areas.

History/Trends: BOCC adopted a new building fee schedule that was put in to 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 them to.

Revenue Sources and Trends

Forecast: OMB forecasts 2020 to bring in more revenue due to CPI increases and continued volume of permits. The new fee schedule continues to bring in more revenue than the previous fee schedules.



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: 001/148-335180GS

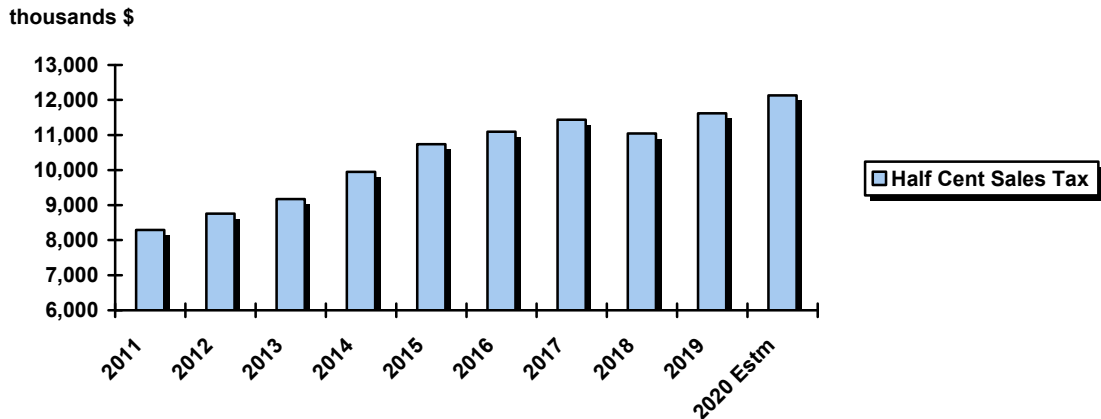
Description: This State Shared revenue program returns to the cities and counties a portion of the sales tax proceeds remitted to the State of Florida.

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 over the last 8 years with a drop in 2018 due to Hurricane Irma.

Forecast: OMB estimates 2020 at \$12.12M.



Revenue Sources and Trends

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

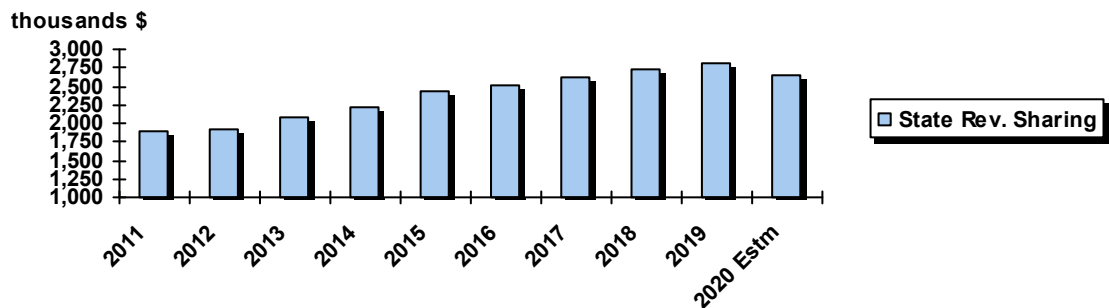
Fund/Account Number: 001/335120GR

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: For 2020 we are estimating the revenue will remain steady with very slight fluctuations.



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: 414/343405 (annual assessment), 414/343420 (other tipping), 414/343421 (sludge tipping), 414/343450 (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.

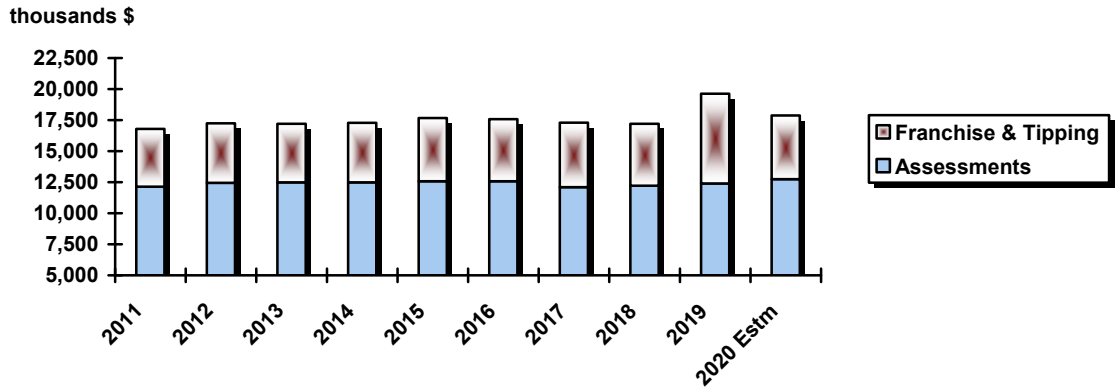
Legal Authority: Florida Statute 125, Monroe County Code Article IV, Sections 8-71 through, 8-107.

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. For 2018, the BOCC approved an increase to residential assessments from \$386.00 to \$394.00/year. For 2019, the BOCC approved an increase to residential assessments is \$394.00 to \$402.00/year

Forecast: With the residential assessments increase, we expect 2020 to keep the fund steady.

Revenue Sources and Trends



Revenue: Airport Fees.

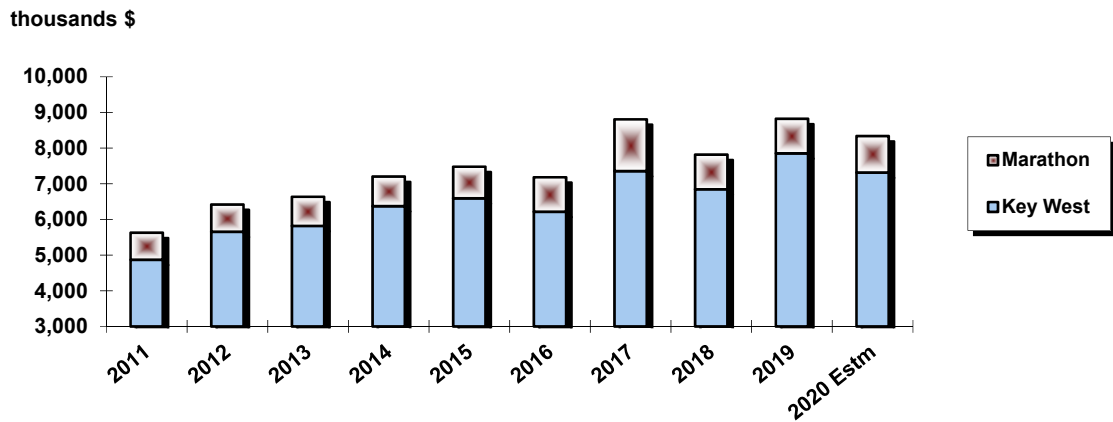
Fund/Account Number: 403/344104, 403/344105, 403/344106, 404/344101, 404/344103, 404/344104, 404/344105 and 404/344106.

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.

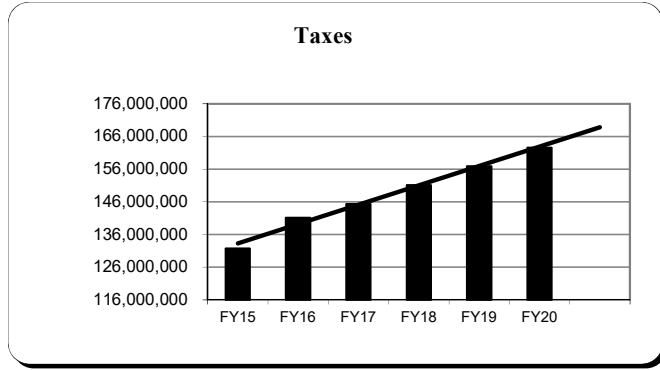
Restrictions: These funds are restricted to support airport operations and maintenance.

History/Trends: Marathon Airport has had difficulty in attracting and retaining regular air carrier services. Key West Airport went thru a major construction project and was completed in 2008. Since then, one major discount air carrier had scheduled arrivals and departures from Key West but left in June 2014. Since then the Key West Airport has experienced a year over year passenger increase of 3%. Current passenger numbers continue to show a positive growth; this trend has been driven by incumbent air carriers increasing their system capacity and due to the addition of United Airlines.

Forecast: For Key West current passenger numbers continue to show a positive growth. We are estimating increased revenues from prior years. For Marathon, Economic growth was slowed by the damage caused by Hurricane Irma, however, we expect revenues to return to 2017 collections.



Revenue Budget Trends and Trend Drivers



Taxes include these sources:

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

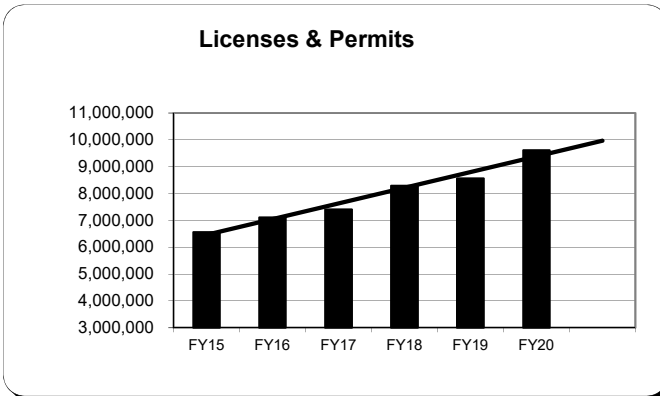
Major Variance from FY19 - FY20

Ad Valorem: Increase of \$4,305,206

Reason: New Ad Valorem Tax for Middle Keys Health Care and increased property values; Increase Hurricane Reserves

Sales & Use Tax: Increase of \$1,265,073

Reason: Increase in One Cent Infrastructure Sales Tax and other tourism driven taxes



Licenses & Permits include these sources:

Building Permits, Franchise Fees, Impact Fees & Special Assessments

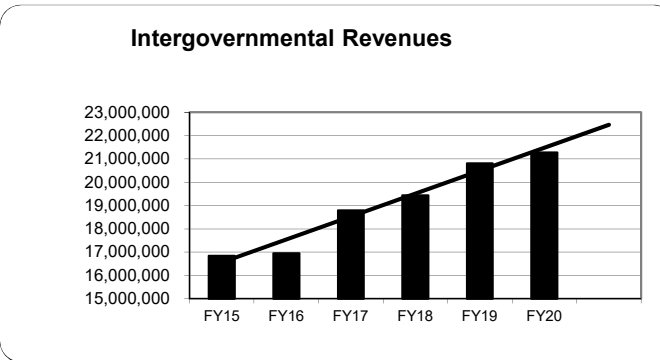
Major Variance from FY19 - FY20

Building Permits: Increase of \$878,000

Reason: Increased of anticipated revenue due to the CPI-U added to permit fees

Special Assessments: Increase of \$110,036

Reason: Increased of anticipated revenue based on actuals



Intergovernmental Revenues include these sources:

Federal Grants, Federal Payments in Lieu of Taxes, State Grants and State Shared Revenues

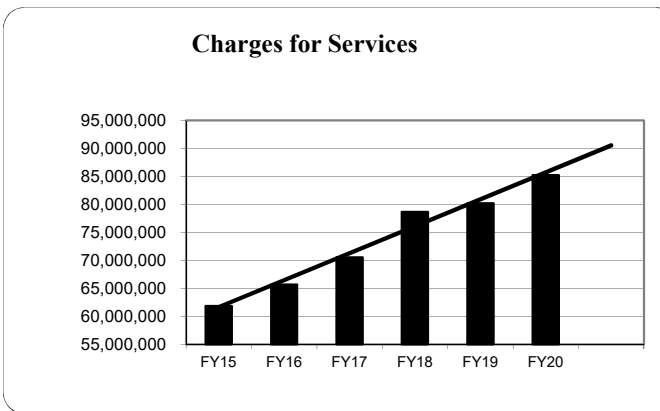
Major Variance from FY19 - FY20

State Shared Revenues: Increase of \$134,000

Reason: Increase of anticipated revenue based on the tourism and state estimates

Payments in Lieu of Taxes: Increase \$331,544

Reason: In prior years, there was uncertainty regarding this funding source



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 FY19 - FY20

Internal Funds: Increase of \$2,376,368

Reason: Continue to keep prices stable and charge for services

Trauma Star: Increase of \$800,000

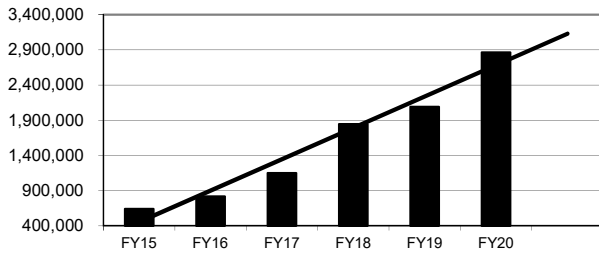
Reason: Increased anticipated revenue due to increase in flights

Airport: Increase of \$2,431,000

Reason: Increased anticipated revenue due to increase in service

Revenue Budget Trends and Trend Drivers

Fines & Forfeits



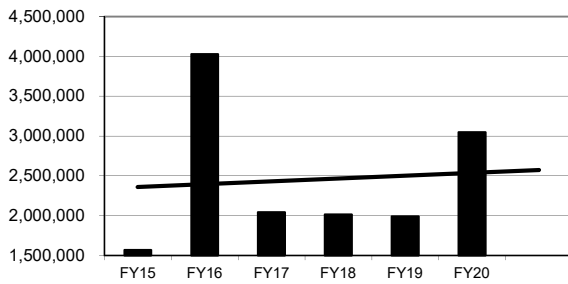
Fines and Forfeits include these sources:
Court Cases and Local Ordinance Violations

Major Variance from FY19 - FY20

Local Ordinance Code Violation: Increase of \$735,000

Reason: Increased anticipated revenue due to increased collections for Code Violations

Miscellaneous Revenue



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

Major Variance from FY19 - FY20

Interest Earnings: Increase \$919,450

Reason: Increased anticipated revenues from interest

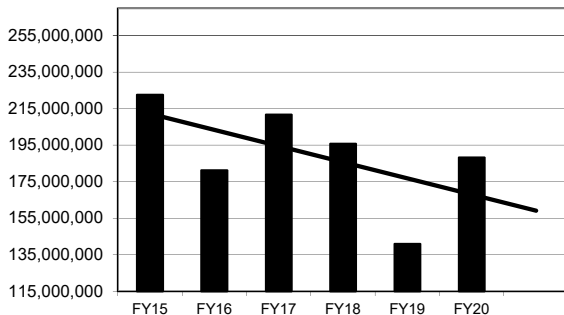
Special Assmts: Increase \$34,943

Reason: New Canal MSBU

Miscellaneous Revenue: Increase \$100,000

Reason: Increased anticipated revenues from Other Misc.

Other Sources



Other Sources include:

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

Major Variance from FY19 - FY20

Interfund Transfers: Increase of \$21,476,303

Reason: Increase due to transferring between capital funds to pay for specific projects; Debt transfers and internal cost allocation

Fund Balance: Increase of \$25,731,396

Reason: Increase due to capital funds and amount needed to balance the budget

Monroe County B.O.C.C
FISCAL YEAR 2020
ADOPTED
MILLAGE

Description	Fiscal Year 2018 Adopted			Fiscal Year 2019 Adopted			Fiscal Year 2020 Adopted					
	Millage Rate	Total Ad Valorem Tax	Total Tax Over/(Under) Last Year	Millage Rate	Total Ad Valorem Tax	Total Tax Over/(Under) Last Year	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	0.6949	17,281,599	1,186,624	0.7495	19,830,140	2,548,541	0.7074	0.7697	2.7%	8.81%	21,881,190	2,051,050 001
Law Enforcement, Jail, Judicial	1.9539	48,597,184	900,000	1.9068	50,454,196	1,857,012	1.8008	1.7747	-6.9%	-1.45%	50,454,196	0 101
Local Health Unit	0.0469	1,165,070		0.0394	1,043,456	(121,614)	0.0377	0.0437	10.9%	15.92%	1,243,456	200,000
Total County-wide Services	2.6957 2.6957	67,043,853	2,086,624	2.6957 2.6957	71,327,792	4,283,939	2.5459 2.5459	2.5881 2.5881	-4.0%	1.66%	73,578,842	2,251,050
General Purpose Municipal Serv.												
Planning, Code Enf, Fire Marshal	0.0000	0		0.0000	0	0	0.0000	0.0000	0.0%	0.00%	0	0 148
Parks And Beaches	0.1621	1,882,131	210,351	0.1823	2,249,934	367,803	0.1725	0.1725	-5.4%	0.00%	2,298,018	48,084 147
Total General Purpose MSTU	0.1621	1,882,131	210,351	0.1823	2,249,934	367,803	0.1725	0.1725	-5.4%	0.00%	2,298,018	48,084
Local Road Patrol Law Enforcement	0.3537	4,107,003	157,368	0.3682	4,544,235	437,232	0.3484	0.3484	-5.4%	0.00%	4,641,331	97,096 149
L & M Keys Fire & Ambulance	2.1214	11,898,696	1,572,923	2.1867	12,714,447	815,751	2.0792	2.0792	-4.9%	0.00%	12,861,701	147,254 141
Total Municipal Services, L & M	2.6372			2.7372			2.6001	2.6001	-5.0%	0.00%		
Middle Keys Health Care							0.0000	0.5000	N/A	N/A	1,961,722	1,961,722 104
Aggregate	3.4149	84,931,683	4,027,266	3.4330	90,836,408	5,904,725	3.2515	3.3536	-2.3%	3.14	95,341,614	4,505,206

MILLAGE RATE SUMMARY
Adopted Fiscal Year 2020

	Rollback Millage	Millage	Taxes per \$100,000 of taxable value	Increase per \$100,000 of taxable value	Increase Per Month \$100,000.00
Unincorporated, Dist 1, MM 4-95 Stock Island-Tavernier					
Countywide Services	2.5459	2.5881	\$258.81	\$4.22	\$0.35
Lower & Middle Keys Fire & Ambulance	2.0792	2.0792	\$207.92	\$0.00	\$0.00
Planning, Code Compl, Fire Marshal, Fire Administration	0.0000	0.0000	\$0.00	\$0.00	\$0.00
Parks & Beaches	0.1725	0.1725	\$17.25	\$0.00	\$0.00
Local Road Patrol	0.3484	0.3484	\$34.84	\$0.00	\$0.00
Middle Keys Health Care MSTU	0.0000	0.5000	\$50.00	\$50.00	\$4.17
Total	5.1460	5.6882	568.8200	54.2207	4.5184

Key Largo

Countywide Services	2.5459	2.5881	\$258.81	\$4.22	\$0.35
Planning, Building, Code Enf, Fire Marshal	0.0000	0.0000	\$0.00	\$0.00	\$0.00
Parks & Beaches	0.1725	0.1725	\$17.25	\$0.00	\$0.00
Local Road Patrol	0.3484	0.3484	\$34.84	\$0.00	\$0.00
Total	3.0668	3.1090	\$310.90	\$4.22	\$0.35

Key West, Key Colony Beach, & Islamorada

Countywide Services	2.5459	2.5881	\$258.81	\$4.22	\$0.35
Total	2.5459	2.5881	\$258.81	\$4.22	\$0.35

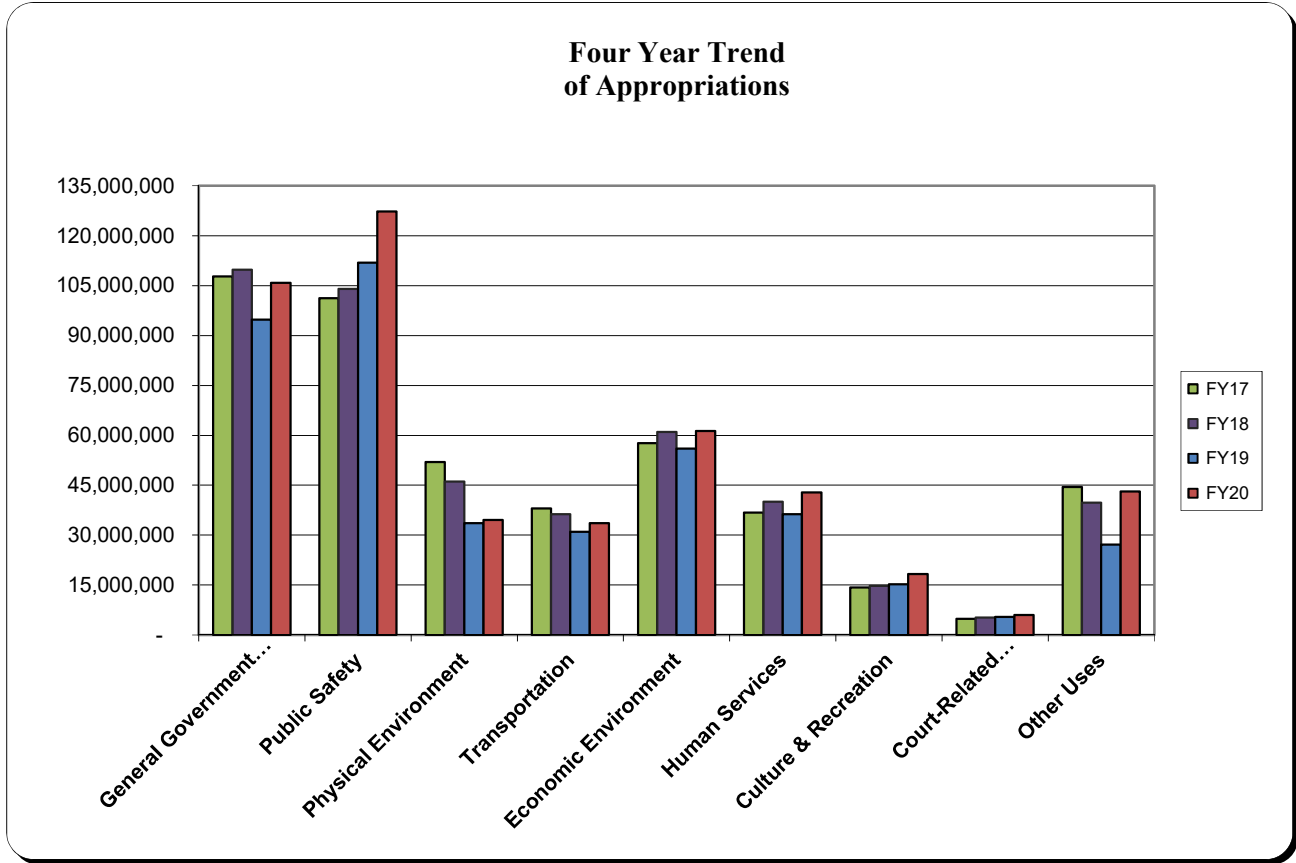
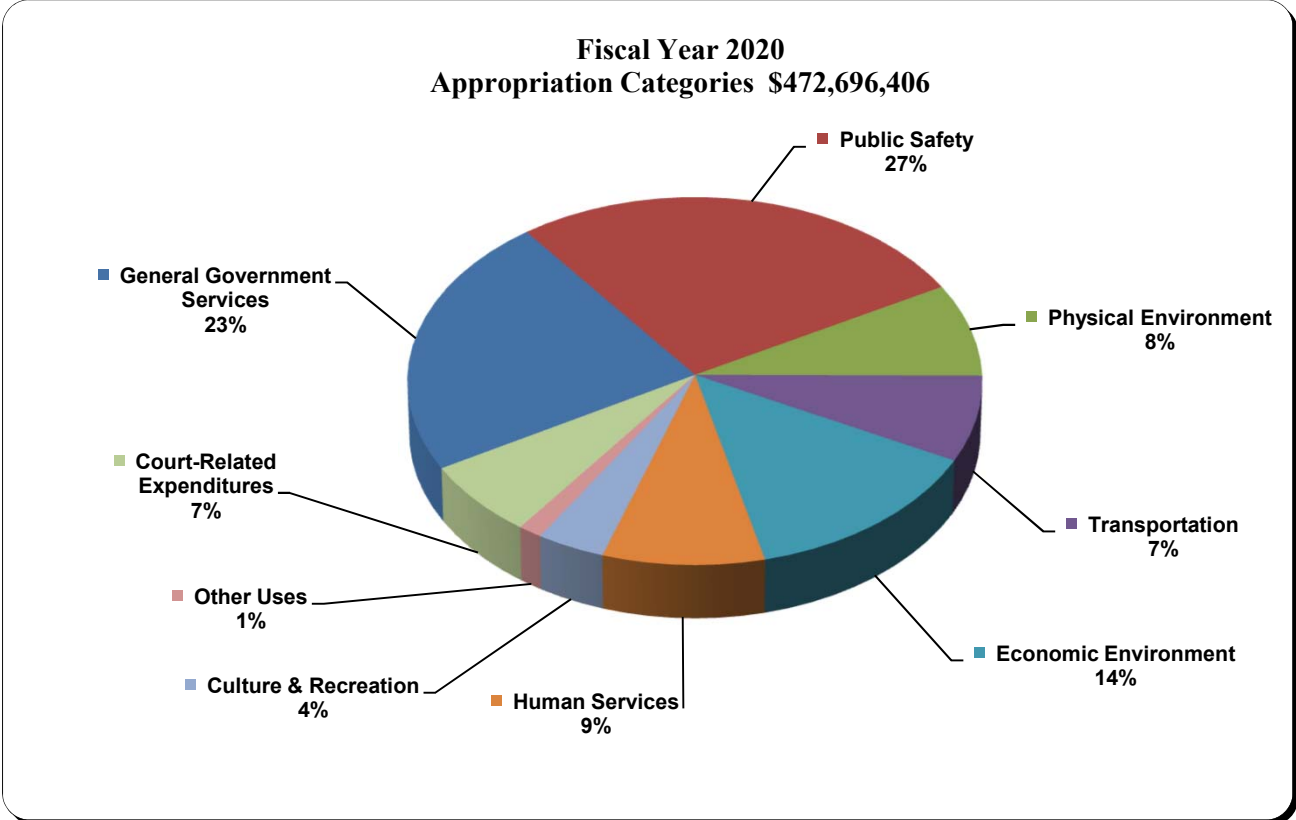
Layton

Countywide Services	2.5459	2.5881	\$258.81	\$4.22	\$0.35
Lower & Middle Keys Fire & Ambulance	2.0792	2.0792	\$207.92	\$0.00	\$0.00
Total	4.6251	4.6673	\$466.73	\$4.22	\$0.35

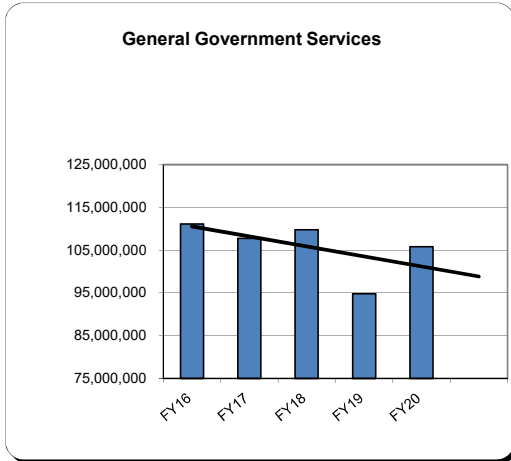
Marathon

Countywide Services	2.5459	2.5881	\$258.81	\$4.22	\$0.35
Middle Keys Health Care MSTU	0.0000	0.5000	\$50.00	\$50.00	\$4.17
Total	2.5459	2.5881	\$258.81	\$4.22	\$0.35

Appropriation Budget Trends



Appropriation Budget Trends By Functions



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 FY19 - FY20

Project Management: Increase of \$3,764,830

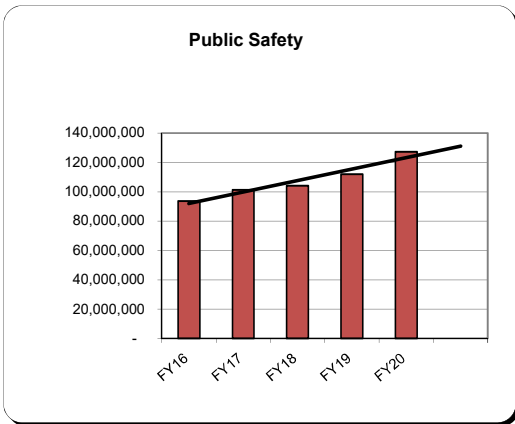
Reason: Continue FY19 Gen Gov't Capital Projects and timing of projects

Tax Collector: Increase of \$441,763

Reason: Increase based on increased taxes

BOCC Reserves: Increase of \$5,791,057

Reason: Reserves decreased based on need and to balance the budget



Public Safety includes:

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

Major Variance from FY19 - FY20

Sheriff's Budget: Increase of \$1,888,703

Reason: Increases in salaries and other needs

Emergency Services: Increase of \$1,462,670

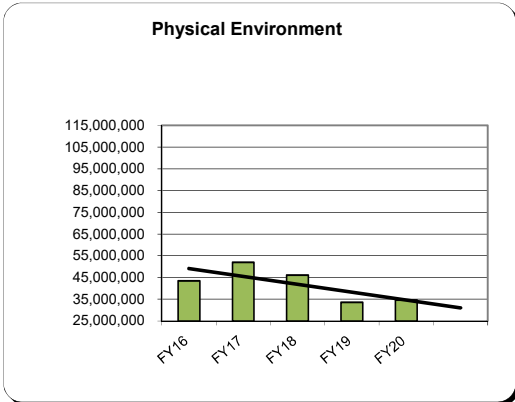
Reason: Increase for FTE's and contracts

Employee Services: Increase of \$822,539

Reason: Increase for FTE and Security

Project Management Capital Projects: Increase of \$9,961,016

Reason: Plantation Key Court House and other projects



Physical Environment includes:

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

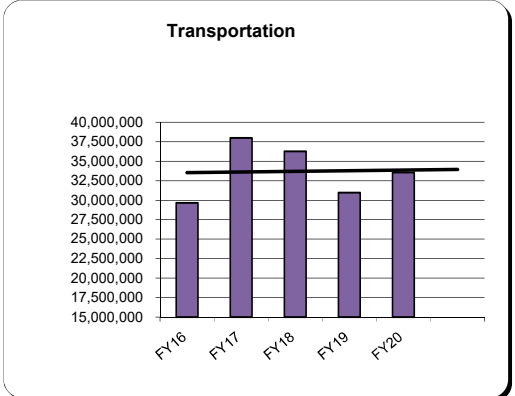
Major Variance from FY19 - FY20

Land Acquisition Projects: Decrease of \$542,782

Reason: Timing of land purchases and rollover funds

Project Management Capital Projects: Increase of \$856,819

Reason: Finalizing costs of FY20 Cudjoe WW Projects and timing of other projects



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 FY19 - FY20

Road Department: Increase of \$2,111,226

Reason: New and continuing projects

Card Sound Road: Decrease of \$565,996

Reason: Reduction of revenue due to implementation of All Electronic Toll

Capital Paving Projects: Decrease of \$325,419

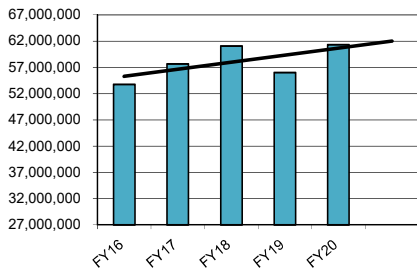
Reason: Completion of FY19 projects and timing of projects

Airports: Increase of \$1,421,379

Reason: Grant Match increase

Appropriation Budget Trends By Functions

Economic Environment



Economic Environment includes:

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

Major Variance from FY19 - FY20

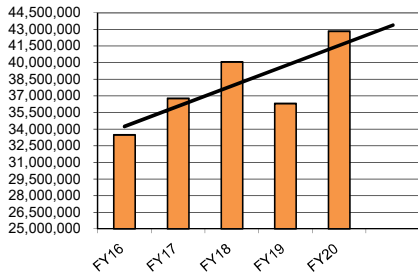
TDC: Increase of \$3,545,598 over 7 funds (Fund 115-121)

Reason: Increase funding for cultural, fishing, diving and other events and rolling over funds for projects not completed

Housing Assistance: Increase of \$867,614

Reason: Budget is based on availability of Fund balance and grant funding

Human Services



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 FY19 - FY20

Human Services (HSAB) & Other Non Profit: Increase of \$41,500

Reason: 2% increase in funding

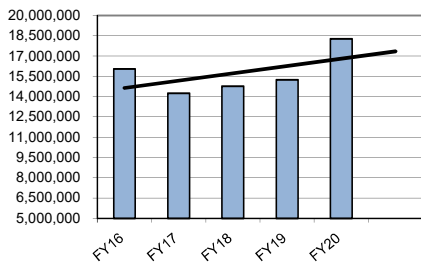
Middle Keys Health Care MSTU: Increase of \$1,744,784

Reason: First year of new MSTU

Group Insurance: Increase of \$4,776,467

Reason: Increase in claim projection and other increasing costs; and correct prior year budget shortfall

Culture/Recreation



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 FY19 - FY20

Parks & Recreation: Increase of \$569,747

Reason: Increase for implementing new Parks Department

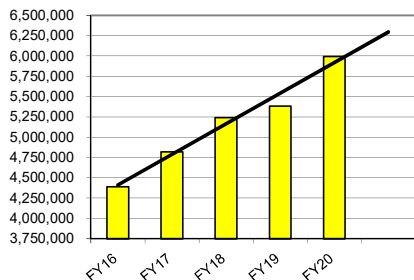
Parks & Rec. Capital Projects: Increase of \$2,149,638

Reason: Increase due to continuation of projects and rollover funds.

Libraries: Increase of \$178,695

Reason: Increase for office needs and furnishings

Court Related



Court Related includes:

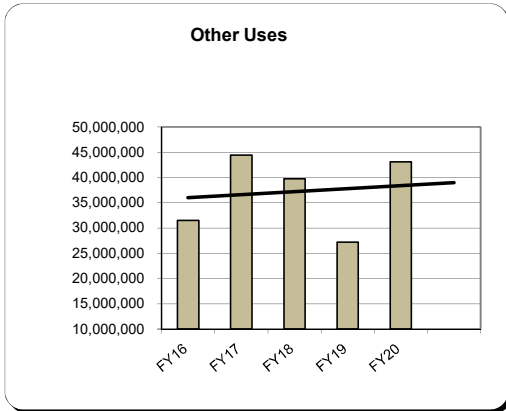
Court General Administration & Operations, Circuit Courts (Criminal, Civil, Family, Juvenile and Probate), and County Courts (Criminal, Civil, & Traffic)

Major Variance from FY19 - FY20

Judicial Administration: Increase of \$500,000

Reason: Increase due to Court Administrator taking over probationary services

Appropriation Budget Trends By Functions

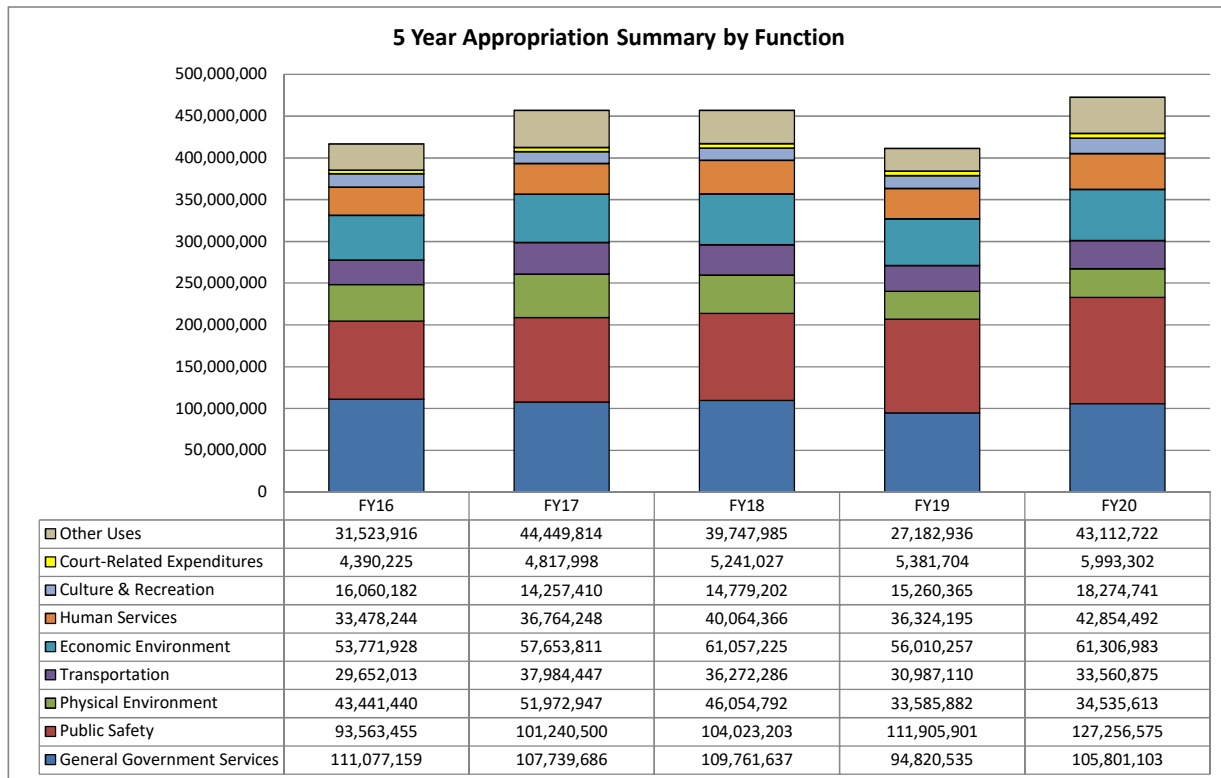


Other Uses consists of:
Budgeted Transfers

Major Variance from FY19 - FY20

Budgeted Transfers: Increase of \$15,929,786

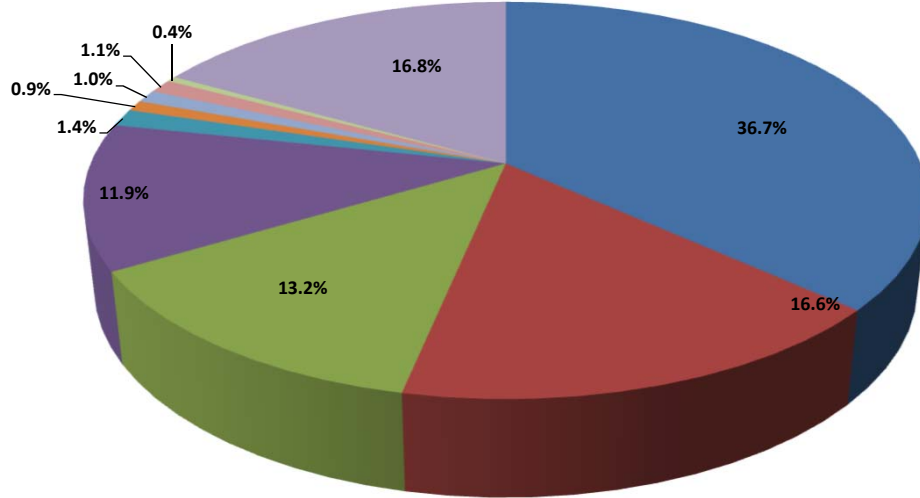
Reason: Increase due to transferring between capital funds to pay for specific projects and increase for transfers to debt



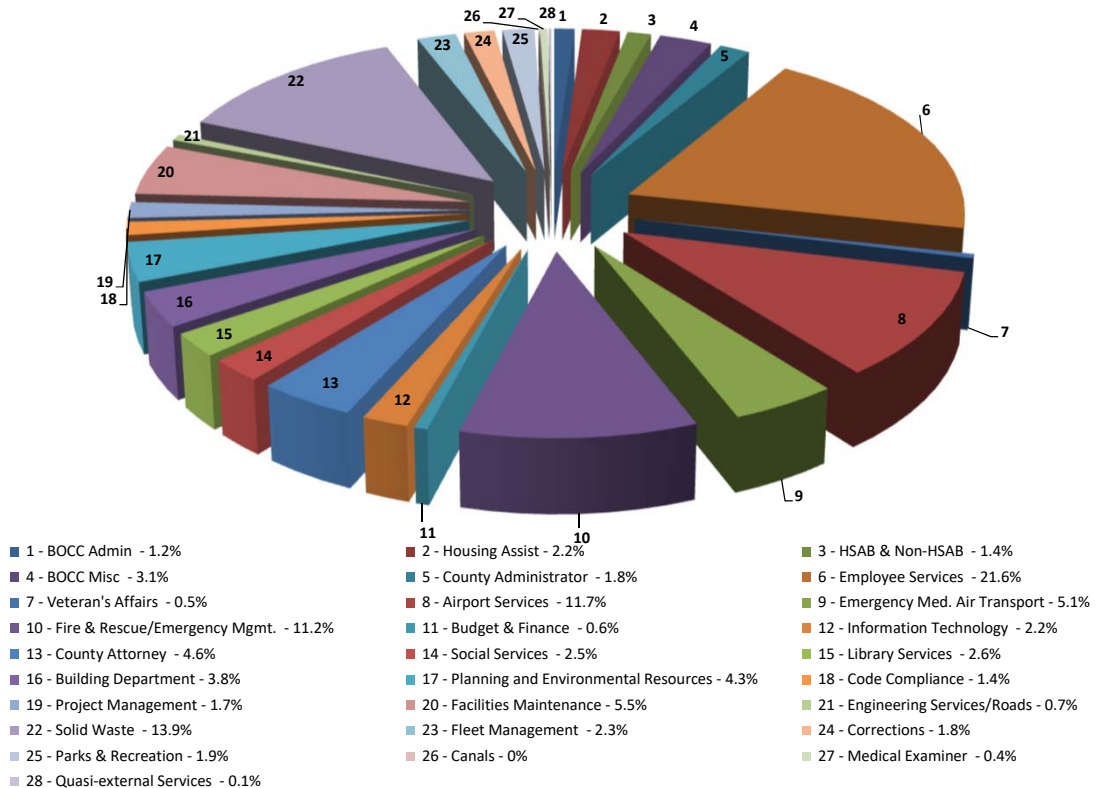
Department Expenditure Summary

Total FY20 Budget - \$472,696,406

- BOCC Operating - 36.7%
- Capital Projects, inc Debt Svc - 16.6%
- Sheriff - 13.2%
- Tourist Development Council - 11.9%
- Tax Collector - 1.4%
- Judicial, State Attorney, Public Defender - 0.9%
- Property Appraiser - 1.0%
- Clerk of the Courts - 1.1%
- Supervisor of Elections - 0.4%
- Budgeted Transfers, Cash Bal & Resv - 16.8%



How is the BOCC portion of the Budget Allocated? BOCC Operating - \$173,513,212



**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>B.O.C.C.</u>						
BOCC Administrative	1,705,920	1,720,456	2,044,291	2,044,291	1,872,949	(8.00)%
Housing Assistance	636,575	269,595	2,614,315	2,910,169	3,481,929	33.00 %
Other Non-profit Funding (Not HSAB)	129,008	122,059	138,207	138,207	139,625	1.00 %
Human Service Advisory Board Funding	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2.00 %
BOCC Miscellaneous	8,396,156	14,178,138	3,387,638	17,524,484	4,839,803	43.00 %
Reserves	-	-	38,736,372	33,417,504	36,385,717	(6.00)%
Budgeted Transfers	37,707,930	36,229,549	27,182,936	44,852,359	43,112,722	59.00 %
2003 Revenue Bond	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	46.00 %
Quasi-external Services	214,797	205,552	220,000	220,000	230,000	5.00 %
Total Budget	60,617,940	64,710,083	88,944,650	121,629,828	110,514,693	24.00 %

County Administrator

Guardian Ad Litem	133,943	119,298	210,396	210,396	288,019	37.00 %
County Administrator	1,093,827	1,992,026	650,338	804,703	677,454	4.00 %
Office of Sustainability	332,519	4,754,350	1,752,853	47,966,757	1,857,901	6.00 %
Office of Legislative Affairs	-	182,052	186,121	186,121	488,542	162.00 %
Office of Strategic Planning	-	156,161	158,970	158,970	163,237	3.00 %
Emergency Management	278,824	308,026	493,170	493,170	636,964	29.00 %
Extension Services	273,760	221,966	236,969	236,969	251,227	6.00 %
Total Budget	2,112,873	7,733,879	3,688,817	50,057,087	4,363,344	18.00 %

Employee Services

Employee Services - Loss Control	140,291	141,046	129,366	129,366	951,905	636.00 %
Employee Services - Personnel	431,406	535,945	614,279	614,279	655,981	7.00 %
Employee Services - Worker's Comp	2,630,727	3,121,379	5,430,687	5,430,687	5,447,540	- %
Employee Services - Group Insurance	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	22.00 %
Total Budget	21,163,969	21,894,696	28,350,410	28,350,410	34,007,971	20.00 %

Veterans Affairs

Veteran Affairs	622,678	671,197	765,245	785,245	728,743	(5.00)%
Total Budget	622,678	671,197	765,245	785,245	728,743	(5.00)%

Airport Services

Key West Airport	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	(4.00)%
Marathon Airport	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	(22.00)%
PFC	337,052	3,267,351	5,137,885	15,429,922	7,600,000	48.00 %
Total Budget	13,349,896	14,675,464	16,803,562	41,507,721	18,398,061	9.00 %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Emergency Services</u>						
Emergency Medical Air Transport	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	8.00 %
Fire & Rescue Central	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	2.00 %
Fire & Rescue Coordinator/Fire Academy	1,219,848	1,370,617	1,703,499	1,705,879	1,995,167	17.00 %
Emergency Management	492,422	442,784	79,321	626,356	79,324	- %
Fire Marshal	393,639	481,997	494,112	494,112	794,857	61.00 %
LOSAP	35,950	36,801	48,000	48,000	48,000	- %
Impact Fees Fire & EMS	-	-	102,430	102,430	140,867	38.00 %
Planning Refunds	(12)	-	-	-	-	- %
Fire & Rescue Key West Airport	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.00 %
Upper Keys Health Care Taxing District	853,703	-	-	-	-	- %
Total Budget	19,173,010	22,714,464	23,681,157	24,230,572	25,143,827	6.00 %
<u>Budget & Finance</u>						
Office of Management & Budget	641,539	694,827	621,535	715,703	649,404	4.00 %
Grants Management	205,182	268,843	224,157	224,157	181,979	(19.00)%
Purchasing	121,291	81,324	169,251	191,058	179,413	6.00 %
Total Budget	968,012	1,044,994	1,014,943	1,130,918	1,010,796	- %
<u>Information Technology</u>						
Information Technology	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	15.00 %
Total Budget	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	15.00 %
<u>County Attorney</u>						
County Attorney - Risk Mgmt.	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	18.00 %
County Attorney	1,875,642	1,893,462	2,317,641	2,321,558	2,500,305	8.00 %
Total Budget	5,960,768	7,178,145	6,316,137	6,770,054	7,216,032	14.00 %
<u>Social Services</u>						
Human Services Capital Projects	21,461	-	-	-	-	- %
Welfare Services	3,337,540	2,832,142	1,778,521	3,877,463	1,895,813	7.00 %
Social Service Transportation	906,922	991,215	1,047,897	1,047,897	1,098,572	5.00 %
Bayshore Manor	854,169	906,247	996,596	996,596	1,001,981	1.00 %
Total Budget	5,120,092	4,729,604	3,823,014	5,921,956	3,996,366	5.00 %
<u>Library Services</u>						
Impact Fees Libraries	-	-	1,152,383	1,152,383	1,232,190	7.00 %
Libraries	3,272,424	3,429,242	3,912,094	4,246,167	4,093,171	5.00 %
Total Budget	3,272,424	3,429,242	5,064,477	5,398,550	5,325,361	5.00 %
<u>Building Department</u>						
Building Department	4,472,451	5,995,149	6,040,104	6,060,738	6,029,834	- %
Building Refunds	8,902	81,825	30,000	60,000	30,000	- %
Total Budget	4,481,353	6,076,974	6,070,104	6,120,738	6,059,834	- %

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Planning & Environmental Resources						
Growth Management Administration	364,963	-	-	-	-	- %
Planning Department	1,769,481	2,216,874	2,397,663	3,086,325	3,038,205	27.00 %
Planning Commission	71,206	60,524	88,409	88,409	88,409	- %
Environmental Resources	1,258,853	1,406,190	1,506,318	1,720,326	1,647,712	9.00 %
Marine Resources	520,496	403,680	1,884,255	1,570,673	1,915,402	2.00 %
Planning Refunds	19,839	11,816	20,000	20,000	20,000	- %
Marine Projects	935,226	773,940	-	656,820	-	- %
Housing & Community Development	-	39,284	-	210,716	-	- %
Total Budget	4,940,065	4,912,308	5,896,645	7,353,268	6,709,728	14.00 %

Code Compliance

Code Compliance	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	6.00 %
Total Budget	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	6.00 %

Project Management

Public Works Management	990,655	1,784,736	1,764,054	3,325,132	1,838,618	4.00 %
Animal Shelters	1,059,357	1,106,034	1,552,268	1,552,268	1,466,513	(6.00)%
County Engineering Capital	-	5,400	-	222,600	-	- %
Physical Environment Projects	20,041,210	6,754,133	5,604,645	11,879,740	3,411,790	(39.00)%
General Gov Cap Projects	3,510,943	3,373,457	769,193	5,379,435	4,534,023	489.00 %
Parks & Recreation Capital Projects	10,552,583	611,592	7,061,000	8,256,644	9,210,638	30.00 %
Economic Environment Capital Projects	-	-	-	656,496	656,496	- %
Public Safety Capital Projects	2,033,965	1,932,329	8,089,840	14,434,897	18,050,856	123.00 %
Impact Fees Parks & Recreation	25,400	-	602,296	602,296	632,650	5.00 %
Wastewater MSTUs	134,091	449,914	308,210	981,908	972,042	215.00 %
Wastewater MSTU Capital	827,787	847,148	966,979	2,496,997	3,473,871	259.00 %
Total Budget	39,175,991	16,864,743	26,718,485	49,788,413	44,247,497	66.00 %

Engineering Services/Roads

County Engineering General	95,367	62,400	87,421	87,421	100,762	15.00 %
Road Department	7,811,887	7,150,048	10,574,121	21,388,344	12,685,347	20.00 %
Card Sound Road	1,448,211	674,591	1,548,078	1,548,078	982,082	(37.00)%
Transportation Capital Projects	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	(15.00)%
Impact Fees Roadways	-	-	1,504,127	1,504,127	1,484,856	(1.00)%
Total Budget	12,615,302	11,352,887	15,917,065	26,724,941	17,130,946	8.00 %

Solid Waste

Impact Fees Solid Waste	-	-	101,165	101,165	104,263	3.00 %
Solid Waste	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	(2.00)%
Total Budget	20,062,598	43,122,411	22,435,653	26,118,437	22,055,271	(2.00)%

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Elected Officials</u>						
Clerk of Courts	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	6.00 %
Court Services Network System	-	-	100,000	100,000	100,000	- %
Communications	594,233	577,141	655,300	655,300	655,300	- %
Impact Fees Police Facilities	-	-	128,116	129,658	-	(100.00)%
Monroe County Sheriff	57,222,561	60,498,371	59,153,606	61,874,293	61,042,309	3.00 %
LEEA	75,000	75,000	75,000	75,000	75,000	- %
Law Enforcement Trust	39,075	56,497	414,000	517,948	416,000	- %
Tax Collector	5,544,502	6,132,541	6,247,627	6,331,127	6,689,390	7.00 %
Property Appraiser	4,370,624	4,350,477	4,500,025	4,500,025	4,835,971	7.00 %
Supervisor of Elections	1,763,912	1,799,327	1,769,612	1,769,612	2,065,897	17.00 %
State Attorney	292,410	356,466	671,902	796,212	727,788	8.00 %
Public Defender	681,128	703,915	801,070	808,305	632,108	(21.00)%
Judicial Administration	1,816,649	1,796,876	2,186,856	2,254,831	2,711,886	24.00 %
Court Technology Fund	38,407	58,399	46,310	438,725	50,488	9.00 %
Total Budget	<u>76,654,842</u>	<u>81,289,221</u>	<u>81,631,200</u>	<u>85,132,811</u>	<u>85,158,362</u>	<u>4.00 %</u>
<u>Tourist Development Council</u>						
TDC District 4 Third Cent	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(18.00)%
TDC District 5 Third Cent	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.00 %
TDC Two Penny Events	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.00 %
TDC Special Projects	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.00)%
TDC Two Penny Generic	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.00 %
TDC District 1 Third Penny	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	9.00 %
TDC District 2 Third Cent	1,075,056	766,455	1,659,635	1,644,660	1,888,118	14.00 %
TDC District 3 Third Cent	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.00)%
Total Budget	<u>34,395,587</u>	<u>34,918,840</u>	<u>52,390,697</u>	<u>52,233,608</u>	<u>56,164,778</u>	<u>7.00 %</u>
<u>Medical Examiner</u>						
Medical Examiner	705,161	545,663	704,435	704,435	695,917	(1.00)%
Total Budget	<u>705,161</u>	<u>545,663</u>	<u>704,435</u>	<u>704,435</u>	<u>695,917</u>	<u>(1.00)%</u>
<u>Fleet Management</u>						
Fleet Management	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	17.00 %
Total Budget	<u>2,331,655</u>	<u>2,349,393</u>	<u>3,057,004</u>	<u>3,198,136</u>	<u>3,570,776</u>	<u>17.00 %</u>
<u>Facilities Maintenance</u>						
Facilities Maintenance	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.00 %
Total Budget	<u>6,659,609</u>	<u>6,788,223</u>	<u>8,080,433</u>	<u>8,218,590</u>	<u>8,686,322</u>	<u>7.00 %</u>
<u>Corrections Facilities</u>						
Correction Facilities	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.00 %
Total Budget	<u>1,730,700</u>	<u>1,791,258</u>	<u>2,577,405</u>	<u>2,577,405</u>	<u>2,811,935</u>	<u>9.00 %</u>

Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Parks & Recreation</u>						
Parks & Recreation	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.00 %
Total Budget	<u>1,877,883</u>	<u>1,916,663</u>	<u>2,364,607</u>	<u>2,364,607</u>	<u>2,934,354</u>	<u>24.00 %</u>
<u>Canals</u>						
Canals	-	-	-	-	32,147	- %
Total Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,147</u>	<u>- %</u>
County Total Budget	<u>341,622,957</u>	<u>364,400,199</u>	<u>411,458,885</u>	<u>561,628,153</u>	<u>472,696,406</u>	<u>15.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Department**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>B.O.C.C.</u>						
Personnel Expenditures	3,406,353	1,598,338	980,389	1,264,896	987,021	1.00 %
Operating Expenditures	27,415,786	35,743,435	70,895,495	83,866,525	75,269,756	6.00 %
Capital Outlay Expenditures	46,642	30,351	-	1,604,049	-	- %
Interfund Transfers	29,749,159	27,337,959	17,068,766	34,894,358	34,257,916	101.00 %
Total Budget	60,617,940	64,710,083	88,944,650	121,629,828	110,514,693	24.00 %
<u>County Administrator</u>						
Personnel Expenditures	1,319,146	1,475,013	1,714,305	1,705,453	1,877,886	10.00 %
Operating Expenditures	751,113	1,860,944	1,968,212	3,446,201	2,447,658	24.00 %
Capital Outlay Expenditures	42,614	4,397,923	6,300	44,905,433	37,800	500.00 %
Total Budget	2,112,873	7,733,879	3,688,817	50,057,087	4,363,344	18.00 %
<u>Employee Services</u>						
Personnel Expenditures	1,142,712	1,325,834	1,447,249	1,450,649	1,563,680	8.00 %
Operating Expenditures	20,016,349	20,567,504	26,903,161	26,899,761	31,693,791	18.00 %
Capital Outlay Expenditures	4,908	1,358	-	-	750,500	- %
Total Budget	21,163,969	21,894,696	28,350,410	28,350,410	34,007,971	20.00 %
<u>Veterans Affairs</u>						
Personnel Expenditures	604,441	656,124	744,241	744,241	687,222	(8.00)%
Operating Expenditures	18,236	15,073	21,004	33,806	41,521	98.00 %
Capital Outlay Expenditures	-	-	-	7,198	-	- %
Total Budget	622,678	671,197	765,245	785,245	728,743	(5.00)%
<u>Airport Services</u>						
Personnel Expenditures	2,311,326	1,815,554	1,931,268	1,924,907	2,117,152	10.00 %
Operating Expenditures	10,865,826	9,866,498	5,302,002	12,282,857	5,756,909	9.00 %
Capital Outlay Expenditures	172,745	2,993,413	9,570,292	27,299,957	10,524,000	10.00 %
Total Budget	13,349,896	14,675,464	16,803,562	41,507,721	18,398,061	9.00 %
<u>Emergency Services</u>						
Personnel Expenditures	12,889,581	15,695,572	15,703,399	15,907,183	16,670,640	6.00 %
Operating Expenditures	6,003,919	6,069,607	7,553,328	7,785,030	7,875,120	4.00 %
Capital Outlay Expenditures	279,510	949,285	424,430	538,358	598,067	41.00 %
Total Budget	19,173,010	22,714,464	23,681,157	24,230,572	25,143,827	6.00 %
<u>Budget & Finance</u>						
Personnel Expenditures	660,534	803,619	864,034	834,034	859,569	(1.00)%
Operating Expenditures	285,569	241,376	150,909	290,122	148,727	(1.00)%
Capital Outlay Expenditures	21,909	-	-	6,762	2,500	- %
Total Budget	968,012	1,044,994	1,014,943	1,130,918	1,010,796	- %

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Department**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Information Technology</u>						
Personnel Expenditures	1,200,550	1,247,728	1,611,679	1,487,019	1,693,912	5.00 %
Operating Expenditures	968,004	928,753	920,258	1,315,879	933,655	1.00 %
Capital Outlay Expenditures	150,922	158,263	471,000	347,723	824,000	75.00 %
Total Budget	<u>2,319,476</u>	<u>2,334,745</u>	<u>3,002,937</u>	<u>3,150,621</u>	<u>3,451,567</u>	<u>15.00 %</u>
<u>County Attorney</u>						
Personnel Expenditures	1,794,080	1,657,231	1,755,836	1,780,484	1,880,212	7.00 %
Operating Expenditures	4,158,175	5,503,270	4,546,051	4,972,141	5,322,570	17.00 %
Capital Outlay Expenditures	8,513	17,643	14,250	17,429	13,250	(7.00)%
Total Budget	<u>5,960,768</u>	<u>7,178,145</u>	<u>6,316,137</u>	<u>6,770,054</u>	<u>7,216,032</u>	<u>14.00 %</u>
<u>Social Services</u>						
Personnel Expenditures	2,489,953	2,531,532	2,047,189	2,841,938	2,236,575	9.00 %
Operating Expenditures	2,514,926	2,024,156	1,693,325	2,720,325	1,737,791	3.00 %
Capital Outlay Expenditures	115,213	173,916	82,500	359,692	22,000	(73.00)%
Total Budget	<u>5,120,092</u>	<u>4,729,604</u>	<u>3,823,014</u>	<u>5,921,956</u>	<u>3,996,366</u>	<u>5.00 %</u>
<u>Library Services</u>						
Personnel Expenditures	2,685,905	2,893,454	2,953,123	2,953,123	3,051,333	3.00 %
Operating Expenditures	436,508	332,961	448,571	607,919	522,938	17.00 %
Capital Outlay Expenditures	150,010	202,828	1,662,783	1,837,509	1,751,090	5.00 %
Total Budget	<u>3,272,424</u>	<u>3,429,242</u>	<u>5,064,477</u>	<u>5,398,550</u>	<u>5,325,361</u>	<u>5.00 %</u>
<u>Building Department</u>						
Personnel Expenditures	3,112,040	4,010,266	4,579,203	4,565,703	4,492,759	(2.00)%
Operating Expenditures	1,270,342	1,894,312	1,470,901	1,547,035	1,505,075	2.00 %
Capital Outlay Expenditures	98,970	172,396	20,000	8,000	62,000	210.00 %
Total Budget	<u>4,481,353</u>	<u>6,076,974</u>	<u>6,070,104</u>	<u>6,120,738</u>	<u>6,059,834</u>	<u>- %</u>
<u>Planning & Environmental Resources</u>						
Personnel Expenditures	2,547,794	2,900,276	3,168,157	3,708,866	3,479,986	10.00 %
Operating Expenditures	2,297,529	1,906,498	1,573,721	2,588,769	2,054,050	31.00 %
Capital Outlay Expenditures	94,742	105,534	1,154,767	1,055,634	1,175,692	2.00 %
Total Budget	<u>4,940,065</u>	<u>4,912,308</u>	<u>5,896,645</u>	<u>7,353,268</u>	<u>6,709,728</u>	<u>14.00 %</u>
<u>Code Compliance</u>						
Personnel Expenditures	1,056,733	1,169,394	1,579,751	1,557,410	1,690,227	7.00 %
Operating Expenditures	254,340	184,150	537,552	555,443	549,231	2.00 %
Capital Outlay Expenditures	-	1,557	42,500	46,950	42,320	- %
Total Budget	<u>1,311,073</u>	<u>1,355,102</u>	<u>2,159,803</u>	<u>2,159,803</u>	<u>2,281,778</u>	<u>6.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Department**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Project Management						
Personnel Expenditures	1,070,294	1,290,693	1,472,709	1,525,294	1,841,249	25.00 %
Operating Expenditures	2,202,185	2,429,547	9,016,811	8,999,129	6,665,529	(26.00)%
Capital Outlay Expenditures	35,221,574	12,462,565	15,546,965	38,581,990	35,058,719	126.00 %
Interfund Transfers	681,938	681,938	682,000	682,000	682,000	- %
Total Budget	39,175,991	16,864,743	26,718,485	49,788,413	44,247,497	66.00 %
Engineering Services/Roads						
Personnel Expenditures	2,823,911	2,547,040	2,810,715	2,820,715	2,882,140	3.00 %
Operating Expenditures	6,053,409	3,175,528	3,738,270	6,752,111	4,769,854	28.00 %
Capital Outlay Expenditures	3,737,981	5,630,320	9,368,080	17,152,114	9,478,952	1.00 %
Total Budget	12,615,302	11,352,887	15,917,065	26,724,941	17,130,946	8.00 %
Solid Waste						
Personnel Expenditures	1,354,931	1,153,920	1,428,823	1,440,540	1,487,690	4.00 %
Operating Expenditures	18,707,667	41,968,489	20,290,665	23,961,732	20,227,233	- %
Capital Outlay Expenditures	-	1	716,165	716,165	340,348	(52.00)%
Total Budget	20,062,598	43,122,411	22,435,653	26,118,437	22,055,271	(2.00)%
Elected Officials						
Personnel Expenditures	9,306,528	10,592,730	10,610,652	10,639,830	11,099,909	5.00 %
Operating Expenditures	63,099,303	65,696,941	65,741,133	68,781,790	68,582,705	4.00 %
Capital Outlay Expenditures	32,668	115,340	397,639	829,415	319,523	(20.00)%
Interfund Transfers	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	6.00 %
Total Budget	76,654,842	81,289,221	81,631,200	85,132,811	85,158,362	4.00 %
Tourist Development Council						
Personnel Expenditures	362,692	385,751	412,239	412,239	441,398	7.00 %
Operating Expenditures	34,032,895	34,531,580	51,968,458	51,814,169	55,713,380	7.00 %
Capital Outlay Expenditures	-	1,510	10,000	7,200	10,000	- %
Total Budget	34,395,587	34,918,840	52,390,697	52,233,608	56,164,778	7.00 %
Medical Examiner						
Personnel Expenditures	-	5	8,517	8,517	-	(100.00)%
Operating Expenditures	705,161	545,658	695,918	695,918	695,917	- %
Total Budget	705,161	545,663	704,435	704,435	695,917	(1.00)%
Fleet Management						
Personnel Expenditures	1,338,597	1,200,063	1,544,155	1,544,155	1,763,151	14.00 %
Operating Expenditures	993,058	1,149,329	1,501,849	1,609,425	1,774,962	18.00 %
Capital Outlay Expenditures	-	1	11,000	44,556	32,663	197.00 %
Total Budget	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	17.00 %

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Department**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Facilities Maintenance						
Personnel Expenditures	2,444,138	2,595,490	2,853,841	2,897,341	2,900,719	2.00 %
Operating Expenditures	4,086,525	4,004,979	4,892,092	4,658,792	5,339,458	9.00 %
Capital Outlay Expenditures	128,946	187,753	334,500	662,457	446,145	33.00 %
Total Budget	<u>6,659,609</u>	<u>6,788,223</u>	<u>8,080,433</u>	<u>8,218,590</u>	<u>8,686,322</u>	<u>7.00 %</u>
Corrections Facilities						
Personnel Expenditures	622,794	648,405	813,578	813,578	811,192	- %
Operating Expenditures	991,909	1,122,945	1,728,827	1,728,827	1,965,743	14.00 %
Capital Outlay Expenditures	115,997	19,908	35,000	35,000	35,000	- %
Total Budget	<u>1,730,700</u>	<u>1,791,258</u>	<u>2,577,405</u>	<u>2,577,405</u>	<u>2,811,935</u>	<u>9.00 %</u>
Parks & Recreation						
Personnel Expenditures	791,247	832,252	940,326	949,826	1,248,890	33.00 %
Operating Expenditures	1,063,249	920,292	1,341,065	1,319,777	1,566,748	17.00 %
Capital Outlay Expenditures	23,387	164,119	83,216	95,004	118,716	43.00 %
Total Budget	<u>1,877,883</u>	<u>1,916,663</u>	<u>2,364,607</u>	<u>2,364,607</u>	<u>2,934,354</u>	<u>24.00 %</u>
Canals						
Operating Expenditures	-	-	-	-	32,147	- %
Total Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,147</u>	<u>- %</u>
County Total Budget	<u>341,622,957</u>	<u>364,400,199</u>	<u>411,458,885</u>	<u>561,628,153</u>	<u>472,696,406</u>	<u>15.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>BOCC Administrative</u>						
B.O.C.C.						
Personnel Expenditures	897,174	901,247	980,389	980,389	987,021	1.00 %
Operating Expenditures	808,746	813,409	1,063,902	1,061,902	885,928	(17.00)%
Capital Outlay Expenditures	-	5,801	-	2,000	-	(100.00)%
	<u>1,705,920</u>	<u>1,720,456</u>	<u>2,044,291</u>	<u>2,044,291</u>	<u>1,872,949</u>	<u>(8.00)%</u>
BOCC Administrative Total Budget	<u>1,705,920</u>	<u>1,720,456</u>	<u>2,044,291</u>	<u>2,044,291</u>	<u>1,872,949</u>	<u>(8.00)%</u>

Housing Assistance

B.O.C.C.						
Personnel Expenditures	-	4,112	-	902	-	(100.00)%
Operating Expenditures	636,575	134,085	2,464,315	2,759,267	3,481,929	26.00 %
Interfund Transfers	-	131,398	150,000	150,000	-	(100.00)%
	<u>636,575</u>	<u>269,595</u>	<u>2,614,315</u>	<u>2,910,169</u>	<u>3,481,929</u>	<u>20.00 %</u>
Housing Assistance Total Budget	<u>636,575</u>	<u>269,595</u>	<u>2,614,315</u>	<u>2,910,169</u>	<u>3,481,929</u>	<u>20.00 %</u>

Other Non-profit Funding (Not HSAB)

B.O.C.C.						
Operating Expenditures	129,008	122,059	138,207	138,207	139,625	1.00 %
	<u>129,008</u>	<u>122,059</u>	<u>138,207</u>	<u>138,207</u>	<u>139,625</u>	<u>1.00 %</u>
Other Non-profit Funding (Not HSAB) Total Budget	<u>129,008</u>	<u>122,059</u>	<u>138,207</u>	<u>138,207</u>	<u>139,625</u>	<u>1.00 %</u>

Clerk of Courts

Elected Officials						
Interfund Transfers	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	6.00 %
	<u>4,216,343</u>	<u>4,884,210</u>	<u>4,881,776</u>	<u>4,881,776</u>	<u>5,156,225</u>	<u>6.00 %</u>
Clerk of Courts Total Budget	<u>4,216,343</u>	<u>4,884,210</u>	<u>4,881,776</u>	<u>4,881,776</u>	<u>5,156,225</u>	<u>6.00 %</u>

Court Services Network System

Elected Officials						
Operating Expenditures	-	-	100,000	100,000	100,000	- %
	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>- %</u>
Court Services Network System Total Budget	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>- %</u>

Human Service Advisory Board Funding

B.O.C.C.						
Operating Expenditures	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	(6.00)%
	<u>1,942,415</u>	<u>1,824,045</u>	<u>2,000,000</u>	<u>2,165,318</u>	<u>2,040,000</u>	<u>(6.00)%</u>
Human Service Advisory Board Funding Total Budget	<u>1,942,415</u>	<u>1,824,045</u>	<u>2,000,000</u>	<u>2,165,318</u>	<u>2,040,000</u>	<u>(6.00)%</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Guardian Ad Litem</u>						
County Administrator						
Personnel Expenditures	69,322	72,881	74,696	74,696	147,357	97.00 %
Operating Expenditures	63,591	46,417	132,400	132,400	137,362	4.00 %
Capital Outlay Expenditures	1,030	-	3,300	3,300	3,300	- %
	<u>133,943</u>	<u>119,298</u>	<u>210,396</u>	<u>210,396</u>	<u>288,019</u>	<u>37.00 %</u>
Guardian Ad Litem Total Budget	<u>133,943</u>	<u>119,298</u>	<u>210,396</u>	<u>210,396</u>	<u>288,019</u>	<u>37.00 %</u>

BOCC Miscellaneous

B.O.C.C.						
Personnel Expenditures	2,509,179	692,979	-	283,605	-	(100.00)%
Operating Expenditures	5,840,335	13,460,609	3,387,638	15,638,830	4,839,803	(69.00)%
Capital Outlay Expenditures	46,642	24,551	-	1,602,049	-	(100.00)%
	<u>8,396,156</u>	<u>14,178,138</u>	<u>3,387,638</u>	<u>17,524,484</u>	<u>4,839,803</u>	<u>(72.00)%</u>
BOCC Miscellaneous Total Budget	<u>8,396,156</u>	<u>14,178,138</u>	<u>3,387,638</u>	<u>17,524,484</u>	<u>4,839,803</u>	<u>(72.00)%</u>

County Administrator

County Administrator						
Personnel Expenditures	808,845	564,895	573,440	569,438	595,489	5.00 %
Operating Expenditures	278,387	1,425,106	73,898	229,566	76,965	(66.00)%
Capital Outlay Expenditures	6,595	2,025	3,000	5,700	5,000	(12.00)%
	<u>1,093,827</u>	<u>1,992,026</u>	<u>650,338</u>	<u>804,703</u>	<u>677,454</u>	<u>(16.00)%</u>
County Administrator Total Budget	<u>1,093,827</u>	<u>1,992,026</u>	<u>650,338</u>	<u>804,703</u>	<u>677,454</u>	<u>(16.00)%</u>

Office of Sustainability

County Administrator						
Personnel Expenditures	143,283	201,161	259,553	252,703	269,351	7.00 %
Operating Expenditures	189,237	188,094	1,493,300	2,817,622	1,588,550	(44.00)%
Capital Outlay Expenditures	-	4,365,095	-	44,896,433	-	(100.00)%
	<u>332,519</u>	<u>4,754,350</u>	<u>1,752,853</u>	<u>47,966,757</u>	<u>1,857,901</u>	<u>(96.00)%</u>
Office of Sustainability Total Budget	<u>332,519</u>	<u>4,754,350</u>	<u>1,752,853</u>	<u>47,966,757</u>	<u>1,857,901</u>	<u>(96.00)%</u>

Office of Legislative Affairs

County Administrator						
Personnel Expenditures	-	160,668	164,821	164,821	167,242	1.00 %
Operating Expenditures	-	21,383	21,300	21,300	321,300	1408.00 %
	-	<u>182,052</u>	<u>186,121</u>	<u>186,121</u>	<u>488,542</u>	<u>162.00 %</u>
Office of Legislative Affairs Total Budget	-	<u>182,052</u>	<u>186,121</u>	<u>186,121</u>	<u>488,542</u>	<u>162.00 %</u>

Office of Strategic Planning

County Administrator						
Personnel Expenditures	-	146,420	149,870	149,870	155,137	4.00 %
Operating Expenditures	-	9,741	9,100	9,100	8,100	(11.00)%
	-	<u>156,161</u>	<u>158,970</u>	<u>158,970</u>	<u>163,237</u>	<u>3.00 %</u>
Office of Strategic Planning Total Budget	-	<u>156,161</u>	<u>158,970</u>	<u>158,970</u>	<u>163,237</u>	<u>3.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>Employee Services - Loss Control</u>						
Employee Services						
Personnel Expenditures	117,383	115,105	96,454	96,454	163,204	69.00 %
Operating Expenditures	22,908	25,941	32,912	32,912	38,201	16.00 %
Capital Outlay Expenditures	-	-	-	-	750,500	- %
	<u>140,291</u>	<u>141,046</u>	<u>129,366</u>	<u>129,366</u>	<u>951,905</u>	<u>636.00 %</u>
Employee Services - Loss Control Total Budget	<u>140,291</u>	<u>141,046</u>	<u>129,366</u>	<u>129,366</u>	<u>951,905</u>	<u>636.00 %</u>

Office of Management & Budget

Budget & Finance						
Personnel Expenditures	442,964	597,605	575,984	564,177	603,695	7.00 %
Operating Expenditures	180,196	97,223	45,551	146,079	45,709	(69.00)%
Capital Outlay Expenditures	18,379	-	-	5,447	-	(100.00)%
	<u>641,539</u>	<u>694,827</u>	<u>621,535</u>	<u>715,703</u>	<u>649,404</u>	<u>(9.00)%</u>
Office of Management & Budget Total Budget	<u>641,539</u>	<u>694,827</u>	<u>621,535</u>	<u>715,703</u>	<u>649,404</u>	<u>(9.00)%</u>

Employee Services - Personnel

Employee Services						
Personnel Expenditures	352,395	449,494	458,982	462,382	492,324	6.00 %
Operating Expenditures	74,103	85,960	155,297	151,897	163,657	8.00 %
Capital Outlay Expenditures	4,908	490	-	-	-	- %
	<u>431,406</u>	<u>535,945</u>	<u>614,279</u>	<u>614,279</u>	<u>655,981</u>	<u>7.00 %</u>
Employee Services - Personnel Total Budget	<u>431,406</u>	<u>535,945</u>	<u>614,279</u>	<u>614,279</u>	<u>655,981</u>	<u>7.00 %</u>

Employee Services - Worker's Comp

Employee Services						
Personnel Expenditures	342,627	418,503	554,055	554,055	570,552	3.00 %
Operating Expenditures	2,288,100	2,702,008	4,876,632	4,876,632	4,876,988	- %
Capital Outlay Expenditures	-	868	-	-	-	- %
	<u>2,630,727</u>	<u>3,121,379</u>	<u>5,430,687</u>	<u>5,430,687</u>	<u>5,447,540</u>	<u>- %</u>
Employee Services - Worker's Comp Total Budget	<u>2,630,727</u>	<u>3,121,379</u>	<u>5,430,687</u>	<u>5,430,687</u>	<u>5,447,540</u>	<u>- %</u>

Employee Services - Group Insurance

Employee Services						
Personnel Expenditures	330,307	342,731	337,758	337,758	337,600	- %
Operating Expenditures	17,631,238	17,753,595	21,838,320	21,838,320	26,614,945	22.00 %
Capital Outlay Expenditures	-	-	-	-	-	- %
	<u>17,961,545</u>	<u>18,096,327</u>	<u>22,176,078</u>	<u>22,176,078</u>	<u>26,952,545</u>	<u>22.00 %</u>
Employee Services - Group Insurance Total Budget	<u>17,961,545</u>	<u>18,096,327</u>	<u>22,176,078</u>	<u>22,176,078</u>	<u>26,952,545</u>	<u>22.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>County Attorney - Risk Mgmt.</u>						
County Attorney						
Personnel Expenditures	263,394	299,007	335,680	335,680	277,402	(17.00)%
Operating Expenditures	3,821,731	4,983,877	3,662,816	4,110,817	4,438,325	8.00 %
Capital Outlay Expenditures	-	1,798	-	1,999	-	(100.00)%
	<u>4,085,126</u>	<u>5,284,682</u>	<u>3,998,496</u>	<u>4,448,496</u>	<u>4,715,727</u>	<u>6.00 %</u>
County Attorney - Risk Mgmt. Total Budget	<u>4,085,126</u>	<u>5,284,682</u>	<u>3,998,496</u>	<u>4,448,496</u>	<u>4,715,727</u>	<u>6.00 %</u>

Information Technology

Information Technology						
Personnel Expenditures	1,200,550	1,247,728	1,611,679	1,487,019	1,693,912	14.00 %
Operating Expenditures	968,004	928,753	920,258	1,315,879	933,655	(29.00)%
Capital Outlay Expenditures	150,922	158,263	471,000	347,723	824,000	137.00 %
	<u>2,319,476</u>	<u>2,334,745</u>	<u>3,002,937</u>	<u>3,150,621</u>	<u>3,451,567</u>	<u>10.00 %</u>
Information Technology Total Budget	<u>2,319,476</u>	<u>2,334,745</u>	<u>3,002,937</u>	<u>3,150,621</u>	<u>3,451,567</u>	<u>10.00 %</u>

Grants Management

Budget & Finance						
Personnel Expenditures	193,773	205,850	209,857	179,857	166,879	(7.00)%
Operating Expenditures	11,409	62,993	14,300	44,300	12,600	(72.00)%
Capital Outlay Expenditures	-	-	-	-	2,500	- %
	<u>205,182</u>	<u>268,843</u>	<u>224,157</u>	<u>224,157</u>	<u>181,979</u>	<u>(19.00)%</u>
Grants Management Total Budget	<u>205,182</u>	<u>268,843</u>	<u>224,157</u>	<u>224,157</u>	<u>181,979</u>	<u>(19.00)%</u>

Purchasing

Budget & Finance						
Personnel Expenditures	23,798	164	78,193	90,000	88,995	(1.00)%
Operating Expenditures	93,964	81,160	91,058	99,743	90,418	(9.00)%
Capital Outlay Expenditures	3,530	-	-	1,315	-	(100.00)%
	<u>121,291</u>	<u>81,324</u>	<u>169,251</u>	<u>191,058</u>	<u>179,413</u>	<u>(6.00)%</u>
Purchasing Total Budget	<u>121,291</u>	<u>81,324</u>	<u>169,251</u>	<u>191,058</u>	<u>179,413</u>	<u>(6.00)%</u>

Communications

Elected Officials						
Operating Expenditures	594,233	577,141	655,300	655,300	655,300	- %
	<u>594,233</u>	<u>577,141</u>	<u>655,300</u>	<u>655,300</u>	<u>655,300</u>	<u>- %</u>
Communications Total Budget	<u>594,233</u>	<u>577,141</u>	<u>655,300</u>	<u>655,300</u>	<u>655,300</u>	<u>- %</u>

Emergency Medical Air Transport

Emergency Services						
Personnel Expenditures	1,654,171	2,532,731	2,628,400	2,628,400	2,766,874	5.00 %
Operating Expenditures	2,979,543	4,100,961	4,785,401	4,785,401	5,077,114	6.00 %
Capital Outlay Expenditures	44,600	23,487	15,000	15,000	147,900	886.00 %
	<u>4,678,314</u>	<u>6,657,179</u>	<u>7,428,801</u>	<u>7,428,801</u>	<u>7,991,888</u>	<u>8.00 %</u>
Emergency Medical Air Transport Total Budget	<u>4,678,314</u>	<u>6,657,179</u>	<u>7,428,801</u>	<u>7,428,801</u>	<u>7,991,888</u>	<u>8.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Fire & Rescue Central						
Emergency Services						
Personnel Expenditures	8,479,361	9,894,292	9,918,656	9,918,656	10,176,922	3.00 %
Operating Expenditures	1,472,434	1,467,098	1,951,196	1,921,896	1,957,699	2.00 %
Capital Outlay Expenditures	178,384	855,580	239,500	268,800	205,500	(24.00)%
	<u>10,130,179</u>	<u>12,216,971</u>	<u>12,109,352</u>	<u>12,109,352</u>	<u>12,340,121</u>	<u>2.00 %</u>
Fire & Rescue Central Total Budget	<u>10,130,179</u>	<u>12,216,971</u>	<u>12,109,352</u>	<u>12,109,352</u>	<u>12,340,121</u>	<u>2.00 %</u>

Fire & Rescue Coordinator/Fire Academy

Emergency Services						
Personnel Expenditures	1,016,996	1,228,196	1,315,974	1,315,974	1,558,406	18.00 %
Operating Expenditures	194,175	142,421	343,525	294,355	356,761	21.00 %
Capital Outlay Expenditures	8,677	-	44,000	95,550	80,000	(16.00)%
	<u>1,219,848</u>	<u>1,370,617</u>	<u>1,703,499</u>	<u>1,705,879</u>	<u>1,995,167</u>	<u>17.00 %</u>
Fire & Rescue Coordinator/Fire Academy Total Budget	<u>1,219,848</u>	<u>1,370,617</u>	<u>1,703,499</u>	<u>1,705,879</u>	<u>1,995,167</u>	<u>17.00 %</u>

Emergency Management

County Administrator						
Personnel Expenditures	218,653	268,842	419,275	417,275	468,524	12.00 %
Operating Expenditures	60,171	39,185	73,895	75,895	138,940	83.00 %
Capital Outlay Expenditures	-	-	-	-	29,500	- %
	<u>278,824</u>	<u>308,026</u>	<u>493,170</u>	<u>493,170</u>	<u>636,964</u>	<u>29.00 %</u>
Emergency Services						
Personnel Expenditures	208,521	240,590	-	203,784	-	(100.00)%
Operating Expenditures	243,321	133,514	79,321	420,672	79,324	(81.00)%
Capital Outlay Expenditures	40,581	68,681	-	1,899	-	(100.00)%
	<u>492,422</u>	<u>442,784</u>	<u>79,321</u>	<u>626,356</u>	<u>79,324</u>	<u>(87.00)%</u>
Emergency Management Total Budget	<u>771,246</u>	<u>750,811</u>	<u>572,491</u>	<u>1,119,526</u>	<u>716,288</u>	<u>(36.00)%</u>

Fire Marshal

Emergency Services						
Personnel Expenditures	342,329	417,566	391,860	391,860	690,563	76.00 %
Operating Expenditures	51,310	62,893	102,252	86,622	104,294	20.00 %
Capital Outlay Expenditures	-	1,539	-	15,630	-	(100.00)%
	<u>393,639</u>	<u>481,997</u>	<u>494,112</u>	<u>494,112</u>	<u>794,857</u>	<u>61.00 %</u>
Fire Marshal Total Budget	<u>393,639</u>	<u>481,997</u>	<u>494,112</u>	<u>494,112</u>	<u>794,857</u>	<u>61.00 %</u>

LOSAP

Emergency Services						
Operating Expenditures	35,950	36,801	48,000	48,000	48,000	- %
	<u>35,950</u>	<u>36,801</u>	<u>48,000</u>	<u>48,000</u>	<u>48,000</u>	<u>- %</u>
LOSAP Total Budget	<u>35,950</u>	<u>36,801</u>	<u>48,000</u>	<u>48,000</u>	<u>48,000</u>	<u>- %</u>

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Public Works Management						
Project Management						
Personnel Expenditures	835,445	1,122,335	1,371,501	1,371,501	1,347,528	(2.00)%
Operating Expenditures	152,189	591,834	370,553	1,929,841	390,590	(80.00)%
Capital Outlay Expenditures	3,020	70,567	22,000	23,790	100,500	322.00%
	<u>990,655</u>	<u>1,784,736</u>	<u>1,764,054</u>	<u>3,325,132</u>	<u>1,838,618</u>	<u>(45.00)%</u>
Public Works Management Total Budget	<u>990,655</u>	<u>1,784,736</u>	<u>1,764,054</u>	<u>3,325,132</u>	<u>1,838,618</u>	<u>(45.00)%</u>

Facilities Maintenance

Facilities Maintenance						
Personnel Expenditures	2,444,138	2,595,490	2,853,841	2,897,341	2,900,719	- %
Operating Expenditures	4,086,525	4,004,979	4,892,092	4,658,792	5,339,458	15.00 %
Capital Outlay Expenditures	128,946	187,753	334,500	662,457	446,145	(33.00)%
	<u>6,659,609</u>	<u>6,788,223</u>	<u>8,080,433</u>	<u>8,218,590</u>	<u>8,686,322</u>	<u>6.00 %</u>
Facilities Maintenance Total Budget	<u>6,659,609</u>	<u>6,788,223</u>	<u>8,080,433</u>	<u>8,218,590</u>	<u>8,686,322</u>	<u>6.00 %</u>

Parks & Recreation

Parks & Recreation						
Personnel Expenditures	791,247	832,252	940,326	949,826	1,248,890	31.00 %
Operating Expenditures	1,063,249	920,292	1,341,065	1,319,777	1,566,748	19.00 %
Capital Outlay Expenditures	23,387	164,119	83,216	95,004	118,716	25.00 %
	<u>1,877,883</u>	<u>1,916,663</u>	<u>2,364,607</u>	<u>2,364,607</u>	<u>2,934,354</u>	<u>24.00 %</u>
Parks & Recreation Total Budget	<u>1,877,883</u>	<u>1,916,663</u>	<u>2,364,607</u>	<u>2,364,607</u>	<u>2,934,354</u>	<u>24.00 %</u>

Correction Facilities

Corrections Facilities						
Personnel Expenditures	622,794	648,405	813,578	813,578	811,192	- %
Operating Expenditures	991,909	1,122,945	1,728,827	1,728,827	1,965,743	14.00 %
Capital Outlay Expenditures	115,997	19,908	35,000	35,000	35,000	- %
	<u>1,730,700</u>	<u>1,791,258</u>	<u>2,577,405</u>	<u>2,577,405</u>	<u>2,811,935</u>	<u>9.00 %</u>
Correction Facilities Total Budget	<u>1,730,700</u>	<u>1,791,258</u>	<u>2,577,405</u>	<u>2,577,405</u>	<u>2,811,935</u>	<u>9.00 %</u>

Animal Shelters

Project Management						
Operating Expenditures	1,059,357	1,106,034	1,487,268	1,487,268	1,466,513	(1.00)%
Capital Outlay Expenditures	-	-	65,000	65,000	-	(100.00)%
	<u>1,059,357</u>	<u>1,106,034</u>	<u>1,552,268</u>	<u>1,552,268</u>	<u>1,466,513</u>	<u>(6.00)%</u>
Animal Shelters Total Budget	<u>1,059,357</u>	<u>1,106,034</u>	<u>1,552,268</u>	<u>1,552,268</u>	<u>1,466,513</u>	<u>(6.00)%</u>

County Engineering Capital

Project Management						
Operating Expenditures	-	-	-	78,000	-	(100.00)%
Capital Outlay Expenditures	-	5,400	-	144,600	-	(100.00)%
	<u>-</u>	<u>5,400</u>	<u>-</u>	<u>222,600</u>	<u>-</u>	<u>(100.00)%</u>
County Engineering Capital Total Budget	<u>-</u>	<u>5,400</u>	<u>-</u>	<u>222,600</u>	<u>-</u>	<u>(100.00)%</u>

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County Engineering General						
Engineering Services/Roads						
Personnel Expenditures	93,172	60,417	83,015	83,015	98,044	18.00 %
Operating Expenditures	2,195	1,984	4,406	4,406	2,718	(38.00)%
	<u>95,367</u>	<u>62,400</u>	<u>87,421</u>	<u>87,421</u>	<u>100,762</u>	<u>15.00 %</u>
County Engineering General Total Budget	<u>95,367</u>	<u>62,400</u>	<u>87,421</u>	<u>87,421</u>	<u>100,762</u>	<u>15.00 %</u>

Road Department

Engineering Services/Roads						
Personnel Expenditures	1,978,835	2,239,299	2,415,782	2,425,782	2,474,829	2.00 %
Operating Expenditures	5,120,457	2,495,326	2,924,627	5,884,868	3,592,526	(39.00)%
Capital Outlay Expenditures	712,595	2,415,423	5,233,712	13,077,693	6,617,992	(49.00)%
	<u>7,811,887</u>	<u>7,150,048</u>	<u>10,574,121</u>	<u>21,388,344</u>	<u>12,685,347</u>	<u>(41.00)%</u>
Road Department Total Budget	<u>7,811,887</u>	<u>7,150,048</u>	<u>10,574,121</u>	<u>21,388,344</u>	<u>12,685,347</u>	<u>(41.00)%</u>

Card Sound Road

Engineering Services/Roads						
Personnel Expenditures	751,904	247,324	311,918	311,918	309,267	(1.00)%
Operating Expenditures	696,307	492,323	659,237	659,237	510,315	(23.00)%
Capital Outlay Expenditures	-	(65,057)	576,923	576,923	162,500	(72.00)%
	<u>1,448,211</u>	<u>674,591</u>	<u>1,548,078</u>	<u>1,548,078</u>	<u>982,082</u>	<u>(37.00)%</u>
Card Sound Road Total Budget	<u>1,448,211</u>	<u>674,591</u>	<u>1,548,078</u>	<u>1,548,078</u>	<u>982,082</u>	<u>(37.00)%</u>

Physical Environment Projects

Project Management						
Personnel Expenditures	19,131	1,945	-	1,400	-	(100.00)%
Operating Expenditures	738,005	179,131	1,716,863	388,177	-	(100.00)%
Capital Outlay Expenditures	19,284,075	6,573,057	3,887,782	11,490,163	3,411,790	(70.00)%
	<u>20,041,210</u>	<u>6,754,133</u>	<u>5,604,645</u>	<u>11,879,740</u>	<u>3,411,790</u>	<u>(71.00)%</u>
Physical Environment Projects Total Budget	<u>20,041,210</u>	<u>6,754,133</u>	<u>5,604,645</u>	<u>11,879,740</u>	<u>3,411,790</u>	<u>(71.00)%</u>

Canals

Canals						
Operating Expenditures	-	-	-	-	32,147	- %
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,147</u>	<u>- %</u>
Canals Total Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,147</u>	<u>- %</u>

Fleet Management

Fleet Management						
Personnel Expenditures	1,338,597	1,200,063	1,544,155	1,544,155	1,763,151	14.00 %
Operating Expenditures	993,058	1,149,329	1,501,849	1,609,425	1,774,962	10.00 %
Capital Outlay Expenditures	-	1	11,000	44,556	32,663	(27.00)%
	<u>2,331,655</u>	<u>2,349,393</u>	<u>3,057,004</u>	<u>3,198,136</u>	<u>3,570,776</u>	<u>12.00 %</u>
Fleet Management Total Budget	<u>2,331,655</u>	<u>2,349,393</u>	<u>3,057,004</u>	<u>3,198,136</u>	<u>3,570,776</u>	<u>12.00 %</u>

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<u>General Gov Cap Projects</u>						
Project Management						
Personnel Expenditures	32,795	22,625	-	-	105,000	- %
Operating Expenditures	51,014	47,985	-	-	775,934	- %
Capital Outlay Expenditures	3,427,135	3,302,847	769,193	5,379,435	3,653,089	(32.00)%
	<u>3,510,943</u>	<u>3,373,457</u>	<u>769,193</u>	<u>5,379,435</u>	<u>4,534,023</u>	<u>(16.00)%</u>
General Gov Cap Projects Total Budget	<u>3,510,943</u>	<u>3,373,457</u>	<u>769,193</u>	<u>5,379,435</u>	<u>4,534,023</u>	<u>(16.00)%</u>

Parks & Recreation Capital Projects

Project Management						
Personnel Expenditures	43,392	24,868	-	12,248	53,000	333.00 %
Operating Expenditures	-	-	-	532	309,000	58005.00
Capital Outlay Expenditures	10,509,191	586,724	7,061,000	8,243,864	8,848,638	7.00 %
	<u>10,552,583</u>	<u>611,592</u>	<u>7,061,000</u>	<u>8,256,644</u>	<u>9,210,638</u>	<u>12.00 %</u>
Parks & Recreation Capital Projects Total Budget	<u>10,552,583</u>	<u>611,592</u>	<u>7,061,000</u>	<u>8,256,644</u>	<u>9,210,638</u>	<u>12.00 %</u>

Economic Environment Capital Projects

Project Management						
Capital Outlay Expenditures	-	-	-	656,496	656,496	- %
	<u>-</u>	<u>-</u>	<u>-</u>	<u>656,496</u>	<u>656,496</u>	<u>- %</u>
Economic Environment Capital Projects Total Budget	<u>-</u>	<u>-</u>	<u>-</u>	<u>656,496</u>	<u>656,496</u>	<u>- %</u>

Public Safety Capital Projects

Project Management						
Personnel Expenditures	35,812	9,891	-	12,000	228,000	1800.00 %
Operating Expenditures	-	-	4,979,146	2,474,146	96,300	(96.00)%
Capital Outlay Expenditures	1,998,153	1,922,438	3,110,694	11,948,751	17,726,556	48.00 %
	<u>2,033,965</u>	<u>1,932,329</u>	<u>8,089,840</u>	<u>14,434,897</u>	<u>18,050,856</u>	<u>25.00 %</u>
Public Safety Capital Projects Total Budget	<u>2,033,965</u>	<u>1,932,329</u>	<u>8,089,840</u>	<u>14,434,897</u>	<u>18,050,856</u>	<u>25.00 %</u>

Human Services Capital Projects

Social Services						
Operating Expenditures	1,244	-	-	-	-	- %
Capital Outlay Expenditures	20,217	-	-	-	-	- %
	<u>21,461</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Human Services Capital Projects Total Budget	<u>21,461</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>

Transportation Capital Projects

Engineering Services/Roads						
Operating Expenditures	234,450	185,895	150,000	203,600	525,405	158.00 %
Capital Outlay Expenditures	3,025,387	3,279,954	2,053,318	1,993,371	1,352,494	(32.00)%
	<u>3,259,837</u>	<u>3,465,848</u>	<u>2,203,318</u>	<u>2,196,971</u>	<u>1,877,899</u>	<u>(15.00)%</u>
Transportation Capital Projects Total Budget	<u>3,259,837</u>	<u>3,465,848</u>	<u>2,203,318</u>	<u>2,196,971</u>	<u>1,877,899</u>	<u>(15.00)%</u>

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<u>Impact Fees Roadways</u>						
Engineering Services/Roads						
Operating Expenditures	-	-	-	-	138,890	-
Capital Outlay Expenditures	-	-	1,504,127	1,504,127	1,345,966	(11.00)%
	<u>-</u>	<u>-</u>	<u>1,504,127</u>	<u>1,504,127</u>	<u>1,484,856</u>	<u>(1.00)%</u>
Impact Fees Roadways Total Budget	<u>-</u>	<u>-</u>	<u>1,504,127</u>	<u>1,504,127</u>	<u>1,484,856</u>	<u>(1.00)%</u>

Impact Fees Parks & Recreation

Project Management						
Operating Expenditures	25,400	-	-	-	-	-
Capital Outlay Expenditures	-	-	602,296	602,296	632,650	5.00 %
	<u>25,400</u>	<u>-</u>	<u>602,296</u>	<u>602,296</u>	<u>632,650</u>	<u>5.00 %</u>
Impact Fees Parks & Recreation Total Budget	<u>25,400</u>	<u>-</u>	<u>602,296</u>	<u>602,296</u>	<u>632,650</u>	<u>5.00 %</u>

Impact Fees Libraries

Library Services						
Capital Outlay Expenditures	-	-	1,152,383	1,152,383	1,232,190	7.00 %
	<u>-</u>	<u>-</u>	<u>1,152,383</u>	<u>1,152,383</u>	<u>1,232,190</u>	<u>7.00 %</u>
Impact Fees Libraries Total Budget	<u>-</u>	<u>-</u>	<u>1,152,383</u>	<u>1,152,383</u>	<u>1,232,190</u>	<u>7.00 %</u>

Impact Fees Solid Waste

Solid Waste						
Capital Outlay Expenditures	-	-	101,165	101,165	104,263	3.00 %
	<u>-</u>	<u>-</u>	<u>101,165</u>	<u>101,165</u>	<u>104,263</u>	<u>3.00 %</u>
Impact Fees Solid Waste Total Budget	<u>-</u>	<u>-</u>	<u>101,165</u>	<u>101,165</u>	<u>104,263</u>	<u>3.00 %</u>

Impact Fees Police Facilities

Elected Officials						
Capital Outlay Expenditures	-	-	128,116	129,658	-	(100.00)%
	<u>-</u>	<u>-</u>	<u>128,116</u>	<u>129,658</u>	<u>-</u>	<u>(100.00)%</u>
Impact Fees Police Facilities Total Budget	<u>-</u>	<u>-</u>	<u>128,116</u>	<u>129,658</u>	<u>-</u>	<u>(100.00)%</u>

Impact Fees Fire & EMS

Emergency Services						
Capital Outlay Expenditures	-	-	102,430	102,430	140,867	38.00 %
	<u>-</u>	<u>-</u>	<u>102,430</u>	<u>102,430</u>	<u>140,867</u>	<u>38.00 %</u>
Impact Fees Fire & EMS Total Budget	<u>-</u>	<u>-</u>	<u>102,430</u>	<u>102,430</u>	<u>140,867</u>	<u>38.00 %</u>

Solid Waste

Solid Waste						
Personnel Expenditures	1,354,931	1,153,920	1,428,823	1,440,540	1,487,690	3.00 %
Operating Expenditures	18,707,667	41,968,489	20,290,665	23,961,732	20,227,233	(16.00)%
Capital Outlay Expenditures	-	1	615,000	615,000	236,085	(62.00)%
	<u>20,062,598</u>	<u>43,122,411</u>	<u>22,334,488</u>	<u>26,017,272</u>	<u>21,951,008</u>	<u>(16.00)%</u>
Solid Waste Total Budget	<u>20,062,598</u>	<u>43,122,411</u>	<u>22,334,488</u>	<u>26,017,272</u>	<u>21,951,008</u>	<u>(16.00)%</u>

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<u>Growth Management Administration</u>						
Planning & Environmental Resources						
Personnel Expenditures	291,063	-	-	-	-	- %
Operating Expenditures	73,900	-	-	-	-	- %
	<u>364,963</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Growth Management Administration Total Budget	<u>364,963</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>

Planning Department

Planning & Environmental Resources						
Personnel Expenditures	1,440,495	1,804,901	1,995,365	2,336,429	2,320,677	(1.00)%
Operating Expenditures	300,211	334,421	402,298	743,896	717,528	(4.00)%
Capital Outlay Expenditures	28,775	77,552	-	6,000	-	(100.00)%
	<u>1,769,481</u>	<u>2,216,874</u>	<u>2,397,663</u>	<u>3,086,325</u>	<u>3,038,205</u>	<u>(2.00)%</u>
Planning Department Total Budget	<u>1,769,481</u>	<u>2,216,874</u>	<u>2,397,663</u>	<u>3,086,325</u>	<u>3,038,205</u>	<u>(2.00)%</u>

Planning Commission

Planning & Environmental Resources						
Personnel Expenditures	54,905	53,231	61,171	61,171	61,171	- %
Operating Expenditures	16,301	7,293	27,238	27,238	27,238	- %
	<u>71,206</u>	<u>60,524</u>	<u>88,409</u>	<u>88,409</u>	<u>88,409</u>	<u>- %</u>
Planning Commission Total Budget	<u>71,206</u>	<u>60,524</u>	<u>88,409</u>	<u>88,409</u>	<u>88,409</u>	<u>- %</u>

Environmental Resources

Planning & Environmental Resources						
Personnel Expenditures	686,978	953,067	1,111,621	1,109,821	1,098,138	(1.00)%
Operating Expenditures	552,908	436,273	394,697	607,706	528,574	(13.00)%
Capital Outlay Expenditures	18,967	16,850	-	2,799	21,000	650.00 %
	<u>1,258,853</u>	<u>1,406,190</u>	<u>1,506,318</u>	<u>1,720,326</u>	<u>1,647,712</u>	<u>(4.00)%</u>
Environmental Resources Total Budget	<u>1,258,853</u>	<u>1,406,190</u>	<u>1,506,318</u>	<u>1,720,326</u>	<u>1,647,712</u>	<u>(4.00)%</u>

Building Department

Building Department						
Personnel Expenditures	3,112,040	4,010,266	4,579,203	4,565,703	4,492,759	(2.00)%
Operating Expenditures	1,261,440	1,812,487	1,440,901	1,487,035	1,475,075	(1.00)%
Capital Outlay Expenditures	98,970	172,396	20,000	8,000	62,000	675.00 %
	<u>4,472,451</u>	<u>5,995,149</u>	<u>6,040,104</u>	<u>6,060,738</u>	<u>6,029,834</u>	<u>(1.00)%</u>
Building Department Total Budget	<u>4,472,451</u>	<u>5,995,149</u>	<u>6,040,104</u>	<u>6,060,738</u>	<u>6,029,834</u>	<u>(1.00)%</u>

Marine Resources

Planning & Environmental Resources						
Personnel Expenditures	74,352	53,465	-	12,238	-	(100.00)%
Operating Expenditures	399,144	340,616	729,488	512,068	760,710	49.00 %
Capital Outlay Expenditures	47,000	9,600	1,154,767	1,046,367	1,154,692	10.00 %
	<u>520,496</u>	<u>403,680</u>	<u>1,884,255</u>	<u>1,570,673</u>	<u>1,915,402</u>	<u>22.00 %</u>
Marine Resources Total Budget	<u>520,496</u>	<u>403,680</u>	<u>1,884,255</u>	<u>1,570,673</u>	<u>1,915,402</u>	<u>22.00 %</u>

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<u>Planning Refunds</u>						
Emergency Services						
Operating Expenditures	(12)	-	-	-	-	- %
	<u>(12)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>- %</u>
Planning & Environmental Resources						
Operating Expenditures	19,839	11,816	20,000	20,000	20,000	- %
	<u>19,839</u>	<u>11,816</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>- %</u>
Planning Refunds Total Budget	<u>19,827</u>	<u>11,816</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>- %</u>
<u>Building Refunds</u>						
Building Department						
Operating Expenditures	8,902	81,825	30,000	60,000	30,000	(50.00)%
	<u>8,902</u>	<u>81,825</u>	<u>30,000</u>	<u>60,000</u>	<u>30,000</u>	<u>(50.00)%</u>
Building Refunds Total Budget	<u>8,902</u>	<u>81,825</u>	<u>30,000</u>	<u>60,000</u>	<u>30,000</u>	<u>(50.00)%</u>
<u>Wastewater MSTUs</u>						
Project Management						
Personnel Expenditures	10,317	6,300	-	24,000	-	(100.00)%
Operating Expenditures	123,774	443,614	308,210	957,908	972,042	1.00 %
	<u>134,091</u>	<u>449,914</u>	<u>308,210</u>	<u>981,908</u>	<u>972,042</u>	<u>(1.00)%</u>
Wastewater MSTUs Total Budget	<u>134,091</u>	<u>449,914</u>	<u>308,210</u>	<u>981,908</u>	<u>972,042</u>	<u>(1.00)%</u>
<u>Wastewater MSTU Capital</u>						
Project Management						
Personnel Expenditures	93,402	102,729	101,208	104,145	107,721	3.00 %
Operating Expenditures	52,447	60,949	154,771	1,683,257	2,655,150	58.00 %
Capital Outlay Expenditures	-	1,532	29,000	27,595	29,000	5.00 %
Interfund Transfers	681,938	681,938	682,000	682,000	682,000	- %
	<u>827,787</u>	<u>847,148</u>	<u>966,979</u>	<u>2,496,997</u>	<u>3,473,871</u>	<u>39.00 %</u>
Wastewater MSTU Capital Total Budget	<u>827,787</u>	<u>847,148</u>	<u>966,979</u>	<u>2,496,997</u>	<u>3,473,871</u>	<u>39.00 %</u>
<u>Code Compliance</u>						
Code Compliance						
Personnel Expenditures	1,056,733	1,169,394	1,579,751	1,557,410	1,690,227	9.00 %
Operating Expenditures	254,340	184,150	537,552	555,443	549,231	(1.00)%
Capital Outlay Expenditures	-	1,557	42,500	46,950	42,320	(10.00)%
	<u>1,311,073</u>	<u>1,355,102</u>	<u>2,159,803</u>	<u>2,159,803</u>	<u>2,281,778</u>	<u>6.00 %</u>
Code Compliance Total Budget	<u>1,311,073</u>	<u>1,355,102</u>	<u>2,159,803</u>	<u>2,159,803</u>	<u>2,281,778</u>	<u>6.00 %</u>
<u>Extension Services</u>						
County Administrator						
Personnel Expenditures	79,044	60,145	72,650	76,650	74,786	(2.00)%
Operating Expenditures	159,727	131,019	164,319	160,319	176,441	10.00 %
Capital Outlay Expenditures	34,989	30,802	-	-	-	- %
	<u>273,760</u>	<u>221,966</u>	<u>236,969</u>	<u>236,969</u>	<u>251,227</u>	<u>6.00 %</u>
Extension Services Total Budget	<u>273,760</u>	<u>221,966</u>	<u>236,969</u>	<u>236,969</u>	<u>251,227</u>	<u>6.00 %</u>

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<u>Welfare Services</u>						
Social Services						
Personnel Expenditures	1,279,095	1,151,189	670,035	1,464,513	788,741	(46.00)%
Operating Expenditures	1,963,449	1,515,981	1,078,986	2,100,141	1,089,072	(48.00)%
Capital Outlay Expenditures	94,996	164,972	29,500	312,809	18,000	(94.00)%
	<u>3,337,540</u>	<u>2,832,142</u>	<u>1,778,521</u>	<u>3,877,463</u>	<u>1,895,813</u>	<u>(51.00)%</u>
Welfare Services Total Budget	<u>3,337,540</u>	<u>2,832,142</u>	<u>1,778,521</u>	<u>3,877,463</u>	<u>1,895,813</u>	<u>(51.00)%</u>

<u>Social Service Transportation</u>						
Social Services						
Personnel Expenditures	568,464	646,955	630,098	630,098	649,323	3.00 %
Operating Expenditures	338,457	335,316	417,799	415,223	449,249	8.00 %
Capital Outlay Expenditures	-	8,944	-	2,576	-	(100.00)%
	<u>906,922</u>	<u>991,215</u>	<u>1,047,897</u>	<u>1,047,897</u>	<u>1,098,572</u>	<u>5.00 %</u>
Social Service Transportation Total Budget	<u>906,922</u>	<u>991,215</u>	<u>1,047,897</u>	<u>1,047,897</u>	<u>1,098,572</u>	<u>5.00 %</u>

<u>Bayshore Manor</u>						
Social Services						
Personnel Expenditures	642,393	733,388	747,056	747,328	798,511	7.00 %
Operating Expenditures	211,776	172,859	196,540	204,962	199,470	(3.00)%
Capital Outlay Expenditures	-	-	53,000	44,307	4,000	(91.00)%
	<u>854,169</u>	<u>906,247</u>	<u>996,596</u>	<u>996,596</u>	<u>1,001,981</u>	<u>1.00 %</u>
Bayshore Manor Total Budget	<u>854,169</u>	<u>906,247</u>	<u>996,596</u>	<u>996,596</u>	<u>1,001,981</u>	<u>1.00 %</u>

<u>Libraries</u>						
Library Services						
Personnel Expenditures	2,685,905	2,893,454	2,953,123	2,953,123	3,051,333	3.00 %
Operating Expenditures	436,508	332,961	448,571	607,919	522,938	(14.00)%
Capital Outlay Expenditures	150,010	202,828	510,400	685,126	518,900	(24.00)%
	<u>3,272,424</u>	<u>3,429,242</u>	<u>3,912,094</u>	<u>4,246,167</u>	<u>4,093,171</u>	<u>(4.00)%</u>
Libraries Total Budget	<u>3,272,424</u>	<u>3,429,242</u>	<u>3,912,094</u>	<u>4,246,167</u>	<u>4,093,171</u>	<u>(4.00)%</u>

<u>Marine Projects</u>						
Planning & Environmental Resources						
Operating Expenditures	935,226	773,940	-	656,820	-	(100.00)%
	<u>935,226</u>	<u>773,940</u>	<u>-</u>	<u>656,820</u>	<u>-</u>	<u>(100.00)%</u>
Marine Projects Total Budget	<u>935,226</u>	<u>773,940</u>	<u>-</u>	<u>656,820</u>	<u>-</u>	<u>(100.00)%</u>

<u>Key West Airport</u>						
Airport Services						
Personnel Expenditures	1,872,183	1,493,386	1,551,254	1,582,663	1,764,917	12.00 %
Operating Expenditures	8,977,969	7,386,173	4,730,605	6,271,050	5,069,468	(19.00)%
Capital Outlay Expenditures	161,689	33,879	3,281,748	9,235,859	2,334,000	(75.00)%
	<u>11,011,841</u>	<u>8,913,437</u>	<u>9,563,607</u>	<u>17,089,573</u>	<u>9,168,385</u>	<u>(46.00)%</u>
Key West Airport Total Budget	<u>11,011,841</u>	<u>8,913,437</u>	<u>9,563,607</u>	<u>17,089,573</u>	<u>9,168,385</u>	<u>(46.00)%</u>

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Fire & Rescue Key West Airport						
Emergency Services						
Personnel Expenditures	1,180,854	1,382,197	1,448,509	1,448,509	1,477,875	2.00 %
Operating Expenditures	180,844	125,920	243,633	228,084	251,928	10.00 %
Capital Outlay Expenditures	7,268	(1)	23,500	39,049	23,800	(39.00)%
	<u>1,368,966</u>	<u>1,508,116</u>	<u>1,715,642</u>	<u>1,715,642</u>	<u>1,753,603</u>	<u>2.00 %</u>
Fire & Rescue Key West Airport Total Budget	<u>1,368,966</u>	<u>1,508,116</u>	<u>1,715,642</u>	<u>1,715,642</u>	<u>1,753,603</u>	<u>2.00 %</u>

Marathon Airport						
Airport Services						
Personnel Expenditures	439,143	322,167	380,014	342,244	352,235	3.00 %
Operating Expenditures	1,561,861	2,195,760	571,397	2,516,915	687,441	(73.00)%
Capital Outlay Expenditures	-	(23,252)	1,150,659	6,129,068	590,000	(90.00)%
	<u>2,001,004</u>	<u>2,494,676</u>	<u>2,102,070</u>	<u>8,988,226</u>	<u>1,629,676</u>	<u>(82.00)%</u>
Marathon Airport Total Budget	<u>2,001,004</u>	<u>2,494,676</u>	<u>2,102,070</u>	<u>8,988,226</u>	<u>1,629,676</u>	<u>(82.00)%</u>

PFC						
Airport Services						
Operating Expenditures	325,996	284,565	-	3,494,892	-	(100.00)%
Capital Outlay Expenditures	11,056	2,982,786	5,137,885	11,935,030	7,600,000	(36.00)%
	<u>337,052</u>	<u>3,267,351</u>	<u>5,137,885</u>	<u>15,429,922</u>	<u>7,600,000</u>	<u>(51.00)%</u>
PFC Total Budget	<u>337,052</u>	<u>3,267,351</u>	<u>5,137,885</u>	<u>15,429,922</u>	<u>7,600,000</u>	<u>(51.00)%</u>

Housing & Community Development						
Planning & Environmental Resources						
Personnel Expenditures	-	35,612	-	189,207	-	(100.00)%
Operating Expenditures	-	2,140	-	21,041	-	(100.00)%
Capital Outlay Expenditures	-	1,532	-	468	-	(100.00)%
	-	<u>39,284</u>	-	<u>210,716</u>	-	<u>(100.00)%</u>
Housing & Community Development Total Budget	-	<u>39,284</u>	-	<u>210,716</u>	-	<u>(100.00)%</u>

Veteran Affairs						
Veterans Affairs						
Personnel Expenditures	604,441	656,124	744,241	744,241	687,222	(8.00)%
Operating Expenditures	18,236	15,073	21,004	33,806	41,521	23.00 %
Capital Outlay Expenditures	-	-	-	7,198	-	(100.00)%
	<u>622,678</u>	<u>671,197</u>	<u>765,245</u>	<u>785,245</u>	<u>728,743</u>	<u>(7.00)%</u>
Veteran Affairs Total Budget	<u>622,678</u>	<u>671,197</u>	<u>765,245</u>	<u>785,245</u>	<u>728,743</u>	<u>(7.00)%</u>

County Attorney						
County Attorney						
Personnel Expenditures	1,530,685	1,358,224	1,420,156	1,444,804	1,602,810	11.00 %
Operating Expenditures	336,444	519,393	883,235	861,324	884,245	3.00 %
Capital Outlay Expenditures	8,513	15,845	14,250	15,430	13,250	(14.00)%
	<u>1,875,642</u>	<u>1,893,462</u>	<u>2,317,641</u>	<u>2,321,558</u>	<u>2,500,305</u>	<u>8.00 %</u>
County Attorney Total Budget	<u>1,875,642</u>	<u>1,893,462</u>	<u>2,317,641</u>	<u>2,321,558</u>	<u>2,500,305</u>	<u>8.00 %</u>

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Medical Examiner						
Medical Examiner						
Personnel Expenditures	-	5	8,517	8,517	-	(100.00)%
Operating Expenditures	705,161	545,658	695,918	695,918	695,917	-
	<u>705,161</u>	<u>545,663</u>	<u>704,435</u>	<u>704,435</u>	<u>695,917</u>	<u>(1.00)%</u>
Medical Examiner Total Budget	<u>705,161</u>	<u>545,663</u>	<u>704,435</u>	<u>704,435</u>	<u>695,917</u>	<u>(1.00)%</u>

Upper Keys Health Care Taxing District

Emergency Services						
Personnel Expenditures	7,349	-	-	-	-	-
Operating Expenditures	846,354	-	-	-	-	-
	<u>853,703</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Upper Keys Health Care Taxing District Total Budget	<u>853,703</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Monroe County Sheriff

Elected Officials						
Personnel Expenditures	6,308,260	7,275,460	7,166,515	7,166,515	7,203,845	1.00 %
Operating Expenditures	50,914,300	53,222,911	51,987,091	54,707,778	53,838,464	(2.00)%
	<u>57,222,561</u>	<u>60,498,371</u>	<u>59,153,606</u>	<u>61,874,293</u>	<u>61,042,309</u>	<u>(1.00)%</u>
Monroe County Sheriff Total Budget	<u>57,222,561</u>	<u>60,498,371</u>	<u>59,153,606</u>	<u>61,874,293</u>	<u>61,042,309</u>	<u>(1.00)%</u>

LEEA

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>

Law Enforcement Trust

Elected Officials						
Operating Expenditures	39,075	56,497	414,000	517,948	416,000	(20.00)%
	<u>39,075</u>	<u>56,497</u>	<u>414,000</u>	<u>517,948</u>	<u>416,000</u>	<u>(20.00)%</u>
Law Enforcement Trust Total Budget	<u>39,075</u>	<u>56,497</u>	<u>414,000</u>	<u>517,948</u>	<u>416,000</u>	<u>(20.00)%</u>

Tax Collector

Elected Officials						
Personnel Expenditures	664,902	764,240	764,839	764,839	760,558	(1.00)%
Operating Expenditures	4,879,600	5,368,301	5,482,788	5,566,288	5,928,832	7.00 %
	<u>5,544,502</u>	<u>6,132,541</u>	<u>6,247,627</u>	<u>6,331,127</u>	<u>6,689,390</u>	<u>6.00 %</u>
Tax Collector Total Budget	<u>5,544,502</u>	<u>6,132,541</u>	<u>6,247,627</u>	<u>6,331,127</u>	<u>6,689,390</u>	<u>6.00 %</u>

Property Appraiser

Elected Officials						
Personnel Expenditures	507,118	649,396	656,852	656,852	655,720	-
Operating Expenditures	3,863,505	3,701,081	3,843,173	3,843,173	4,180,251	9.00 %
	<u>4,370,624</u>	<u>4,350,477</u>	<u>4,500,025</u>	<u>4,500,025</u>	<u>4,835,971</u>	<u>7.00 %</u>
Property Appraiser Total Budget	<u>4,370,624</u>	<u>4,350,477</u>	<u>4,500,025</u>	<u>4,500,025</u>	<u>4,835,971</u>	<u>7.00 %</u>

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<u>Supervisor of Elections</u>						
Elected Officials						
Personnel Expenditures	117,190	160,344	159,977	159,977	160,013	- %
Operating Expenditures	1,646,722	1,638,983	1,609,635	1,609,635	1,905,884	18.00 %
	<u>1,763,912</u>	<u>1,799,327</u>	<u>1,769,612</u>	<u>1,769,612</u>	<u>2,065,897</u>	<u>17.00 %</u>
Supervisor of Elections Total Budget	<u>1,763,912</u>	<u>1,799,327</u>	<u>1,769,612</u>	<u>1,769,612</u>	<u>2,065,897</u>	<u>17.00 %</u>
<u>State Attorney</u>						
Elected Officials						
Personnel Expenditures	82,109	86,741	88,783	88,783	91,698	3.00 %
Operating Expenditures	198,261	216,374	343,119	463,119	396,090	(14.00)%
Capital Outlay Expenditures	12,041	53,351	240,000	244,310	240,000	(2.00)%
	<u>292,410</u>	<u>356,466</u>	<u>671,902</u>	<u>796,212</u>	<u>727,788</u>	<u>(9.00)%</u>
State Attorney Total Budget	<u>292,410</u>	<u>356,466</u>	<u>671,902</u>	<u>796,212</u>	<u>727,788</u>	<u>(9.00)%</u>
<u>Public Defender</u>						
Elected Officials						
Personnel Expenditures	146,803	154,927	155,220	155,220	170,479	10.00 %
Operating Expenditures	532,148	548,988	644,827	641,477	410,606	(36.00)%
Capital Outlay Expenditures	2,177	-	1,023	11,608	51,023	340.00 %
	<u>681,128</u>	<u>703,915</u>	<u>801,070</u>	<u>808,305</u>	<u>632,108</u>	<u>(22.00)%</u>
Public Defender Total Budget	<u>681,128</u>	<u>703,915</u>	<u>801,070</u>	<u>808,305</u>	<u>632,108</u>	<u>(22.00)%</u>
<u>TDC District 4 Third Cent</u>						
Tourist Development Council						
Operating Expenditures	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.00)%
	<u>1,549,816</u>	<u>1,261,638</u>	<u>2,765,664</u>	<u>2,752,662</u>	<u>2,274,445</u>	<u>(17.00)%</u>
TDC District 4 Third Cent Total Budget	<u>1,549,816</u>	<u>1,261,638</u>	<u>2,765,664</u>	<u>2,752,662</u>	<u>2,274,445</u>	<u>(17.00)%</u>
<u>TDC District 5 Third Cent</u>						
Tourist Development Council						
Personnel Expenditures	102,483	96,160	113,018	113,018	117,070	4.00 %
Operating Expenditures	2,297,368	1,624,747	3,391,100	3,364,782	3,986,048	18.00 %
	<u>2,399,851</u>	<u>1,720,907</u>	<u>3,504,118</u>	<u>3,477,800</u>	<u>4,103,118</u>	<u>18.00 %</u>
TDC District 5 Third Cent Total Budget	<u>2,399,851</u>	<u>1,720,907</u>	<u>3,504,118</u>	<u>3,477,800</u>	<u>4,103,118</u>	<u>18.00 %</u>
<u>TDC Two Penny Events</u>						
Tourist Development Council						
Operating Expenditures	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.00 %
	<u>5,467,746</u>	<u>5,194,833</u>	<u>7,567,779</u>	<u>7,553,248</u>	<u>7,657,173</u>	<u>1.00 %</u>
TDC Two Penny Events Total Budget	<u>5,467,746</u>	<u>5,194,833</u>	<u>7,567,779</u>	<u>7,553,248</u>	<u>7,657,173</u>	<u>1.00 %</u>
<u>TDC Special Projects</u>						
Tourist Development Council						
Operating Expenditures	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.00)%
	<u>975,350</u>	<u>624,072</u>	<u>1,251,268</u>	<u>1,251,268</u>	<u>1,174,283</u>	<u>(6.00)%</u>
TDC Special Projects Total Budget	<u>975,350</u>	<u>624,072</u>	<u>1,251,268</u>	<u>1,251,268</u>	<u>1,174,283</u>	<u>(6.00)%</u>

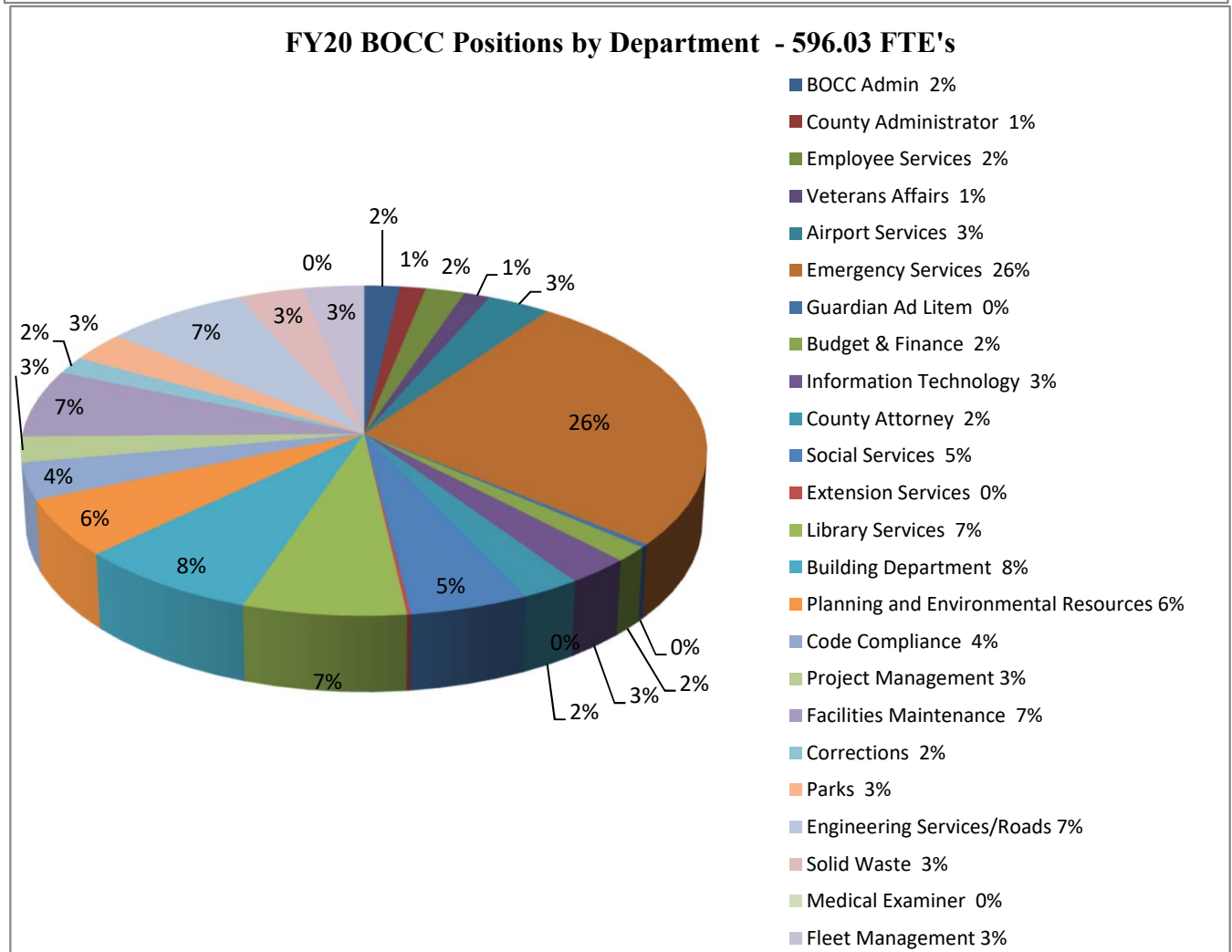
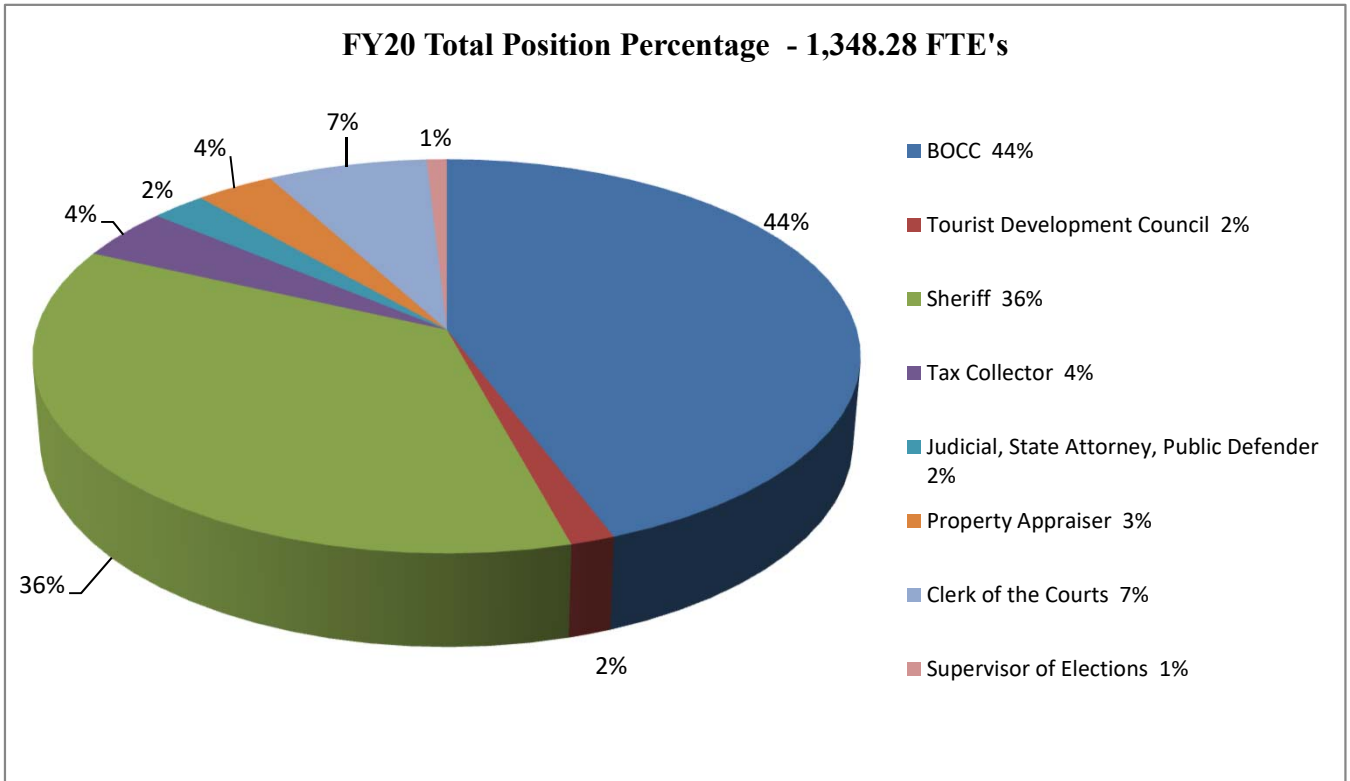
**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
<u>TDC Two Penny Generic</u>						
Tourist Development Council						
Personnel Expenditures	71,240	75,833	83,667	83,667	90,432	8.00 %
Operating Expenditures	12,819,459	13,047,507	13,132,855	13,060,987	15,269,767	17.00 %
Capital Outlay Expenditures	-	1,510	10,000	7,200	10,000	39.00 %
	<u>12,890,699</u>	<u>13,124,850</u>	<u>13,226,522</u>	<u>13,151,854</u>	<u>15,370,199</u>	<u>17.00 %</u>
TDC Two Penny Generic Total Budget	<u>12,890,699</u>	<u>13,124,850</u>	<u>13,226,522</u>	<u>13,151,854</u>	<u>15,370,199</u>	<u>17.00 %</u>
<u>TDC District 1 Third Penny</u>						
Tourist Development Council						
Personnel Expenditures	130,957	144,131	140,118	140,118	136,426	(3.00)%
Operating Expenditures	7,875,864	9,753,855	16,806,520	16,806,520	18,316,189	9.00 %
	<u>8,006,821</u>	<u>9,897,986</u>	<u>16,946,638</u>	<u>16,946,638</u>	<u>18,452,615</u>	<u>9.00 %</u>
TDC District 1 Third Penny Total Budget	<u>8,006,821</u>	<u>9,897,986</u>	<u>16,946,638</u>	<u>16,946,638</u>	<u>18,452,615</u>	<u>9.00 %</u>
<u>TDC District 2 Third Cent</u>						
Tourist Development Council						
Personnel Expenditures	58,012	69,626	75,436	75,436	97,470	29.00 %
Operating Expenditures	1,017,043	696,829	1,584,199	1,569,224	1,790,648	14.00 %
	<u>1,075,056</u>	<u>766,455</u>	<u>1,659,635</u>	<u>1,644,660</u>	<u>1,888,118</u>	<u>15.00 %</u>
TDC District 2 Third Cent Total Budget	<u>1,075,056</u>	<u>766,455</u>	<u>1,659,635</u>	<u>1,644,660</u>	<u>1,888,118</u>	<u>15.00 %</u>
<u>TDC District 3 Third Cent</u>						
Tourist Development Council						
Operating Expenditures	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.00)%
	<u>2,030,249</u>	<u>2,328,099</u>	<u>5,469,073</u>	<u>5,455,478</u>	<u>5,244,827</u>	<u>(4.00)%</u>
TDC District 3 Third Cent Total Budget	<u>2,030,249</u>	<u>2,328,099</u>	<u>5,469,073</u>	<u>5,455,478</u>	<u>5,244,827</u>	<u>(4.00)%</u>
<u>Judicial Administration</u>						
Elected Officials						
Personnel Expenditures	1,480,145	1,501,621	1,618,466	1,647,644	2,057,596	25.00 %
Operating Expenditures	324,487	259,164	553,390	537,123	639,290	19.00 %
Capital Outlay Expenditures	12,017	36,090	15,000	70,064	15,000	(79.00)%
	<u>1,816,649</u>	<u>1,796,876</u>	<u>2,186,856</u>	<u>2,254,831</u>	<u>2,711,886</u>	<u>20.00 %</u>
Judicial Administration Total Budget	<u>1,816,649</u>	<u>1,796,876</u>	<u>2,186,856</u>	<u>2,254,831</u>	<u>2,711,886</u>	<u>20.00 %</u>
<u>Court Technology Fund</u>						
Elected Officials						
Operating Expenditures	31,973	32,500	32,810	64,950	36,988	(43.00)%
Capital Outlay Expenditures	6,434	25,899	13,500	373,775	13,500	(96.00)%
	<u>38,407</u>	<u>58,399</u>	<u>46,310</u>	<u>438,725</u>	<u>50,488</u>	<u>(88.00)%</u>
Court Technology Fund Total Budget	<u>38,407</u>	<u>58,399</u>	<u>46,310</u>	<u>438,725</u>	<u>50,488</u>	<u>(88.00)%</u>
<u>Reserves</u>						
B.O.C.C.						
Operating Expenditures	-	-	38,736,372	33,417,504	36,385,717	9.00 %
	-	-	<u>38,736,372</u>	<u>33,417,504</u>	<u>36,385,717</u>	<u>9.00 %</u>
Reserves Total Budget	-	-	<u>38,736,372</u>	<u>33,417,504</u>	<u>36,385,717</u>	<u>9.00 %</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan by Office**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
<u>Budgeted Transfers</u>						
B.O.C.C.						
Operating Expenditures	7,958,771	9,022,987	10,264,170	10,108,002	8,854,806	(12.00)%
Interfund Transfers	29,749,159	27,206,562	16,918,766	34,744,358	34,257,916	(1.00)%
	<u>37,707,930</u>	<u>36,229,549</u>	<u>27,182,936</u>	<u>44,852,359</u>	<u>43,112,722</u>	<u>(4.00)%</u>
Budgeted Transfers Total Budget	<u>37,707,930</u>	<u>36,229,549</u>	<u>27,182,936</u>	<u>44,852,359</u>	<u>43,112,722</u>	<u>(4.00)%</u>
<u>2003 Revenue Bond</u>						
B.O.C.C.						
Operating Expenditures	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	- %
	<u>9,885,139</u>	<u>10,160,689</u>	<u>12,620,891</u>	<u>18,357,496</u>	<u>18,411,948</u>	<u>- %</u>
2003 Revenue Bond Total Budget	<u>9,885,139</u>	<u>10,160,689</u>	<u>12,620,891</u>	<u>18,357,496</u>	<u>18,411,948</u>	<u>- %</u>
<u>Quasi-external Services</u>						
B.O.C.C.						
Operating Expenditures	214,797	205,552	220,000	220,000	230,000	5.00 %
	<u>214,797</u>	<u>205,552</u>	<u>220,000</u>	<u>220,000</u>	<u>230,000</u>	<u>5.00 %</u>
Quasi-external Services Total Budget	<u>214,797</u>	<u>205,552</u>	<u>220,000</u>	<u>220,000</u>	<u>230,000</u>	<u>5.00 %</u>
County Total Budget	<u>341,622,957</u>	<u>364,400,199</u>	<u>411,458,885</u>	<u>561,628,153</u>	<u>472,696,406</u>	<u>15.00 %</u>

Position Summary



Monroe County Board of County Commissioners FY 2020 Adopted Fiscal Plan Position Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Variance
<u>B.O.C.C.</u>						
BOCC Administrative	10.68	11.00	11.00	11.00	11.00	0.00
B.O.C.C. Total FTE	<u>10.68</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	1.00	1.00	1.00	1.00	2.00	1.00
County Administrator	4.30	3.90	3.90	3.90	4.00	0.10
Office of Sustainability	1.00	2.00	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	1.00	1.00	1.00	1.00	1.00	0.00
Emergency Management	-	-	-	-	4.00	4.00
Extension Services	1.00	1.00	1.00	1.00	1.00	0.00
County Administrator Total FTE	<u>9.30</u>	<u>9.90</u>	<u>9.90</u>	<u>9.90</u>	<u>15.00</u>	<u>5.10</u>

Employee Services

Employee Services - Loss Control	0.68	0.68	0.43	0.43	1.85	1.43
Employee Services - Personnel	4.76	4.98	4.98	4.98	4.98	0.00
Employee Services - Worker's Comp	2.28	1.38	1.88	1.88	1.88	0.00
Employee Services - Group Insurance	3.43	3.53	3.53	3.53	3.53	0.00
Employee Services Total FTE	<u>11.13</u>	<u>10.56</u>	<u>10.81</u>	<u>10.81</u>	<u>12.23</u>	<u>1.43</u>

Veterans Affairs

Veteran Affairs	9.50	9.50	9.50	9.50	8.00	-1.50
Veterans Affairs Total FTE	<u>9.50</u>	<u>9.50</u>	<u>9.50</u>	<u>9.50</u>	<u>8.00</u>	<u>-1.50</u>

Airport Services

Key West Airport	15.80	15.80	15.80	15.80	16.25	0.45
Marathon Airport	3.95	3.95	3.95	3.95	3.50	-0.45
Airport Services Total FTE	<u>19.75</u>	<u>19.75</u>	<u>19.75</u>	<u>19.75</u>	<u>19.75</u>	<u>0.00</u>

Emergency Services

Emergency Medical Air Transport	9.56	19.56	19.56	19.56	20.34	0.78
Fire & Rescue Central	97.44	97.44	97.44	97.44	99.66	2.22
Fire & Rescue Coordinator/Fire Academy	10.00	10.00	10.00	10.00	12.00	2.00
Emergency Management	1.90	1.90	4.00	4.00	-	-4.00
Fire Marshal	3.00	3.00	3.00	3.00	6.00	3.00
Fire & Rescue Key West Airport	12.00	13.00	13.00	13.00	13.00	0.00
Upper Keys Health Care Taxing District	0.14	-	-	-	-	0.00
Emergency Services Total FTE	<u>134.04</u>	<u>144.90</u>	<u>147.00</u>	<u>147.00</u>	<u>151.00</u>	<u>4.00</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Position Summary**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Variance</u>
<u>Budget & Finance</u>						
Office of Management & Budget	5.00	6.00	6.00	6.00	6.00	0.00
Grants Management	2.00	2.00	2.00	2.00	2.00	0.00
Purchasing	1.00	1.00	1.00	1.00	1.00	0.00
Budget & Finance Total FTE	<u>8.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>

<u>Information Technology</u>						
Information Technology	15.00	16.05	16.05	16.05	16.05	0.00
Information Technology Total FTE	<u>15.00</u>	<u>16.05</u>	<u>16.05</u>	<u>16.05</u>	<u>16.05</u>	<u>0.00</u>

<u>County Attorney</u>						
County Attorney - Risk Mgmt.	3.27	3.62	3.37	3.37	2.38	-0.99
County Attorney	12.15	11.30	11.30	11.30	12.17	0.87
County Attorney Total FTE	<u>15.43</u>	<u>14.93</u>	<u>14.68</u>	<u>14.68</u>	<u>14.55</u>	<u>-0.13</u>

<u>Social Services</u>						
Welfare Services	8.44	8.82	8.81	8.81	9.75	0.94
Social Service Transportation	9.67	9.87	9.90	9.90	9.90	0.00
Bayshore Manor	10.63	10.73	10.73	10.73	10.70	-0.03
Social Services Total FTE	<u>28.74</u>	<u>29.42</u>	<u>29.44</u>	<u>29.44</u>	<u>30.35</u>	<u>0.91</u>

<u>Library Services</u>						
Libraries	41.66	41.66	41.66	41.66	41.66	0.00
Library Services Total FTE	<u>41.66</u>	<u>41.66</u>	<u>41.66</u>	<u>41.66</u>	<u>41.66</u>	<u>0.00</u>

<u>Building Department</u>						
Building Department	35.33	46.43	48.43	48.43	46.53	-1.90
Building Department Total FTE	<u>35.33</u>	<u>46.43</u>	<u>48.43</u>	<u>48.43</u>	<u>46.53</u>	<u>-1.90</u>

<u>Planning & Environmental Resources</u>						
Growth Management Administration	3.58	1.00	-	-	-	0.00
Planning Department	16.52	21.44	20.44	20.44	22.35	1.91
Environmental Resources	8.33	9.33	12.33	12.33	11.33	-1.00
Marine Resources	1.00	1.00	1.00	1.00	1.00	0.00
Planning & Environmental Resources Total FTE	<u>29.43</u>	<u>32.77</u>	<u>33.77</u>	<u>33.77</u>	<u>34.68</u>	<u>0.91</u>

<u>Code Compliance</u>						
Code Compliance	16.00	19.30	19.30	19.30	20.30	1.00
Code Compliance Total FTE	<u>16.00</u>	<u>19.30</u>	<u>19.30</u>	<u>19.30</u>	<u>20.30</u>	<u>1.00</u>

**Monroe County Board of County Commissioners
FY 2020 Adopted Fiscal Plan Position Summary**

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Variance</u>
Project Management						
Public Works Management	0.05	15.26	15.26	15.26	14.47	-0.79
County Engineering Capital	13.71	-	-	-	-	0.00
Wastewater MSTU Capital	0.90	0.91	0.91	0.91	0.91	0.00
Project Management Total FTE	<u>14.66</u>	<u>16.16</u>	<u>16.16</u>	<u>16.16</u>	<u>15.37</u>	<u>-0.79</u>

Engineering Services/Roads

County Engineering Capital	4.22	-	-	-	-	0.00
County Engineering General	0.74	0.74	0.74	0.74	0.90	0.16
Road Department	26.71	30.93	31.93	31.93	31.96	0.03
Card Sound Road	12.39	12.39	11.39	11.39	11.29	-0.10
Engineering Services/Roads Total FTE	<u>44.06</u>	<u>44.06</u>	<u>44.06</u>	<u>44.06</u>	<u>44.15</u>	<u>0.09</u>

Solid Waste

Solid Waste	18.70	19.70	20.10	20.10	20.10	0.00
Solid Waste Total FTE	<u>18.70</u>	<u>19.70</u>	<u>20.10</u>	<u>20.10</u>	<u>20.10</u>	<u>0.00</u>

Elected Officials

Clerk of Courts	96.00	96.00	96.00	96.00	96.00	0.00
Monroe County Sheriff	475.00	485.50	485.50	485.50	486.50	1.00
Tax Collector	64.00	57.00	57.00	57.00	57.00	0.00
Property Appraiser	48.00	47.00	47.00	47.00	47.00	0.00
Supervisor of Elections	12.00	12.00	12.00	12.00	12.00	0.00
State Attorney	1.00	1.00	1.00	1.00	1.00	0.00
Public Defender	2.00	2.00	2.00	2.00	2.00	0.00
Judicial Administration	26.00	25.00	24.00	24.00	30.00	6.00
Elected Officials Total FTE	<u>724.00</u>	<u>725.50</u>	<u>724.50</u>	<u>724.50</u>	<u>731.50</u>	<u>7.00</u>

Tourist Development Council

TDC District 4 Third Cent	15.50	15.50	15.50	15.50	15.50	0.00
TDC District 5 Third Cent	1.75	1.75	1.75	1.75	1.75	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>20.75</u>	<u>20.75</u>	<u>20.75</u>	<u>20.75</u>	<u>20.75</u>	<u>0.00</u>

Medical Examiner

Medical Examiner	0.10	0.10	0.10	0.10	-	-0.10
Medical Examiner Total FTE	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>-</u>	<u>-0.10</u>

Fleet Management

Fleet Management	17.05	17.05	17.05	17.05	19.05	2.00
Fleet Management Total FTE	<u>17.05</u>	<u>17.05</u>	<u>17.05</u>	<u>17.05</u>	<u>19.05</u>	<u>2.00</u>

Monroe County Board of County Commissioners FY 2020 Adopted Fiscal Plan Position Summary

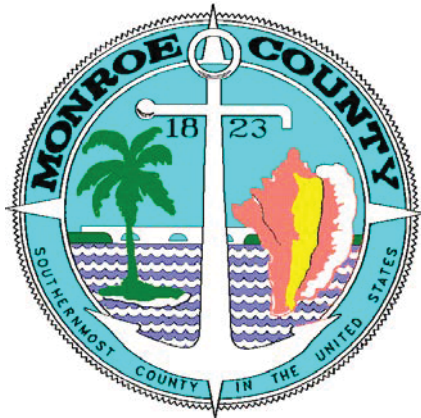
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Variance
<u>Facilities Maintenance</u>						
Facilities Maintenance	53.11	40.77	40.45	40.45	39.65	-0.80
Solid Waste	1.00	-	-	-	-	0.00
Facilities Maintenance Total FTE	<u>54.11</u>	<u>40.77</u>	<u>40.45</u>	<u>40.45</u>	<u>39.65</u>	<u>-0.80</u>
<u>Corrections Facilities</u>						
Correction Facilities	10.15	10.15	10.15	10.15	10.00	-0.15
Corrections Facilities Total FTE	<u>10.15</u>	<u>10.15</u>	<u>10.15</u>	<u>10.15</u>	<u>10.00</u>	<u>-0.15</u>
<u>Parks & Recreation</u>						
Parks & Recreation	-	12.34	14.26	14.26	17.61	3.35
Parks & Recreation Total FTE	<u>-</u>	<u>12.34</u>	<u>14.26</u>	<u>14.26</u>	<u>17.61</u>	<u>3.35</u>
County Total FTE	<u>1,287.56</u>	<u>1,321.74</u>	<u>1,327.86</u>	<u>1,327.86</u>	<u>1,348.28</u>	<u>20.42</u>

FULL TIME EQUIVALENT (FTE) CHANGES BY DEPARTMENT

County Administrator	
Guardian Ad Litem	1.00 FTE request for Executive Assistant
County Administrator	<u>0.10</u> Reallocate Executive Administrator from Medical Examiner
	<u>1.10</u>
Employee Services	
Employee Services-Loss Control	1.00 FTE request for Safety Office Admin Support
Employee Services-Loss Control	<u>0.43</u> Safety Officer Position moved from County Attorney-Risk to Employee Services
	<u>1.43</u>
Veteran's Affairs	
Veteran's Affairs	-0.75 Redistribute duties for Transportation Coordinator and remove part-time FTE
Veteran's Affairs	<u>-0.75</u> Redistribute duties for Transportation Driver and remove part-time FTE
	<u>-1.50</u>
Emergency Services	
Fire & Rescue Central	4.00 4 FTE requests - Fire Fighters for Sugarloaf
Fire & Rescue Coordinator/Fire Acad	1.00 FTE request Fire Fleet Mechanic
Fire Marshal	<u>3.00</u> 1 FTE request for Fire Marshal, 2 FTE requests for Fire Inspectors
	<u>8.00</u>
County Attorney	
County Attorney-Risk Mgmt.	-0.57 Reallocate County Attorney Salaries
County Attorney-Risk Mgmt.	<u>-0.43</u> Safety Officer Position moved from County Attorney-Risk to Employee Services
County Attorney	<u>0.87</u> Reallocate County Attorney Salaries
	<u>-0.13</u>
Social Services	
Welfare Services	-0.09 As a result of partial FTE splits reallocated from grants
Welfare Services	<u>1.00</u> FTE request for Executive Assistant
	<u>0.91</u>
Building Department	
Building Department	0.10 Reallocation of Housing Recovery Coordinator for additional Building duties
Building Department	-1.00 FTE removed - Inspector
Building Department	<u>-1.00</u> FTE removed - Inspector
	<u>-1.90</u>
Planning and Environmental Resources	
Planning Department	1.00 Vacation Rental Coordinator moved from Code Compliance to Planning due to nature of job duties
	Reallocation of Housing Recovery Administrator to Building for additional duties and reallocation of
Planning Department	<u>-0.09</u> Transportation Planner from grant
	<u>0.91</u>
Code Compliance	
Code Compliance	2.00 FTE's BOCC approved 1/23/19
Code Compliance	<u>-1.00</u> Vacation Rental Coordinator moved from Code Compliance to Planning due to nature of job duties
	<u>1.00</u>
Project Management	
Project Management	-0.49 FTE moved from Project Management to Road Department
Project Management	<u>-0.30</u> Reallocate County Attorney Salaries from 304
	<u>-0.79</u>
Engineering Services/Roads	
Road Department	0.49 FTE moved from Project Management to Road Department
Road Department	<u>-0.40</u> FTE moved from Road Department to Parks & Facilities
	<u>0.09</u>
Facilities Maintenance	
Facilities Maintenance	-1.00 FTE moved from Facilities into Parks
Facilities Maintenance	<u>0.20</u> FTE moved from Road Department to Facilities
	<u>-0.80</u>
Corrections	
Facilities Maintenance	<u>-0.15</u> FTE moved from Corrections to Facilities
	<u>-0.15</u>
Parks & Recreation	
Parks & Recreation	1.00 FTE request for Park Director
Parks & Recreation	1.00 FTE request for Maintenance Worker 3 for Parks
Parks & Recreation	1.00 FTE moved from Facilities into Parks
Parks & Recreation	<u>0.35</u> FTE moved from Road Department to Parks
	<u>3.35</u>
Fleet Management	
Fleet Management	<u>2.00</u> FTE requests for Mechanic/Generator Tech
	<u>2.00</u>
Medical Examiner	
Medical Examiner	<u>-0.10</u> Reallocate Executive Administrator from Medical Examiner
	<u>-0.10</u>
Elected Officials	
Judicial Administration	6.00 In House Probation Staff
Monroe County Sheriff	<u>1.00</u> Constitutional Officers are not required to have positions adopted by the BOCC
	<u>7.00</u>
Total BOCC Positions	13.42
Elected & Appointed Positions	<u>7.00</u>
Total	<u>20.42</u>

FY20 Adopted Budget

BOCC



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

B.O.C.C.



Monroe County Board of County Commissioners

Fiscal Year 2020 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 2020 Adopted Fiscal Plan

B.O.C.C.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	3,406,353	1,598,338	980,389	1,264,896	987,021	0.7%
Operating Expenditures	27,415,786	35,743,435	70,895,495	83,866,525	75,269,756	6.2%
Capital Outlay Expenditures	46,642	30,351	-	1,604,049	-	-%
Interfund Transfers	29,749,159	27,337,959	17,068,766	34,894,358	34,257,916	100.7%
Total Budget	60,617,940	64,710,083	88,944,650	121,629,828	110,514,693	24.3%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
2003 Revenue Bond	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	45.884692
BOCC Administrative	1,705,920	1,720,456	2,044,291	2,044,291	1,872,949	-
BOCC Miscellaneous	8,396,156	14,178,138	3,387,638	17,524,484	4,839,803	42.866593
Budgeted Transfers	37,707,930	36,229,549	27,182,936	44,852,359	43,112,722	58.602153
Housing Assistance	636,575	269,595	2,614,315	2,910,169	3,481,929	33.187048
Human Service Advisory Board Funding	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2%
Other Non-profit Funding (Not HSAB)	129,008	122,059	138,207	138,207	139,625	1.0259972
Quasi-external Services	214,797	205,552	220,000	220,000	230,000	4.5454545
Reserves	-	-	38,736,372	33,417,504	36,385,717	-
Total Budget	60,617,940	64,710,083	88,944,650	121,629,828	110,514,693	24.3%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	10,460,260	5,929,732	13,881,059	14,880,981	12,881,784	(7.2)%
Affordable Housing Programs	-	-	314,000	314,000	316,000	0.6%
Fine & Forfeiture Fund	746,323	824,377	6,568,535	4,056,715	6,888,168	4.9%
Road And Bridge Fund	520,047	771,759	5,356,683	2,740,099	1,871,572	(65.1)%
Middle Keys Health Care MSTU	-	-	-	-	1,744,784	-%
TDC District Two Penny	58,182	58,182	58,182	72,713	72,713	25.0%
TDC Admin & Promo 2 Cent	39,610	39,610	39,610	114,278	114,278	188.5%
TDC District 1 Third Cent	59,799	59,799	59,799	59,799	54,392	(9.0)%
TDC District 2 Third Cent	23,290	23,290	-	14,975	14,975	-%
TDC District 3 Third Cent	16,356	16,356	-	13,595	13,595	-%
TDC District 4 Third Cent	12,023	12,023	-	13,002	13,002	-%
TDC District 5 Third Cent	37,424	37,424	-	26,318	26,318	-%
Governmental Fund Type Grants	6,259,742	11,155,612	-	17,100,533	-	-%
Impact Fees Fund - Roadway	77,483	-	-	-	-	-%
Employee Fair Share Housing	-	-	44,742	45,153	-	(100.0)%
Fire & Ambulance District 1 L&M Key	908,519	454,260	2,641,140	2,581,140	2,924,675	10.7%
Unincorporated Svc Dist Parks & Rec	162,768	-	366,722	366,722	572,145	56.0%
Mstd - PIng/bldg/code/fire Mar	1,565,679	1,566,729	3,326,023	3,326,023	2,945,554	(11.4)%
Municipal Policing	11,514	11,514	1,058,917	1,043,917	1,121,284	5.9%
Duck Key Security District	130,796	142,699	365,000	365,000	370,000	1.4%
Local Housing Assistance Trust Fund	403,571	269,595	2,324,315	2,324,315	3,191,929	37.3%
Boating Improvement Fund (BIF)	109,265	44,542	550,000	863,583	550,075	-%
Misc Special Revenue Fund	23,109	222,203	857,310	355,030	1,084,176	26.5%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

B.O.C.C.

Environmental Restoration Fund	28,788	25,685	171,316	171,316	172,158	0.5%
Law Enforcement Trust (600)	-	-	100,211	100,211	105,000	4.8%
Court Facilities Fees Trust (602)	-	-	74,000	74,000	79,897	8.0%
Clerk's Drug Abuse Trust (603)	59,857	58,696	91,000	91,000	69,025	(24.1)%
Marathon Municipal Service Taxing Unit	-	-	191	191	269	40.8%
Bay Point Wastewater Municipal Service Taxing Unit	-	-	5,398	5,398	1,900	(64.8)%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	-	100	100	100	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	-	1,600	1,600	500	(68.8)%
Stock Island Wastewater MSTU	-	-	30,710	80,000	80,000	160.5%
Conch Key Municipal Service Taxing Unit	-	-	-	-	100	-%
Long Key, Layton Municipal Service Taxing Unit	-	-	50,449	50,449	50,449	-%
Duck Key Municipal Service Taxing Unit	-	-	13,200	13,200	13,200	-%
Building Fund	509,033	-	938,826	908,826	964,302	2.7%
Debt Service Fund	9,885,139	10,160,689	14,620,891	20,357,496	20,411,948	39.6%
One Cent Infra-structure Sales Tax	11,886,490	13,213,422	12,813,719	13,636,587	30,940,924	141.5%
Infr Sls Srtx Rev Bds 2007	-	500,000	148,559	266,589	266,271	79.2%
Duck Key Waste Water Project	-	-	127,325	127,325	127,325	-%
Cudjoe Regional WW Project	15,000,000	16,000,000	4,510,935	18,593,776	5,508,675	22.1%
Series 2014 Revenue Bonds	-	-	2,000,000	2,000,000	-	(100.0)%
Long Key Wastewater	-	-	303,177	-	730,569	141.0%
Card Sound Bridge	149,693	755,807	1,169,427	1,169,427	559,443	(52.2)%
Marathon Airport	50,153	50,153	426,153	410,153	305,601	(28.3)%
Key West Intl Airport	331,280	331,280	536,848	486,848	651,954	21.4%
PFC & Oper Restrictions	249,037	619,081	595,000	595,000	595,000	-%
MSD Solid Waste Management	263,190	263,190	2,939,267	2,939,267	2,898,201	(1.4)%
Worker's Compensation	61,030	61,030	328,501	328,501	328,353	-%
Group Insurance Fund	117,760	153,030	6,132,894	6,132,894	5,154,325	(16.0)%
Risk Management Fund	32,970	510,553	1,681,258	1,231,258	2,517,047	49.7%
Fleet Management Fund	367,760	367,760	1,304,208	1,163,076	1,193,238	(8.5)%
FIRE & EMS LOSAP TRUST FUND	-	-	17,450	17,450	17,500	0.3%
Total Revenue	60,617,940	64,710,083	88,944,650	121,629,828	110,514,693	24.3%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
BOCC Administrative	10.68	11.00	11.00	11.00	-
Total Full-Time FTE	10.68	11.00	11.00	11.00	-
Total FTE	10.68	11.00	11.00	11.00	-

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	897,174	901,247	980,389	980,389	987,021	0.7%
Operating Expenditures	808,746	813,409	1,063,902	1,061,902	885,928	(16.7)%
Capital Outlay Expenditures	-	5,801	-	2,000	-	-%
Total Budget	1,705,920	1,720,456	2,044,291	2,044,291	1,872,949	(8.4)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,705,920	1,720,456	2,044,291	2,044,291	1,872,949	(8.4)%
Total Revenue	1,705,920	1,720,456	2,044,291	2,044,291	1,872,949	(8.4)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	5.68	6.00	6.00	6.00	-
Officials & Administrators	5.00	5.00	5.00	5.00	-
Total Full-Time FTE	10.68	11.00	11.00	11.00	-
Total FTE	10.68	11.00	11.00	11.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	4,112	-	902	-	-%
Operating Expenditures	636,575	134,085	2,464,315	2,759,267	3,481,929	41.3%
Interfund Transfers	-	131,398	150,000	150,000	-	(100.0)%
Total Budget	636,575	269,595	2,614,315	2,910,169	3,481,929	33.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Affordable Housing Programs	-	-	290,000	290,000	290,000	-%
Governmental Fund Type Grants	233,004	-	-	295,854	-	-%
Local Housing Assistance Trust Fund	403,571	269,595	2,324,315	2,324,315	3,191,929	37.3%
Total Revenue	636,575	269,595	2,614,315	2,910,169	3,481,929	33.2%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 \$79,900 from B.O.C.C Non-HSAB funding, for a total of \$179,900 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 \$41,225 (Grant Match)

Major Variances

This budget includes the following funding:

- AARP Big Pine \$4,500
- AARP Lower Keys \$4,500
- AARP Middle Keys \$4,500
- AARP Upper Keys \$4,500
- Council of the Arts \$79,900
- Guidance Care Center Transportation Disadv. Comm. Program \$41,225
- Older American Volunteer Program \$500

Total \$139,625

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	129,008	122,059	138,207	138,207	139,625	1.0%
Total Budget	129,008	122,059	138,207	138,207	139,625	1.0%
Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	129,008	122,059	138,207	138,207	139,625	1.0%
Total Revenue	129,008	122,059	138,207	138,207	139,625	1.0%

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

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 on May 21st to make funding recommendations to the Board of County Commissioners for the FY20 budget. Twenty-seven non-profit organizations submitted applications for the FY20 funding process. Funding recommendation is for twenty-six no profit organizations as follows:

- o AIDS Help: \$89,500
- o Anchors Aweigh: \$14,500
- o Autism Society of the Keys (ASK): \$39,500
- o Boys and Girls Club: \$119,500
- o Burton Memorial UMC: \$9,500
- o Domestic Abuse Shelter: \$79,500
- o Florida Keys Area Health Education Ctr. (AHEC): \$114,500
- o Florida Keys Children's Shelter: \$184,500
- o Florida Keys Healthy Start Coalition: \$74,500
- o Florida Keys Outreach Coalition: \$109,500
- o GCC Heron: \$49,500
- o Good Health Clinic: \$99,500
- o Grace Jones Community Center: \$59,500
- o Independence Cay: \$29,500
- o Keys Area Interdenominational Resources: \$29,500
- o Keys to be the Change: \$49,500
- o Kids Come First in the Florida Keys: \$39,500
- o Literacy Volunteers: \$49,500
- o Marathon Recreation Center: \$39,500
- o Monroe Assoc for Retarded Citizens (MARC): \$199,500
- o SHAL: \$9,500
- o Samuel's House: \$109,500
- o Star of the Sea Foundation: \$99,500
- o Voices for Florida Keys Children: \$17,500
- o Wesley House: \$164,500
- o Womankind: \$159,500

Total \$2,040,000

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2.0%
Total Budget	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2.0%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

B.O.C.C.

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2.0%
Total Revenue	1,942,415	1,824,045	2,000,000	2,165,318	2,040,000	2.0%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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 \$50,000
- > Lower Keys Medical Center-Baker Act \$83,334 (State Mandate 394.76 F.S.)
- > Guidance Care Center-Baker Act Transportation \$165,000 (State Mandate 394.76 F.S.)
- > Employee Suggestion Plan \$10,000
- > Guidance Care Center-Substance Abuse Mental Health \$862,676 (State Mandate F.S. 394.76)
- > Historic FL Keys Foundation \$32,450
- > Guidance Care Center- Jail Incarceration Program (JIP) \$117,559 (Grant match)

From General Fund (001) + Fine & Forfeiture Fund (101)

- > Tax Increment Payments \$1,065,000 (Budgeted in Fund 001 \$315,000 & Fund 101 \$750,000)

From Fine & Forfeiture Fund (101)- Ad Valorem funds

- > Juvenile Detention Cost Share \$196,000 (State mandate, Section 985.686, F.S.)

From Middle Keys Health Care MSTU Fund (104)- Ad Valorem fund

- > Middle Keys Health Care \$1,744,784 (Ordinance 012-2018)

From Duck Key Security District Fund (152) -Special Revenue Fund

- > Duck Key Security Special District \$265,000 (Governed by the Duck Key Security Advisory Board)

From Miscellaneous Special Revenue Fund (158)

- > FL Keys Council of Handicapped \$3,000
- > Ord 021-2002 Traffic Education Fund \$50,000

From Drug Abuse Fund (164) -Special Revenue Fund

- > Drug Abuse Trust \$55,000

Total \$4,839,803

Governmental Fund Type Grants will be rolled over into the FY2020 budget when the prior year expenditures are reconciled.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,509,179	692,979	-	283,605	-	-%
Operating Expenditures	5,840,335	13,460,609	3,387,638	15,638,830	4,839,803	42.9%
Capital Outlay Expenditures	46,642	24,551	-	1,602,049	-	-%
Total Budget	8,396,156	14,178,138	3,387,638	17,524,484	4,839,803	42.9%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

B.O.C.C.

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,418,525	1,793,785	2,028,638	2,028,638	1,461,019	(28.0)%
Fine & Forfeiture Fund	737,132	805,143	976,000	976,000	1,261,000	29.2%
Middle Keys Health Care MSTU	-	-	-	-	1,744,784	-%
Governmental Fund Type Grants	6,026,738	11,155,612	-	14,018,575	-	-%
Duck Key Security District	130,796	142,699	260,000	260,000	265,000	1.9%
Misc Special Revenue Fund	23,109	222,203	53,000	171,271	53,000	-%
Clerk's Drug Abuse Trust (603)	59,857	58,696	70,000	70,000	55,000	(21.4)%
Total Revenue	8,396,156	14,178,138	3,387,638	17,524,484	4,839,803	42.9%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**B.O.C.C.
Reserves**

Description and Services Provided

Each fund is set up with a Reserves budget, generally with a contingency and cash balance line items.

Contingency items can be budgeted 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.

Cash Balance is appropriated by using 3 months of total operating budgets. This is in accordance with the BOCC Financial Policy.

Committed Reserves in the General Fund include \$10M for natural and/or man-made disasters.

Major Variances

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	-	-	38,736,372	33,417,504	36,385,717	(6.1)%
Total Budget	-	-	38,736,372	33,417,504	36,385,717	(6.1)%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

B.O.C.C.

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	-	-	5,789,923	5,491,709	4,696,833	(18.9)%
Affordable Housing Programs	-	-	24,000	24,000	26,000	8.3%
Fine & Forfeiture Fund	-	-	5,575,868	3,064,048	5,593,834	0.3%
Road And Bridge Fund	-	-	1,315,854	808,567	1,462,653	11.2%
Employee Fair Share Housing	-	-	250	-	-	(100.0)%
Fire & Ambulance District 1 L&M Key	-	-	1,732,621	1,408,030	1,751,565	1.1%
Unincorporated Svc Dist Parks & Rec	-	-	203,954	203,954	240,369	17.9%
Mstd - PIng/bldg/code/fire Mar	-	-	1,778,081	1,778,081	1,552,707	(12.7)%
Municipal Policing	-	-	1,047,403	1,029,579	1,106,946	5.7%
Duck Key Security District	-	-	105,000	105,000	105,000	-%
Boating Improvement Fund (BIF)	-	-	550,000	550,000	550,075	-%
Misc Special Revenue Fund	-	-	804,310	170,848	1,031,176	28.2%
Environmental Restoration Fund	-	-	171,316	171,316	172,158	0.5%
Law Enforcement Trust (600)	-	-	100,211	100,211	105,000	4.8%
Court Facilities Fees Trust (602)	-	-	74,000	74,000	79,897	8.0%
Clerk's Drug Abuse Trust (603)	-	-	21,000	21,000	14,025	(33.2)%
Marathon Municipal Service Taxing Unit	-	-	191	191	269	40.8%
Bay Point Wastewater Municipal Service Taxing Unit	-	-	5,398	5,398	1,900	(64.8)%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	-	100	100	100	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	-	1,600	1,600	500	(68.8)%
Stock Island Wastewater MSTU	-	-	30,710	80,000	80,000	160.5%
Conch Key Municipal Service Taxing Unit	-	-	-	-	100	-%
Long Key, Layton Municipal Service Taxing Unit	-	-	50,449	50,449	50,449	-%
Duck Key Municipal Service Taxing Unit	-	-	13,200	13,200	13,200	-%
Building Fund	-	-	429,793	370,167	425,643	(1.0)%
Debt Service Fund	-	-	2,000,000	2,000,000	2,000,000	-%
One Cent Infra-structure Sales Tax	-	-	1,816,952	1,921,871	3,275,391	80.3%
Infr Sls Srtx Rev Bds 2007	-	-	-	40,000	-	-%
Duck Key Waste Water Project	-	-	127,325	127,325	127,325	-%
Cudjoe Regional WW Project	-	-	100,000	-	-	(100.0)%
Series 2014 Revenue Bonds	-	-	2,000,000	2,000,000	-	(100.0)%
Long Key Wastewater	-	-	-	-	730,569	-%
Card Sound Bridge	-	-	614,427	614,427	479,667	(21.9)%
Marathon Airport	-	-	376,000	272,768	168,216	(55.3)%
Key West Intl Airport	-	-	205,568	120,568	174,674	(15.0)%
PFC & Oper Restrictions	-	-	300,000	300,000	300,000	-%
MSD Solid Waste Management	-	-	2,676,077	2,676,077	2,662,999	(0.5)%
Worker's Compensation	-	-	267,471	259,437	259,289	(3.1)%
Group Insurance Fund	-	-	6,015,134	6,004,958	5,026,389	(16.4)%
Risk Management Fund	-	-	1,648,288	1,097,538	1,527,000	(7.4)%
Fleet Management Fund	-	-	746,448	443,637	576,299	(22.8)%
FIRE & EMS LOSAP TRUST FUND	-	-	17,450	17,450	17,500	0.3%
Total Revenue	-	-	38,736,372	33,417,504	36,385,717	(6.1)%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	7,958,771	9,022,987	10,264,170	10,108,002	8,854,806	(13.7)%
Interfund Transfers	29,749,159	27,206,562	16,918,766	34,744,358	34,257,916	102.5%
Total Budget	37,707,930	36,229,549	27,182,936	44,852,359	43,112,722	58.6%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

B.O.C.C.

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	5,049,596	263,835	1,660,000	2,792,818	2,441,358	47.1%
Fine & Forfeiture Fund	9,191	19,234	16,667	16,667	33,334	100.0%
Road And Bridge Fund	520,047	771,759	4,040,829	1,931,532	408,919	(89.9)%
TDC District Two Penny	58,182	58,182	58,182	72,713	72,713	25.0%
TDC Admin & Promo 2 Cent	39,610	39,610	39,610	114,278	114,278	188.5%
TDC District 1 Third Cent	59,799	59,799	59,799	59,799	54,392	(9.0)%
TDC District 2 Third Cent	23,290	23,290	-	14,975	14,975	-%
TDC District 3 Third Cent	16,356	16,356	-	13,595	13,595	-%
TDC District 4 Third Cent	12,023	12,023	-	13,002	13,002	-%
TDC District 5 Third Cent	37,424	37,424	-	26,318	26,318	-%
Governmental Fund Type Grants	-	-	-	2,786,105	-	-%
Impact Fees Fund - Roadway	77,483	-	-	-	-	-%
Employee Fair Share Housing	-	-	44,492	45,153	-	(100.0)%
Fire & Ambulance District 1 L&M Key	908,519	454,260	908,519	1,173,110	1,173,110	29.1%
Unincorporated Svc Dist Parks & Rec	162,768	-	162,768	162,768	331,776	103.8%
Mstd - Plng/bldg/code/fire Mar	1,565,679	1,566,729	1,547,942	1,547,942	1,392,847	(10.0)%
Municipal Policing	11,514	11,514	11,514	14,338	14,338	24.5%
Boating Improvement Fund (BIF)	109,265	44,542	-	313,583	-	-%
Misc Special Revenue Fund	-	-	-	12,911	-	-%
Environmental Restoration Fund	28,788	25,685	-	-	-	-%
Building Fund	509,033	-	509,033	538,659	538,659	5.8%
One Cent Infra-structure Sales Tax	11,886,490	13,213,422	10,996,767	11,714,716	27,665,533	151.6%
Infr Sls Srtx Rev Bds 2007	-	500,000	148,559	226,589	266,271	79.2%
Cudjoe Regional WW Project	15,000,000	16,000,000	4,410,935	18,593,776	5,508,675	24.9%
Long Key Wastewater	-	-	303,177	-	-	(100.0)%
Card Sound Bridge	149,693	755,807	555,000	555,000	79,776	(85.6)%
Marathon Airport	50,153	50,153	50,153	137,385	137,385	173.9%
Key West Intl Airport	331,280	331,280	331,280	366,280	477,280	44.1%
PFC & Oper Restrictions	249,037	619,081	295,000	295,000	295,000	-%
MSD Solid Waste Management	263,190	263,190	263,190	263,190	235,202	(10.6)%
Worker's Compensation	61,030	61,030	61,030	69,064	69,064	13.2%
Group Insurance Fund	117,760	153,030	117,760	127,936	127,936	8.6%
Risk Management Fund	32,970	510,553	32,970	133,720	990,047	2,902.9%
Fleet Management Fund	367,760	367,760	557,760	719,439	616,939	10.6%
Total Revenue	37,707,930	36,229,549	27,182,936	44,852,359	43,112,722	58.6%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**B.O.C.C.
2003 Revenue Bond**

Description and Services Provided

Debt Service for 2014 and 2016 Revenue Bond (Fund 314 Capital Improvement projects), Clean Water State Revolving Fund (SRF) Loans for Fund 310 Big Coppitt Wastewater Project and Fund 312 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	45.9%
Total Budget	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	45.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Debt Service Fund	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	45.9%
Total Revenue	9,885,139	10,160,689	12,620,891	18,357,496	18,411,948	45.9%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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

Major Variances

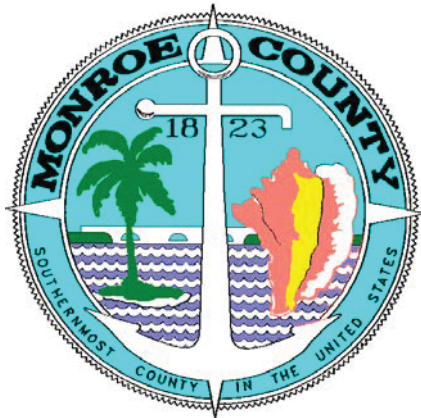
Increasing revenues and expenses for an internal service which provides postage, phone and courier services that are reimbursed by outside agencies. (\$10K)

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	214,797	205,552	220,000	220,000	230,000	4.5%
Total Budget	214,797	205,552	220,000	220,000	230,000	4.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	214,797	205,552	220,000	220,000	230,000	4.5%
Total Revenue	214,797	205,552	220,000	220,000	230,000	4.5%

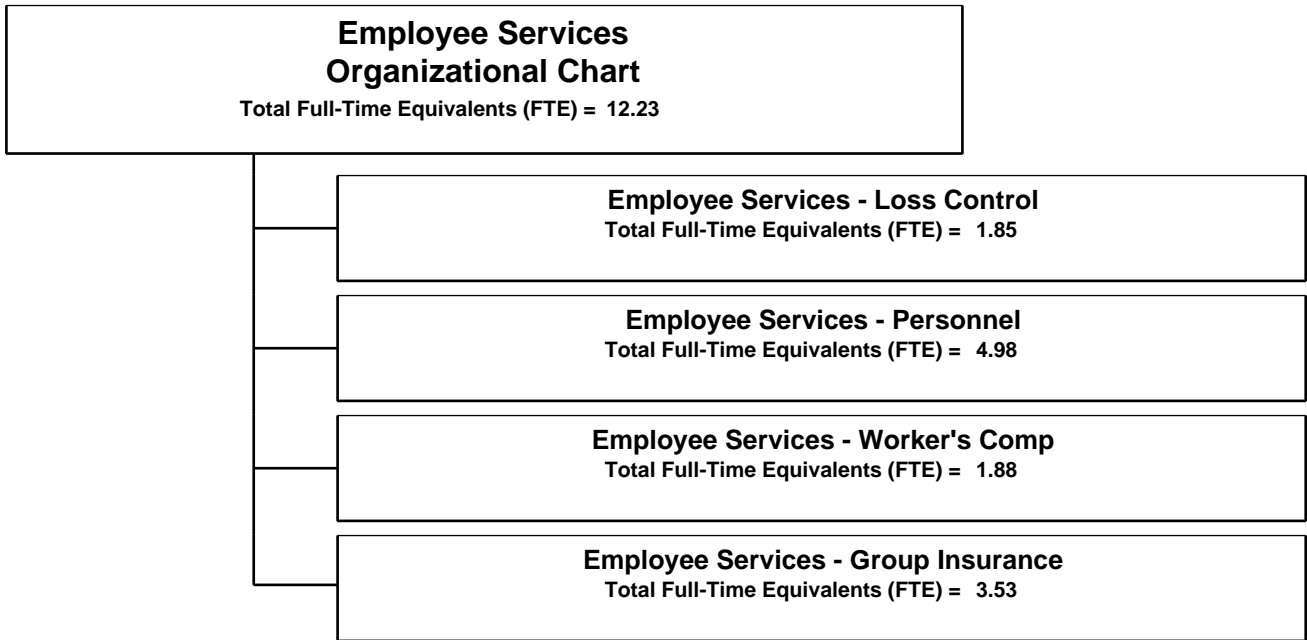
FY20 Adopted Budget

Employee Services



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Employee Services



Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Employee Services

Mission Statement

The Employee Services Department provides information and guidance to BOCC employees, Constitutional Officer employees, retirees, and the public in the areas of Human Resources, Group Insurance Benefits, and Workers' Compensation and Safety.

Services Provided

The department includes Human Resources, Group Insurance Benefits, and Workers' Compensation and Safety. Responsibilities include:

Human Resources

Administers personnel actions, position recruitment, policies and procedures, and employment law compliance for BOCC employees.

Group Insurance Benefits

Provides and administers health, prescription, dental, vision, and life coverage to more than 2400 BOCC and Constitutional Officer employees, retirees, and dependent spouses and children.

Workers' Compensation and Safety

Administers Workers' Compensation program for more than 1700 employees and volunteers. Provides safety and training programs to all BOCC and Constitutional Officer employees.

Strategic Goals

Department Goals, Actions and Measures:

- Goal: Administer competitive compensation and benefits programs to attract and retain a qualified and talented workforce.
 - Action: Implement Evergreen market compensation and classification study recommendations
 - Performance Measure: Implement compensation study recommendations
 - Target Metric: Completed or Not Completed

- Action: Provide health plan choices that meet the needs of employees and retirees at different life stages
 - Performance Measure: Provide health plan choices
 - Target Metric: Completed or Not Completed

- Goal: Provide a safe work environment which contributes to a healthy and ready workforce.
 - Action: Providing prompt medical care and appropriate compensation for employees who experience a workplace injury or illness, including a robust return-to-work program.
 - Performance Measure: Timing of medical care provided within 24 hours upon report of accident (Immediately for emergency situations).
 - Target Metric: 100%

 - Performance Measure: Accurate handling of pay post-accident.
 - Target Metric: <10 complaints/escalations per year for payment amounts or timing

 - Action: Conduct safety instruction to employees throughout the County.
 - Performance Measure: 6 safety courses provided throughout the year – at least 2 must be open invitation to all employees (i.e. First Aid/CPR or Active Shooter) and up to 4 can be department specific/targeted.
 - Target Metric: Completed or Not Completed

 - Action: Conduct prompt incident and accident investigations to prevent recurrence.
 - Performance Measure: Accident investigation completed within 14 days, unless specifically extended by Director due to uncontrollable factors (i.e. awaiting physician report).
 - Target Metric: 100%

- Goal: Leverage software and technology solutions to improve efficiency in department processes.
 - Action: Enhance the online Benefits enrollment platform which eliminates paperwork and data entry.
 - Performance Measure: Platform changes are available for open enrollment
 - Target Metric: Completed or Not Completed

 - Action: Implement a web-based job application process, recruiting system, and applicant tracking module.
 - Performance Measure: Web-based Applicant and Recruiting system implemented
 - Target Metric: Completed or Not Completed

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Employee Services

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,142,712	1,325,834	1,447,249	1,450,649	1,563,680	8.0%
Operating Expenditures	20,016,349	20,567,504	26,903,161	26,899,761	31,693,791	17.8%
Capital Outlay Expenditures	4,908	1,358	-	-	750,500	-%
Total Budget	21,163,969	21,894,696	28,350,410	28,350,410	34,007,971	20.0%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Employee Services - Group Insurance	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	21.538826
Employee Services - Loss Control	140,291	141,046	129,366	129,366	951,905	635.82316
Employee Services - Personnel	431,406	535,945	614,279	614,279	655,981	6.7887718
Employee Services - Worker's Comp	2,630,727	3,121,379	5,430,687	5,430,687	5,447,540	0.3103290
Total Budget	21,163,969	21,894,696	28,350,410	28,350,410	34,007,971	20.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	431,406	535,945	614,279	614,279	655,981	6.8%
Worker's Compensation	2,683,091	3,180,255	5,482,952	5,482,952	5,502,380	0.4%
Group Insurance Fund	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	21.5%
Risk Management Fund	87,927	82,169	77,101	77,101	897,065	1,063.5%
Total Revenue	21,163,969	21,894,696	28,350,410	28,350,410	34,007,971	20.0%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Employee Services - Loss Control	0.68	0.68	0.43	1.85	1.43
Employee Services - Personnel	4.76	4.98	4.98	4.98	-
Employee Services - Worker's Comp	2.28	1.38	1.88	1.88	-
Employee Services - Group Insurance	3.43	3.53	3.53	3.53	-
Total Full-Time FTE	11.13	10.56	10.81	12.23	1.43
Total FTE	11.13	10.56	10.81	12.23	1.43

**Monroe County Board of County Commissioners
Fiscal Year 2020 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	117,383	115,105	96,454	96,454	163,204	69.2%
Operating Expenditures	22,908	25,941	32,912	32,912	38,201	16.1%
Capital Outlay Expenditures	-	-	-	-	750,500	-%
Total Budget	140,291	141,046	129,366	129,366	951,905	635.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Worker's Compensation	52,364	58,876	52,265	52,265	54,840	4.9%
Risk Management Fund	87,927	82,169	77,101	77,101	897,065	1,063.5%
Total Revenue	140,291	141,046	129,366	129,366	951,905	635.8%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.50	0.50	0.25	1.50	1.25
Officials & Administrators	0.18	0.18	0.18	0.35	0.18
Total Full-Time FTE	0.68	0.68	0.43	1.85	1.43
Total FTE	0.68	0.68	0.43	1.85	1.43

Monroe County Board of County Commissioners
Fiscal Year 2020 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	352,395	449,494	458,982	462,382	492,324	7.3%
Operating Expenditures	74,103	85,960	155,297	151,897	163,657	5.4%
Capital Outlay Expenditures	4,908	490	-	-	-	-%
Total Budget	431,406	535,945	614,279	614,279	655,981	6.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	431,406	535,945	614,279	614,279	655,981	6.8%
Total Revenue	431,406	535,945	614,279	614,279	655,981	6.8%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.03	1.03	2.03	1.00
Officials & Administrators	1.97	2.20	2.20	1.20	(1.00)
Paraprofessionals	0.03	-	-	-	-
Technicians	0.75	0.75	0.75	0.75	-
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	4.76	4.98	4.98	4.98	-
Total FTE	4.76	4.98	4.98	4.98	-

Monroe County Board of County Commissioners
Fiscal Year 2020 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	342,627	418,503	554,055	554,055	570,552	3.0%
Operating Expenditures	2,288,100	2,702,008	4,876,632	4,876,632	4,876,988	-%
Capital Outlay Expenditures	-	868	-	-	-	-%
Total Budget	2,630,727	3,121,379	5,430,687	5,430,687	5,447,540	0.3%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Worker's Compensation	2,630,727	3,121,379	5,430,687	5,430,687	5,447,540	0.3%
Total Revenue	2,630,727	3,121,379	5,430,687	5,430,687	5,447,540	0.3%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	2.00	1.00	1.50	0.50	(1.00)
Officials & Administrators	0.28	0.38	0.38	1.38	1.00
Total Full-Time FTE	2.28	1.38	1.88	1.88	-
Total FTE	2.28	1.38	1.88	1.88	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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

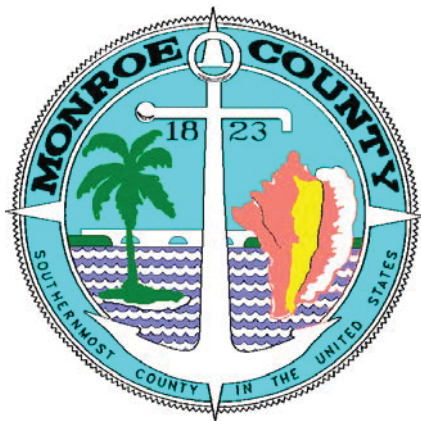
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	330,307	342,731	337,758	337,758	337,600	-%
Operating Expenditures	17,631,238	17,753,595	21,838,320	21,838,320	26,614,945	21.9%
Capital Outlay Expenditures	-	-	-	-	-	-%
Total Budget	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	21.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Group Insurance Fund	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	21.5%
Total Revenue	17,961,545	18,096,327	22,176,078	22,176,078	26,952,545	21.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.00	3.00	3.00	2.00	(1.00)
Officials & Administrators	0.43	0.53	0.53	1.53	1.00
Total Full-Time FTE	3.43	3.53	3.53	3.53	-
Total FTE	3.43	3.53	3.53	3.53	-

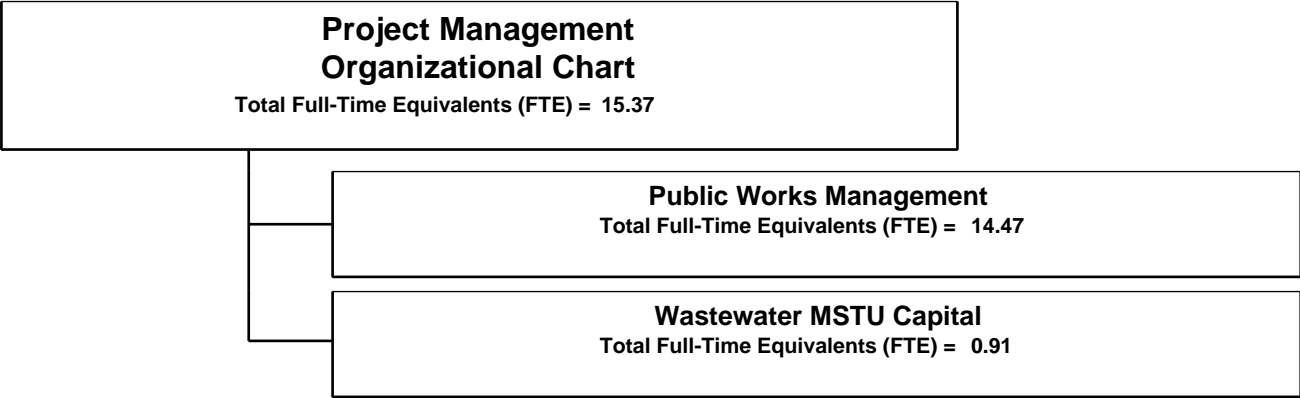
FY20 Adopted Budget

Project Management



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Project Management



Monroe County Board of County Commissioners

Fiscal Year 2020 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

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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

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Project Management

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,070,294	1,290,693	1,472,709	1,525,294	1,841,249	25.0%
Operating Expenditures	2,202,185	2,429,547	9,016,811	8,999,129	6,665,529	(26.1)%
Capital Outlay Expenditures	35,221,574	12,462,565	15,546,965	38,581,990	35,058,719	125.5%
Interfund Transfers	681,938	681,938	682,000	682,000	682,000	-%
Total Budget	39,175,991	16,864,743	26,718,485	49,788,413	44,247,497	65.6%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Animal Shelters	1,059,357	1,106,034	1,552,268	1,552,268	1,466,513	-
County Engineering Capital	-	5,400	-	222,600	-	0%
Economic Environment Capital Projects	-	-	-	656,496	656,496	0%
General Gov Cap Projects	3,510,943	3,373,457	769,193	5,379,435	4,534,023	489.45193
Impact Fees Parks & Recreation	25,400	-	602,296	602,296	632,650	5.0397146
Parks & Recreation Capital Projects	10,552,583	611,592	7,061,000	8,256,644	9,210,638	30.443818
Physical Environment Projects	20,041,210	6,754,133	5,604,645	11,879,740	3,411,790	-
Public Safety Capital Projects	2,033,965	1,932,329	8,089,840	14,434,897	18,050,856	123.12995
Public Works Management	990,655	1,784,736	1,764,054	3,325,132	1,838,618	4.2268547
Wastewater MSTU Capital	827,787	847,148	966,979	2,496,997	3,473,871	259.24989
Wastewater MSTUs	134,091	449,914	308,210	981,908	972,042	215.38301
Total Budget	39,175,991	16,864,743	26,718,485	49,788,413	44,247,497	65.6%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Project Management

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,085,056	1,139,226	1,821,605	1,821,605	1,762,960	(3.2)%
Governmental Fund Type Grants	63,996	503,617	-	1,780,678	-	-%
Impact Fees Fund - Parks & Rec	25,400	-	602,296	602,296	632,650	5.0%
Marathon Municipal Service Taxing Unit	-	-	1,500	1,500	2,000	33.3%
Bay Point Wastewater Municipal Service Taxing Unit	-	591	29,470	29,470	41,688	41.5%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	-	350	350	407	16.3%
Key Largo Wastewater Municipal Service Taxing Unit	-	32	4,490	4,490	7,245	61.4%
Stock Island Wastewater MSTU	125,503	445,076	85,000	758,698	672,634	691.3%
Conch Key Municipal Service Taxing Unit	-	-	400	400	400	-%
Long Key, Layton Municipal Service Taxing Unit	4,236	4,216	152,000	152,000	202,105	33.0%
Duck Key Municipal Service Taxing Unit	4,351	-	35,000	35,000	45,563	30.2%
One Cent Infra-structure Sales Tax	9,381,345	4,489,326	6,179,022	11,419,009	8,744,644	41.5%
Infr Sls Srtx Rev Bds 2007	26,691	435,792	169,193	51,163	-	(100.0)%
Big Coppitt Waste Water Project	702,733	703,057	712,000	1,837,018	712,000	-%
Duck Key Waste Water Project	6,584	1,946	35,000	35,000	35,000	-%
Cudjoe Regional WW Project	17,336,072	5,342,517	1,751,842	7,464,633	2,726,871	55.7%
Series 2014 Revenue Bonds	9,437,069	2,352,963	11,421,535	19,107,017	25,486,330	123.1%
Long Key Wastewater	630,198	101,977	-	303,177	-	-%
Land Acquisition	346,756	1,344,407	3,717,782	4,384,909	3,175,000	(14.6)%
Total Revenue	39,175,991	16,864,743	26,718,485	49,788,413	44,247,497	65.6%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Public Works Management	0.05	15.26	15.26	14.47	(0.79)
County Engineering Capital	13.71	-	-	-	-
Wastewater MSTU Capital	0.90	0.91	0.91	0.91	-
Total Full-Time FTE	14.66	16.16	16.16	15.37	(0.79)
Total FTE	14.66	16.16	16.16	15.37	(0.79)

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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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	835,445	1,122,335	1,371,501	1,371,501	1,347,528	(1.7)%
Operating Expenditures	152,189	591,834	370,553	1,929,841	390,590	5.4%
Capital Outlay Expenditures	3,020	70,567	22,000	23,790	100,500	356.8%
Total Budget	990,655	1,784,736	1,764,054	3,325,132	1,838,618	4.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	25,699	33,192	269,337	269,337	296,447	10.1%
Governmental Fund Type Grants	63,996	498,217	-	1,558,078	-	-%
One Cent Infra-structure Sales Tax	900,959	1,253,326	1,494,717	1,497,717	1,542,171	3.2%
Total Revenue	990,655	1,784,736	1,764,054	3,325,132	1,838,618	4.2%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	3.94	4.94	3.45	(1.49)
Officials & Administrators	0.05	1.73	1.73	2.88	1.15
Paraprofessionals	-	0.70	1.20	0.75	(0.45)
Professionals	-	8.89	7.39	7.39	-
Total Full-Time FTE	0.05	15.26	15.26	14.47	(0.79)
Total FTE	0.05	15.26	15.26	14.47	(0.79)

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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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	1,059,357	1,106,034	1,487,268	1,487,268	1,466,513	(1.4)%
Capital Outlay Expenditures	-	-	65,000	65,000	-	(100.0)%
Total Budget	1,059,357	1,106,034	1,552,268	1,552,268	1,466,513	(5.5)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,059,357	1,106,034	1,552,268	1,552,268	1,466,513	(5.5)%
Total Revenue	1,059,357	1,106,034	1,552,268	1,552,268	1,466,513	(5.5)%

Monroe County Board of County Commissioners
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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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	19,131	1,945	-	1,400	-	-%
Operating Expenditures	738,005	179,131	1,716,863	388,177	-	(100.0)%
Capital Outlay Expenditures	19,284,075	6,573,057	3,887,782	11,490,163	3,411,790	(12.2)%
Total Budget	20,041,210	6,754,133	5,604,645	11,879,740	3,411,790	(39.1)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	1,846,654	107,377	355,000	352,000	236,790	(33.3)%
Cudjoe Regional WW Project	17,217,601	5,200,372	1,531,863	6,839,654	-	(100.0)%
Long Key Wastewater	630,198	101,977	-	303,177	-	-%
Land Acquisition	346,756	1,344,407	3,717,782	4,384,909	3,175,000	(14.6)%
Total Revenue	20,041,210	6,754,133	5,604,645	11,879,740	3,411,790	(39.1)%

Monroe County Board of County Commissioners
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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 of this year. The purchase of the KeyNoter Building was completed in 2019 as well as the completion of the Big Pine Key Dock. The Monroe County Sheriff's office building upgrades were complete in 2019. The Public Defender/Simonton Property project has begun work and will continue work into fiscal year 2022. Three large projects are expected to begin in 2020. Those projects include the purchase of the Ocean Reef Building, the Guidance Care Center project, as well as beginning work on the Senior Nutrition Center. The Senior Nutrition project is expected to span through 2023 and upon completion will be a valuable asset to the community.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	32,795	22,625	-	-	105,000	-%
Operating Expenditures	51,014	47,985	-	-	775,934	-%
Capital Outlay Expenditures	3,427,135	3,302,847	769,193	5,379,435	3,653,089	374.9%
Total Budget	3,510,943	3,373,457	769,193	5,379,435	4,534,023	489.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	3,334,516	2,388,054	600,000	3,940,183	2,853,934	375.7%
Infr Sls Srtx Rev Bds 2007	26,691	435,792	169,193	51,163	-	(100.0)%
Series 2014 Revenue Bonds	149,736	549,611	-	1,388,089	1,680,089	-%
Total Revenue	3,510,943	3,373,457	769,193	5,379,435	4,534,023	489.5%

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Project Management
Parks & 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.

Major Variances

In fund 304, Big Pine Swimming Hole continues work along with Higg's Beach. Both projects will continue work through 2020. Big Pine Swimming Hole is expected to be completed in 2020 and Higg's Beach will continue work through 2022. In fund 314, Marathon Library is expected to be complete in 2020.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	43,392	24,868	-	12,248	53,000	-%
Operating Expenditures	-	-	-	532	309,000	-%
Capital Outlay Expenditures	10,509,191	586,724	7,061,000	8,243,864	8,848,638	25.3%
Total Budget	10,552,583	611,592	7,061,000	8,256,644	9,210,638	30.4%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	3,061,639	(43,554)	2,936,000	4,131,644	3,305,253	12.6%
Series 2014 Revenue Bonds	7,490,944	655,145	4,125,000	4,125,000	5,905,385	43.2%
Total Revenue	10,552,583	611,592	7,061,000	8,256,644	9,210,638	30.4%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Project Management
Economic Environment Capital Projects**

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Capital Outlay Expenditures	-	-	-	656,496	656,496	-%
Total Budget	-	-	-	656,496	656,496	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	-	-	-	656,496	656,496	-%
Total Revenue	-	-	-	656,496	656,496	-%

Monroe County Board of County Commissioners
Fiscal Year 2020 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

In fund 304, the purchase of a Fire Truck as well as Hydrants for District 1 occurred in 2019. In fund 314, work on the Cudjoe Fire Station continued with an expected completion date in 2020. The Plantation Key Jail and Courthouse is also in fund 314. The project is expected to be completed in 2022 about is expecting a large amount of work to be complete in 2020.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	35,812	9,891	-	12,000	228,000	-%
Operating Expenditures	-	-	4,979,146	2,474,146	96,300	(98.1)%
Capital Outlay Expenditures	1,998,153	1,922,438	3,110,694	11,948,751	17,726,556	469.9%
Total Budget	2,033,965	1,932,329	8,089,840	14,434,897	18,050,856	123.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	237,576	784,122	793,305	840,969	150,000	(81.1)%
Series 2014 Revenue Bonds	1,796,389	1,148,207	7,296,535	13,593,928	17,900,856	145.3%
Total Revenue	2,033,965	1,932,329	8,089,840	14,434,897	18,050,856	123.1%

Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	25,400	-	-	-	-	-%
Capital Outlay Expenditures	-	-	602,296	602,296	632,650	5.0%
Total Budget	25,400	-	602,296	602,296	632,650	5.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Parks & Rec	25,400	-	602,296	602,296	632,650	5.0%
Total Revenue	25,400	-	602,296	602,296	632,650	5.0%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Project Management
Wastewater MSTUs

Description and Services Provided

Engineering/Administrative work for district waste water projects.

Big Coppitt WW MSTU District: The area generally bounded on the west by Boca Chica Channel and on the east by Shark Channel, including Shark Key. MC Code Article IV, section 22-81 Assessment revenue is used for Debt Service of the Clean Water SRF loan.

Key Largo WW MSTU District: The area shall embrace and include territory consisting of Key Largo, including all lands east of Tavernier Creek, including Tavernier, Key Largo and Cross Key with the exception of Ocean Reef. MC Code Article V, section 22-101

Stock Island WW MSTU: The area shall encompass all of Stock Island located south of the center-line of U.S. 1 (State Road No. 5) and lying east of Cow Key Channel and west of Boca Chica Channel. MC Code Article VI, section 22-121

Big Pine WW MSTU: The area shall encompass that portion of the unincorporated area bounded on the west by Niles Channel and on the east by the west end of the Seven Mile Bridge less No Name Key. MC Code Article VI, section 22-123

Long Key-Layton WW MSTU: The area shall encompass that portion of the unincorporated area of the county bounded on the west by Long Key Channel, on the east by Channel Five, on the south by the Atlantic Ocean, and on the north by the Gulf of Mexico (between mile markers 65 and 71), less and except all property within the corporate limits of the City of Layton. MC Code Article VI, section 22-125

Conch Key WW MSTU: The area shall encompass the portion of the unincorporated area bounded on the west by Tom's Harbor Cut and on the east by Long Key Channel. MC Code Article VI, section 22-126

Major Variances

MSTU expenditures are based on the fund balances.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	10,317	6,300	-	24,000	-	-%
Operating Expenditures	123,774	443,614	308,210	957,908	972,042	215.4%
Total Budget	134,091	449,914	308,210	981,908	972,042	215.4%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Marathon Municipal Service Taxing Unit	-	-	1,500	1,500	2,000	33.3%
Bay Point Wastewater Municipal Service Taxing Unit	-	591	29,470	29,470	41,688	41.5%
Big Coppitt Wastewater Municipal Service Taxing Unit	-	-	350	350	407	16.3%
Key Largo Wastewater Municipal Service Taxing Unit	-	32	4,490	4,490	7,245	61.4%
Stock Island Wastewater MSTU	125,503	445,076	85,000	758,698	672,634	691.3%
Conch Key Municipal Service Taxing Unit	-	-	400	400	400	-%
Long Key, Layton Municipal Service Taxing Unit	4,236	4,216	152,000	152,000	202,105	33.0%
Duck Key Municipal Service Taxing Unit	4,351	-	35,000	35,000	45,563	30.2%
Total Revenue	134,091	449,914	308,210	981,908	972,042	215.4%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Project Management
Wastewater MSTU Capital

Description and Services Provided

Engineering/Administrative work for district waste water projects.

Big Coppitt WW MSTU budget is primarily used for debt service of a Clean Water SRF loan.

Summerland/Cudjoe-Sugarloaf WW MSTU: The area shall encompass that portion of the unincorporated area bounded on the west by the Harris Channel "Meander" and on the east by Niles Channel. MC Code Article VI, section 22-122 Assessment revenue will be used for debt service.

Duck Key WW MSTU: The area shall encompass that portion of the unincorporated county bounded on the north by U.S. 1, on the west by Torn's Harbor Channel, on the south by Hawk's Channel, and on the east by Tom's Harbor Cut, an area commonly known as "Duck Key", including islands known as Center Island, Harbor Island, Plantation Island, and Yacht Club Island, but excluding Indies Island and parcel 1 of RE#00378380. MC Code Article VI, section 22-124

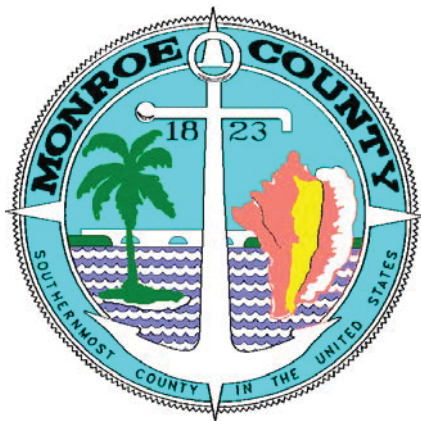
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	93,402	102,729	101,208	104,145	107,721	6.4%
Operating Expenditures	52,447	60,949	154,771	1,683,257	2,655,150	1,615.5%
Capital Outlay Expenditures	-	1,532	29,000	27,595	29,000	-%
Interfund Transfers	681,938	681,938	682,000	682,000	682,000	-%
Total Budget	827,787	847,148	966,979	2,496,997	3,473,871	259.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Big Coppitt Waste Water Project	702,733	703,057	712,000	1,837,018	712,000	-%
Duck Key Waste Water Project	6,584	1,946	35,000	35,000	35,000	-%
Cudjoe Regional WW Project	118,470	142,145	219,979	624,979	2,726,871	1,139.6%
Total Revenue	827,787	847,148	966,979	2,496,997	3,473,871	259.2%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.70	0.70	0.70	0.70	-
Officials & Administrators	0.12	0.13	0.13	0.13	-
Professionals	0.08	0.08	0.08	0.08	-
Total Full-Time FTE	0.90	0.91	0.91	0.91	-
Total FTE	0.90	0.91	0.91	0.91	-

FY20 Adopted Budget

Facilities Maintenance



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Facilities Maintenance

**Facilities Maintenance
Organizational Chart**

Total Full-Time Equivalents (FTE) = 39.65

Facilities Maintenance
Total Full-Time Equivalents (FTE) = 39.65

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

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.

Services Provided

The Facilities Maintenance Department maintains all of Monroe County's existing parks, beaches, boat ramps, and buildings. In addition to in house maintenance, Facilities also solicits requests for qualifications, proposals and solicitations for work from outside vendors. Facilities acts as an owner's representative for key stakeholders, and tracks and monitors scope, schedule and cost while maintaining budget.

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 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 in FY21 budget
 - 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 in FY21
 - Performance Measure: Proposal presenting and funding requested
 - Target Metric: Completed or Not Completed

- Goal: Improve Workforce Recruitment
 - Action: Support and Implementation for 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 2020 Adopted Fiscal Plan

Facilities Maintenance

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,444,138	2,595,490	2,853,841	2,897,341	2,900,719	1.6%
Operating Expenditures	4,086,525	4,004,979	4,892,092	4,658,792	5,339,458	9.1%
Capital Outlay Expenditures	128,946	187,753	334,500	662,457	446,145	33.4%
Total Budget	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Facilities Maintenance	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.4982244
Total Budget	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%
Total Revenue	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Facilities Maintenance	53.11	40.77	40.45	39.65	(0.80)
Solid Waste	1.00	-	-	-	-
Total Full-Time FTE	54.11	40.77	40.45	39.65	(0.80)
Total FTE	54.11	40.77	40.45	39.65	(0.80)

Monroe County Board of County Commissioners
Fiscal Year 2020 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 parks, beaches, boat ramps, and buildings. In addition to in house maintenance, Facilities also solicits requests for qualifications, proposals and solicitations for work from outside vendors. Facilities acts as an owner's representative for key stakeholders, and tracks and monitors scope, schedule and cost while maintaining budget.

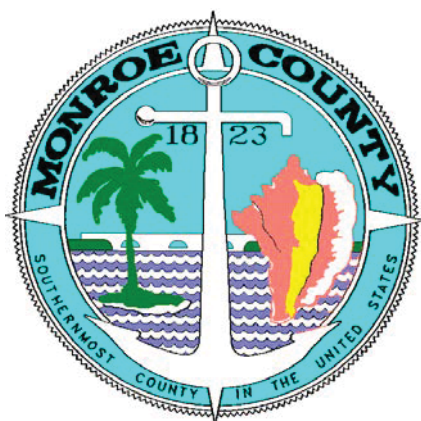
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,444,138	2,595,490	2,853,841	2,897,341	2,900,719	1.6%
Operating Expenditures	4,086,525	4,004,979	4,892,092	4,658,792	5,339,458	9.1%
Capital Outlay Expenditures	128,946	187,753	334,500	662,457	446,145	33.4%
Total Budget	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%
Total Revenue	6,659,609	6,788,223	8,080,433	8,218,590	8,686,322	7.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	6.68	29.12	27.80	27.00	(0.80)
Officials & Administrators	0.15	0.15	1.15	1.15	-
Service - Maintenance	26.28	7.00	8.00	9.00	1.00
Skilled Craft Workers	8.00	1.00	1.00	-	(1.00)
Technicians	1.00	1.00	1.00	1.00	-
Service Maintenance	7.00	-	-	-	-
Professionals	4.00	2.50	1.50	1.50	-
Total Full-Time FTE	53.11	40.77	40.45	39.65	(0.80)
Total FTE	53.11	40.77	40.45	39.65	(0.80)

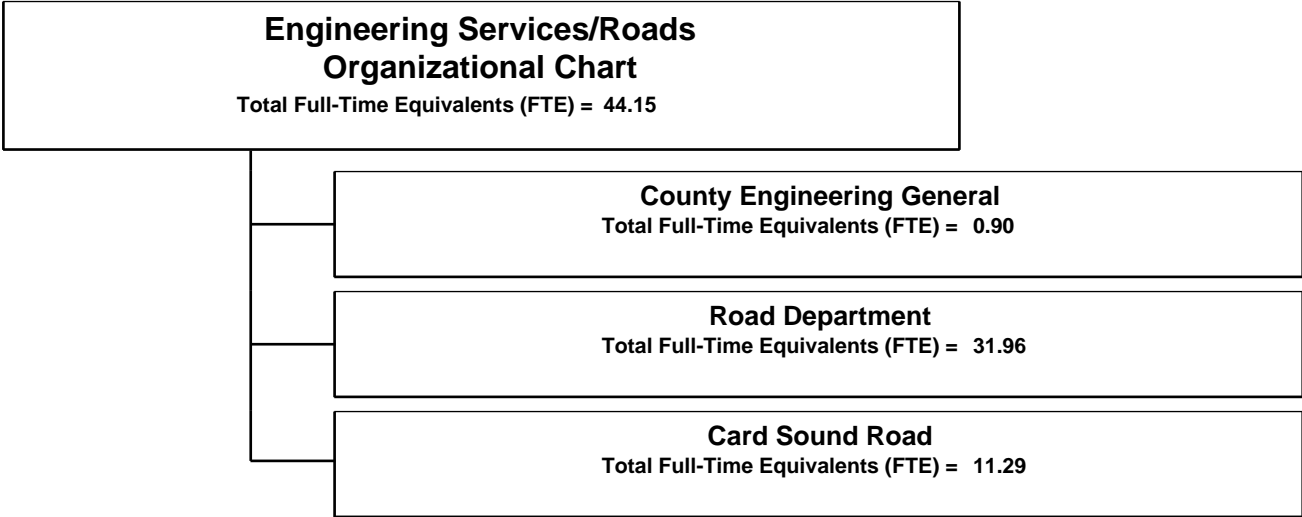
FY20 Adopted Budget

Engineering Services & Roads



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Engineering Services/Roads



Monroe County Board of County Commissioners

Fiscal Year 2020 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, sidewalk, 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

- Quality of Life: Viability- Address Infrastructure concerns related to Climate Change and future storm resiliency

- 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

- Performance Measure: Apply County's interim design standard adopted by BOCC as Resolution 028-2017 to determine target minimum roadway elevation for sea level rise adaptation during design phase for roadway improvement projects

- Target Metric: 100% of roadway improvement 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 Phase 1-FY20 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: Implement 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); Phase 1- FY20 procure contractor and perform treatment two subdivisions

- Target Metric: Completed or Not Completed

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Engineering Services/Roads

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,823,911	2,547,040	2,810,715	2,820,715	2,882,140	2.5%
Operating Expenditures	6,053,409	3,175,528	3,738,270	6,752,111	4,769,854	27.6%
Capital Outlay Expenditures	3,737,981	5,630,320	9,368,080	17,152,114	9,478,952	1.2%
Total Budget	12,615,302	11,352,887	15,917,065	26,724,941	17,130,946	7.6%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Card Sound Road	1,448,211	674,591	1,548,078	1,548,078	982,082	-
County Engineering General	95,367	62,400	87,421	87,421	100,762	15.260635
Impact Fees Roadways	-	-	1,504,127	1,504,127	1,484,856	-
Road Department	7,811,887	7,150,048	10,574,121	21,388,344	12,685,347	19.965971
Transportation Capital Projects	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	-
Total Budget	12,615,302	11,352,887	15,917,065	26,724,941	17,130,946	7.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Road And Bridge Fund	4,483,266	5,850,044	10,574,121	13,190,705	12,685,347	20.0%
Governmental Fund Type Grants	3,328,622	1,286,829	-	8,197,638	-	-%
Impact Fees Fund - Roadway	-	-	1,504,127	1,504,127	1,484,856	(1.3)%
One Cent Infra-structure Sales Tax	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	(14.8)%
Card Sound Bridge	1,543,577	750,166	1,635,499	1,635,499	1,082,844	(33.8)%
Total Revenue	12,615,302	11,352,887	15,917,065	26,724,941	17,130,946	7.6%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
County Engineering Capital	4.22	-	-	-	-
County Engineering General	0.74	0.74	0.74	0.90	0.16
Road Department	26.71	30.93	31.93	31.96	0.03
Card Sound Road	12.39	12.39	11.39	11.29	(0.10)
Total Full-Time FTE	44.06	44.06	44.06	44.15	0.09
Total FTE	44.06	44.06	44.06	44.15	0.09

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Engineering Services/Roads
County Engineering General**

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	93,172	60,417	83,015	83,015	98,044	18.1%
Operating Expenditures	2,195	1,984	4,406	4,406	2,718	(38.3)%
Total Budget	95,367	62,400	87,421	87,421	100,762	15.3%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Card Sound Bridge	95,367	62,400	87,421	87,421	100,762	15.3%
Total Revenue	95,367	62,400	87,421	87,421	100,762	15.3%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.19	0.19	0.19	0.35	0.16
Officials & Administrators	0.05	0.05	0.05	0.05	-
Professionals	0.50	0.50	0.50	0.50	-
Total Full-Time FTE	0.74	0.74	0.74	0.90	0.16
Total FTE	0.74	0.74	0.74	0.90	0.16

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,978,835	2,239,299	2,415,782	2,425,782	2,474,829	2.4%
Operating Expenditures	5,120,457	2,495,326	2,924,627	5,884,868	3,592,526	22.8%
Capital Outlay Expenditures	712,595	2,415,423	5,233,712	13,077,693	6,617,992	26.4%
Total Budget	7,811,887	7,150,048	10,574,121	21,388,344	12,685,347	20.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Road And Bridge Fund	4,483,266	5,850,044	10,574,121	13,190,705	12,685,347	20.0%
Governmental Fund Type Grants	3,328,622	1,286,829	-	8,197,638	-	-%
Card Sound Bridge	-	13,175	-	-	-	-%
Total Revenue	7,811,887	7,150,048	10,574,121	21,388,344	12,685,347	20.0%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.63	15.80	15.80	14.83	(0.97)
Officials & Administrators	-	0.10	0.10	0.10	-
Service - Maintenance	6.00	5.00	6.00	6.00	-
Skilled Craft Workers	11.00	7.00	7.00	8.00	1.00
Service Maintenance	5.00	-	-	-	-
Professionals	0.08	3.03	3.03	3.03	-
Other	1.00	-	-	-	-
Total Full-Time FTE	26.71	30.93	31.93	31.96	0.03
Total FTE	26.71	30.93	31.93	31.96	0.03

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Engineering Services/Roads
Card Sound Road**

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	751,904	247,324	311,918	311,918	309,267	(0.8)%
Operating Expenditures	696,307	492,323	659,237	659,237	510,315	(22.6)%
Capital Outlay Expenditures	-	(65,057)	576,923	576,923	162,500	(71.8)%
Total Budget	1,448,211	674,591	1,548,078	1,548,078	982,082	(36.6)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Card Sound Bridge	1,448,211	674,591	1,548,078	1,548,078	982,082	(36.6)%
Total Revenue	1,448,211	674,591	1,548,078	1,548,078	982,082	(36.6)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	8.39	8.39	8.39	8.29	(0.10)
Service - Maintenance	-	2.00	1.00	1.00	-
Skilled Craft Workers	-	1.00	1.00	1.00	-
Service Maintenance	2.00	-	-	-	-
Professionals	1.00	1.00	1.00	1.00	-
Other	1.00	-	-	-	-
Total Full-Time FTE	12.39	12.39	11.39	11.29	(0.10)
Total FTE	12.39	12.39	11.39	11.29	(0.10)

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Engineering Services/Roads
Transportation Capital Projects

Description and Services Provided

For several years, County road projects were deferred until all wastewater projects were fully funded. Over the next 4-5 year, road paving will be implemented once the Road Assessment report is completed and priorities are set. Funds will also be available from Fund 102 (Roads & Bridges) to cover the backlog of paving and paving the Cudjoe Regional area once, the wastewater pipes are placed under ground.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	234,450	185,895	150,000	203,600	525,405	250.3%
Capital Outlay Expenditures	3,025,387	3,279,954	2,053,318	1,993,371	1,352,494	(34.1)%
Total Budget	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	(14.8)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
One Cent Infra-structure Sales Tax	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	(14.8)%
Total Revenue	3,259,837	3,465,848	2,203,318	2,196,971	1,877,899	(14.8)%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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.

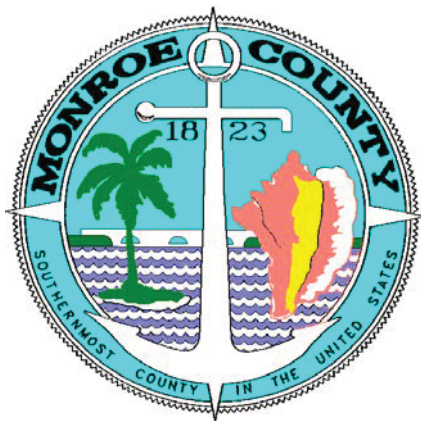
The disbursal of such funds requires the approval of the Board of County Commissioners. To follow the level of service goals and objectives of Element #3, Traffic Circulation.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	-	-	-	-	138,890	-%
Capital Outlay Expenditures	-	-	1,504,127	1,504,127	1,345,966	(10.5)%
Total Budget	-	-	1,504,127	1,504,127	1,484,856	(1.3)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Roadway	-	-	1,504,127	1,504,127	1,484,856	(1.3)%
Total Revenue	-	-	1,504,127	1,504,127	1,484,856	(1.3)%

FY20 Adopted Budget

Solid Waste



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Solid Waste

**Solid Waste
Organizational Chart**
Total Full-Time Equivalents (FTE) = 20.10

Solid Waste
Total Full-Time Equivalents (FTE) = 20.10

Monroe County Board of County Commissioners

Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,354,931	1,153,920	1,428,823	1,440,540	1,487,690	4.1%
Operating Expenditures	18,707,667	41,968,489	20,290,665	23,961,732	20,227,233	(0.3)%
Capital Outlay Expenditures	-	1	716,165	716,165	340,348	(52.5)%
Total Budget	20,062,598	43,122,411	22,435,653	26,118,437	22,055,271	(1.7)%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Solid Waste

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Solid Waste	-	-	101,165	101,165	104,263	3.0623239
Solid Waste	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	-
Total Budget	20,062,598	43,122,411	22,435,653	26,118,437	22,055,271	(1.7)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Solid Waste	-	-	101,165	101,165	104,263	3.1%
MSD Solid Waste Management	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	(1.7)%
Total Revenue	20,062,598	43,122,411	22,435,653	26,118,437	22,055,271	(1.7)%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Solid Waste	18.70	19.70	20.10	20.10	-
Total Full-Time FTE	18.70	19.70	20.10	20.10	-
Total FTE	18.70	19.70	20.10	20.10	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Capital Outlay Expenditures	-	-	101,165	101,165	104,263	3.1%
Total Budget	-	-	101,165	101,165	104,263	3.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Solid Waste	-	-	101,165	101,165	104,263	3.1%
Total Revenue	-	-	101,165	101,165	104,263	3.1%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 the different types of waste, including garbage, recyclables, yard waste, white goods, tires, household hazardous waste, electronic waste, and litter.

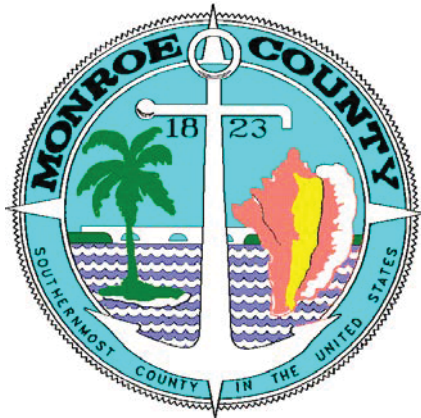
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,354,931	1,153,920	1,428,823	1,440,540	1,487,690	4.1%
Operating Expenditures	18,707,667	41,968,489	20,290,665	23,961,732	20,227,233	(0.3)%
Capital Outlay Expenditures	-	1	615,000	615,000	236,085	(61.6)%
Total Budget	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	(1.7)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
MSD Solid Waste Management	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	(1.7)%
Total Revenue	20,062,598	43,122,411	22,334,488	26,017,272	21,951,008	(1.7)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	5.60	9.60	11.00	11.00	-
Officials & Administrators	0.10	1.10	0.10	0.10	-
Skilled Craft Workers	4.00	2.00	2.00	2.00	-
Technicians	7.00	7.00	7.00	7.00	-
Service Maintenance	2.00	-	-	-	-
Total Full-Time FTE	18.70	19.70	20.10	20.10	-
Total FTE	18.70	19.70	20.10	20.10	-

FY20 Adopted Budget

Fleet Management



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Fleet Management

**Fleet Management
Organizational Chart**
Total Full-Time Equivalents (FTE) = 19.05

Fleet Management
Total Full-Time Equivalents (FTE) = 19.05

Monroe County Board of County Commissioners

Fiscal Year 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,338,597	1,200,063	1,544,155	1,544,155	1,763,151	14.2%
Operating Expenditures	993,058	1,149,329	1,501,849	1,609,425	1,774,962	18.2%
Capital Outlay Expenditures	-	1	11,000	44,556	32,663	196.9%
Total Budget	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Fleet Management

<u>Appropriations by Department</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Fleet Management	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.806389
Total Budget	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%

<u>Revenue Sources</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Fleet Management Fund	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%
Total Revenue	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%

<u>Position Summary by Department</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Variance</u>
Fleet Management	17.05	17.05	17.05	19.05	2.00
Total Full-Time FTE	17.05	17.05	17.05	19.05	2.00
Total FTE	17.05	17.05	17.05	19.05	2.00

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Fleet Management
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.

Description and Services Provided

Fleet Department services vehicles and equipment out of three county garages located in Key West, Marathon, and Plantation Key.

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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.

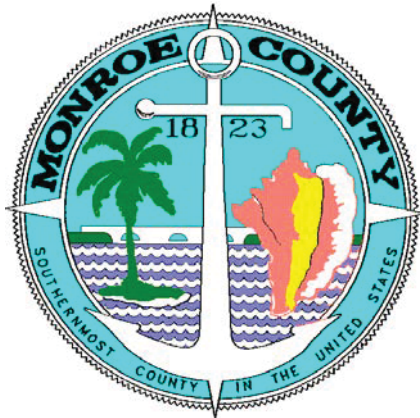
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,338,597	1,200,063	1,544,155	1,544,155	1,763,151	14.2%
Operating Expenditures	993,058	1,149,329	1,501,849	1,609,425	1,774,962	18.2%
Capital Outlay Expenditures	-	1	11,000	44,556	32,663	196.9%
Total Budget	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Fleet Management Fund	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%
Total Revenue	2,331,655	2,349,393	3,057,004	3,198,136	3,570,776	16.8%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	7.00	7.00	6.00	3.00	(3.00)
Officials & Administrators	1.05	1.05	1.05	2.05	1.00
Skilled Craft Workers	-	1.00	-	-	-
Technicians	9.00	8.00	9.00	13.00	4.00
Professionals	-	-	1.00	1.00	-
Total Full-Time FTE	17.05	17.05	17.05	19.05	2.00
Total FTE	17.05	17.05	17.05	19.05	2.00

FY20 Adopted Budget

Building Department



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Building Department

**Building Department
Organizational Chart**

Total Full-Time Equivalents (FTE) = 46.53

Building Department

Total Full-Time Equivalents (FTE) = 46.53

Monroe County Board of County Commissioners

Fiscal Year 2020 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 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, thereby increasing the community-wide flood insurance costs by 30% for a projected annual increase in savings from \$5,135,345 to \$6,156,964 for late 2020.

- Performance Measure: Complete submissions of Stormwater Facility Analysis; Repetitive Loss Study; Drainage Maintenance Plan to ISO.

- Target Metric: Completed or Not Completed

- 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 application of new freeboard requirement and present to 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 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.

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Building Department

- Performance Measure: Number of Customer Service Representatives certified as Permit Technicians
- Target Metric: 35% in the 1st of 2 years

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	3,112,040	4,010,266	4,579,203	4,565,703	4,492,759	(1.9)%
Operating Expenditures	1,270,342	1,894,312	1,470,901	1,547,035	1,505,075	2.3%
Capital Outlay Expenditures	98,970	172,396	20,000	8,000	62,000	210.0%
Total Budget	4,481,353	6,076,974	6,070,104	6,120,738	6,059,834	(0.2)%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Building Department	4,472,451	5,995,149	6,040,104	6,060,738	6,029,834	-
Building Refunds	8,902	81,825	30,000	60,000	30,000	0%
Total Budget	4,481,353	6,076,974	6,070,104	6,120,738	6,059,834	(0.2)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Misc Special Revenue Fund	33,359	35,994	23,400	44,034	88,400	277.8%
Building Fund	4,447,993	6,040,979	6,046,704	6,076,704	5,971,434	(1.2)%
Total Revenue	4,481,353	6,076,974	6,070,104	6,120,738	6,059,834	(0.2)%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Building Department	35.33	46.43	48.43	46.53	(1.90)
Total Full-Time FTE	35.33	46.43	48.43	46.53	(1.90)
Total FTE	35.33	46.43	48.43	46.53	(1.90)

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 .

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	3,112,040	4,010,266	4,579,203	4,565,703	4,492,759	(1.9)%
Operating Expenditures	1,261,440	1,812,487	1,440,901	1,487,035	1,475,075	2.4%
Capital Outlay Expenditures	98,970	172,396	20,000	8,000	62,000	210.0%
Total Budget	4,472,451	5,995,149	6,040,104	6,060,738	6,029,834	(0.2)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Misc Special Revenue Fund	33,359	35,994	23,400	44,034	88,400	277.8%
Building Fund	4,439,092	5,959,154	6,016,704	6,016,704	5,941,434	(1.3)%
Total Revenue	4,472,451	5,995,149	6,040,104	6,060,738	6,029,834	(0.2)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	10.00	16.00	16.00	16.00	-
Officials & Administrators	1.00	4.60	4.60	5.70	1.10
Technicians	9.00	8.50	8.50	8.50	-
Service Maintenance	2.00	2.00	2.00	1.00	(1.00)
Professionals	13.33	15.33	17.33	15.33	(2.00)
Total Full-Time FTE	35.33	46.43	48.43	46.53	(1.90)
Total FTE	35.33	46.43	48.43	46.53	(1.90)

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Building Department
Building Refunds**

Description and Services Provided

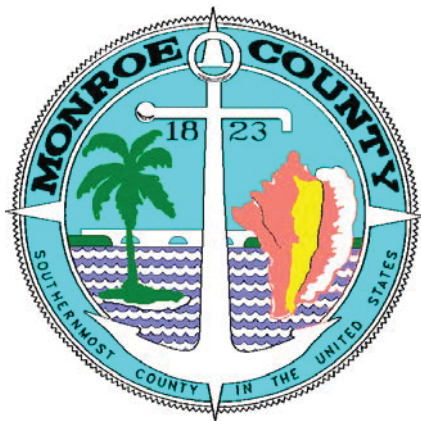
A budget is setup to account for refunds of permit fees.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	8,902	81,825	30,000	60,000	30,000	-%
Total Budget	8,902	81,825	30,000	60,000	30,000	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Building Fund	8,902	81,825	30,000	60,000	30,000	-%
Total Revenue	8,902	81,825	30,000	60,000	30,000	-%

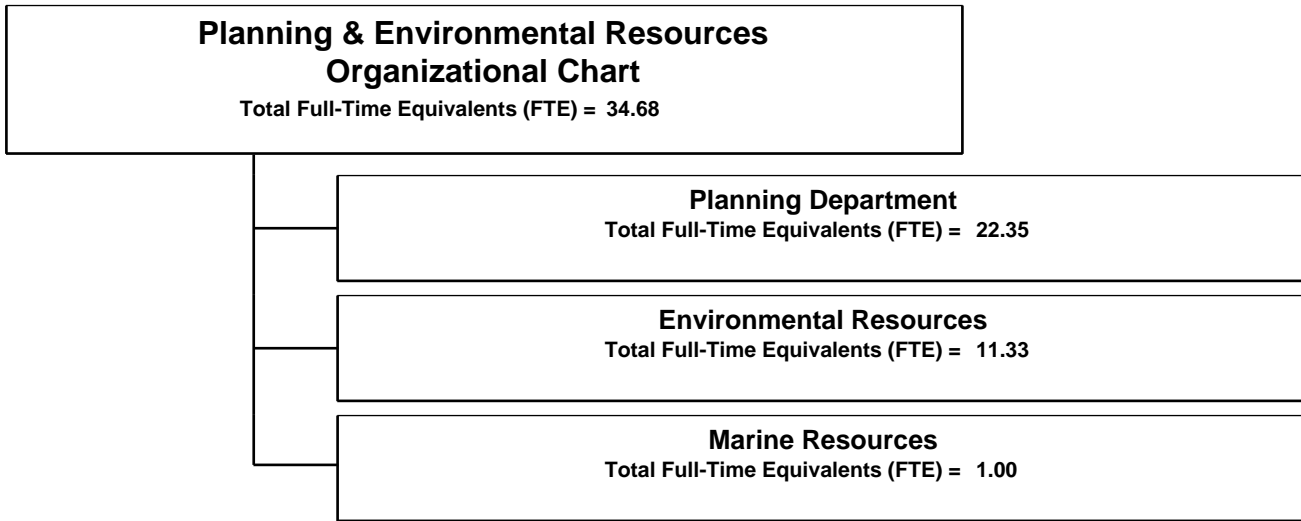
FY20 Adopted Budget

Planning & Environmental Resources



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Planning & Environmental Resources



Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Planning & Environmental Resources

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

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 through 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 review of applications for compliance with environmental regulations, such as: habitat identification, landscaping, storm water, land clearing and FEMA required review of potential endangered species impacts under the Permit Referral Process. Environmental Resources staff works to protect the sensitive environment and endangered species of the county, in coordination with state and federal environmental agencies. 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 for pumpout 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- \$230,000 per year

Mobile Vessel Pumpout Program- \$875,760

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 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 2020 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 2020 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 2020 Adopted Fiscal Plan**

Planning & Environmental Resources

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,547,794	2,900,276	3,168,157	3,708,866	3,479,986	9.8%
Operating Expenditures	2,297,529	1,906,498	1,573,721	2,588,769	2,054,050	30.5%
Capital Outlay Expenditures	94,742	105,534	1,154,767	1,055,634	1,175,692	1.8%
Total Budget	4,940,065	4,912,308	5,896,645	7,353,268	6,709,728	13.8%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Environmental Resources	1,258,853	1,406,190	1,506,318	1,720,326	1,647,712	9.3867297
Growth Management Administration	364,963	-	-	-	-	0%
Housing & Community Development	-	39,284	-	210,716	-	0%
Marine Projects	935,226	773,940	-	656,820	-	0%
Marine Resources	520,496	403,680	1,884,255	1,570,673	1,915,402	1.6530140
Planning Commission	71,206	60,524	88,409	88,409	88,409	0%
Planning Department	1,769,481	2,216,874	2,397,663	3,086,325	3,038,205	26.715263
Planning Refunds	19,839	11,816	20,000	20,000	20,000	0%
Total Budget	4,940,065	4,912,308	5,896,645	7,353,268	6,709,728	13.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Governmental Fund Type Grants	1,332,374	1,222,977	-	1,736,198	-	-%
Mstd - Plng/bldg/code/fire Mar	2,852,544	2,939,457	3,439,763	3,439,763	4,194,128	21.9%
Boating Improvement Fund (BIF)	520,496	403,680	1,884,255	1,570,673	1,915,402	1.7%
Misc Special Revenue Fund	29,387	43,731	100,000	134,008	120,000	20.0%
Environmental Restoration Fund	205,264	302,463	472,627	472,627	480,198	1.6%
Total Revenue	4,940,065	4,912,308	5,896,645	7,353,268	6,709,728	13.8%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Growth Management Administration	3.58	1.00	-	-	-
Planning Department	16.52	21.44	20.44	22.35	1.91
Environmental Resources	8.33	9.33	12.33	11.33	(1.00)
Marine Resources	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	29.43	32.77	33.77	34.68	0.91
Total FTE	29.43	32.77	33.77	34.68	0.91

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Planning & Environmental Resources
Growth Management Administration**

Description and Services Provided

Provide management oversight of budgetary and personnel and all programs within Division.

Process, review, approve, and distribute the Division's BOCC agenda items.

Provide policy recommendations to BOCC, County Administrator, County agencies and state/federal agencies on growth management issues affecting the County.

Provide management oversight of County's Flood Insurance Inspection and Compliance Program.

Prepare Annual Assessment of Comprehensive Work Program for Governor and Cabinet and coordinate County's efforts and responsibilities for. Maintenance and implementation of the Comprehensive Plan and Work Program and other requirements under Chapters 163 and 380, Florida Statutes.

Major Variances

The Growth Management Division has been reorganized into three departments: Planning & Environmental Resources, Building, and Code Compliance. The Administration for Growth Management budget has now been incorporated into the Planning Department budget.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	291,063	-	-	-	-	-%
Operating Expenditures	73,900	-	-	-	-	-%
Total Budget	364,963	-	-	-	-	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - PIng/bldg/code/fire Mar	364,963	-	-	-	-	-%
Total Revenue	364,963	-	-	-	-	-%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	-	-	-	-
Officials & Administrators	2.58	1.00	-	-	-
Total Full-Time FTE	3.58	1.00	-	-	-
Total FTE	3.58	1.00	-	-	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,440,495	1,804,901	1,995,365	2,336,429	2,320,677	16.3%
Operating Expenditures	300,211	334,421	402,298	743,896	717,528	78.4%
Capital Outlay Expenditures	28,775	77,552	-	6,000	-	-%
Total Budget	1,769,481	2,216,874	2,397,663	3,086,325	3,038,205	26.7%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Governmental Fund Type Grants	141,898	234,067	-	688,662	-	-%
Mstd - PIng/bldg/code/fire Mar	1,627,583	1,982,807	2,347,663	2,347,663	2,988,205	27.3%
Misc Special Revenue Fund	-	-	50,000	50,000	50,000	-%
Total Revenue	1,769,481	2,216,874	2,397,663	3,086,325	3,038,205	26.7%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	5.18	10.00	10.00	11.01	1.01
Officials & Administrators	-	1.60	1.60	2.50	0.90
Technicians	4.00	1.50	1.50	1.50	-
Professionals	7.34	8.34	7.34	7.34	-
Total Full-Time FTE	16.52	21.44	20.44	22.35	1.91
Total FTE	16.52	21.44	20.44	22.35	1.91

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	54,905	53,231	61,171	61,171	61,171	-%
Operating Expenditures	16,301	7,293	27,238	27,238	27,238	-%
Total Budget	71,206	60,524	88,409	88,409	88,409	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - Plng/bldg/code/fire Mar	71,206	60,524	88,409	88,409	88,409	-%
Total Revenue	71,206	60,524	88,409	88,409	88,409	-%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	686,978	953,067	1,111,621	1,109,821	1,098,138	(1.2)%
Operating Expenditures	552,908	436,273	394,697	607,706	528,574	33.9%
Capital Outlay Expenditures	18,967	16,850	-	2,799	21,000	-%
Total Budget	1,258,853	1,406,190	1,506,318	1,720,326	1,647,712	9.4%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Governmental Fund Type Grants	255,250	175,685	-	180,000	-	-%
Mstd - Plng/bldg/code/fire Mar	768,952	884,310	983,691	983,691	1,097,514	11.6%
Misc Special Revenue Fund	29,387	43,731	50,000	84,008	70,000	40.0%
Environmental Restoration Fund	205,264	302,463	472,627	472,627	480,198	1.6%
Total Revenue	1,258,853	1,406,190	1,506,318	1,720,326	1,647,712	9.4%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	6.00	9.00	10.00	1.00
Technicians	2.00	-	-	-	-
Professionals	6.33	3.33	3.33	1.33	(2.00)
Total Full-Time FTE	8.33	9.33	12.33	11.33	(1.00)
Total FTE	8.33	9.33	12.33	11.33	(1.00)

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Planning & Environmental Resources
Marine Resources**

Description and Services Provided

- Maintain a Keys-wide system of aids to navigation and boating regulatory zones designed to both assist boaters and protect valuable shallow-water resources.
- Coordinate with other county offices and state and federal agencies.
- Customer assistance; including addressing a wide variety of public concerns regarding boating issues and shoreline protection.
- Dispose of derelict and abandoned vessels.
- Provide vessel launching facilities, and provide keys-wide vessel pump out services
- Development of mooring fields

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	74,352	53,465	-	12,238	-	-%
Operating Expenditures	399,144	340,616	729,488	512,068	760,710	4.3%
Capital Outlay Expenditures	47,000	9,600	1,154,767	1,046,367	1,154,692	-%
Total Budget	520,496	403,680	1,884,255	1,570,673	1,915,402	1.7%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Boating Improvement Fund (BIF)	520,496	403,680	1,884,255	1,570,673	1,915,402	1.7%
Total Revenue	520,496	403,680	1,884,255	1,570,673	1,915,402	1.7%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	1.00	1.00	1.00	-
Professionals	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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	19,839	11,816	20,000	20,000	20,000	-%
Total Budget	19,839	11,816	20,000	20,000	20,000	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - PIng/bldg/code/fire Mar	19,839	11,816	20,000	20,000	20,000	-%
Total Revenue	19,839	11,816	20,000	20,000	20,000	-%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	935,226	773,940	-	656,820	-	-%
Total Budget	935,226	773,940	-	656,820	-	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Governmental Fund Type Grants	935,226	773,940	-	656,820	-	-%
Total Revenue	935,226	773,940	-	656,820	-	-%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

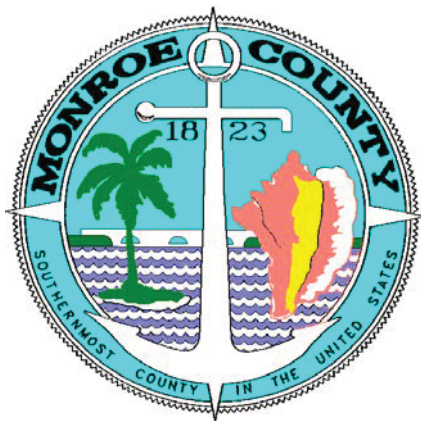
**Planning & Environmental Resources
Housing & Community Development**

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	35,612	-	189,207	-	-%
Operating Expenditures	-	2,140	-	21,041	-	-%
Capital Outlay Expenditures	-	1,532	-	468	-	-%
Total Budget	-	39,284	-	210,716	-	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Governmental Fund Type Grants	-	39,284	-	210,716	-	-%
Total Revenue	-	39,284	-	210,716	-	-%

FY20 Adopted Budget

Code Compliance



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Code Compliance

**Code Compliance
Organizational Chart**
Total Full-Time Equivalents (FTE) = 20.30

Code Compliance
Total Full-Time Equivalents (FTE) = 20.30

Monroe County Board of County Commissioners

Fiscal Year 2020 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 annual meeting in FY20

- 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 all staff meeting in Marathon focused on department policies, procedures, current issues as appropriate

- Performance Measure: Held bi-monthly staff meetings in FY20

- Target Metric: Five staff meetings in FY20

- Action: Update Department SOPs

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Code Compliance

- Performance Measure: Assign senior staff to review/revise key departmental SOPs in FY20
- 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,056,733	1,169,394	1,579,751	1,557,410	1,690,227	7.0%
Operating Expenditures	254,340	184,150	537,552	555,443	549,231	2.2%
Capital Outlay Expenditures	-	1,557	42,500	46,950	42,320	(0.4)%
Total Budget	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Code Compliance	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6475058
Total Budget	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - PIng/bldg/code/fire Mar	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%
Total Revenue	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Code Compliance	16.00	19.30	19.30	20.30	1.00
Total Full-Time FTE	16.00	19.30	19.30	20.30	1.00
Total FTE	16.00	19.30	19.30	20.30	1.00

Monroe County Board of County Commissioners
Fiscal Year 2020 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

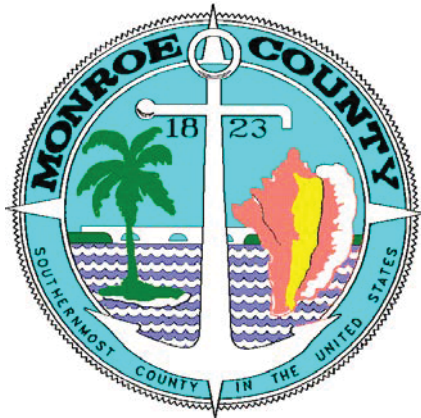
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,056,733	1,169,394	1,579,751	1,557,410	1,690,227	7.0%
Operating Expenditures	254,340	184,150	537,552	555,443	549,231	2.2%
Capital Outlay Expenditures	-	1,557	42,500	46,950	42,320	(0.4)%
Total Budget	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - Plng/bldg/code/fire Mar	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%
Total Revenue	1,311,073	1,355,102	2,159,803	2,159,803	2,281,778	5.6%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	6.00	8.00	10.00	13.00	3.00
Officials & Administrators	-	0.30	0.30	0.30	-
Technicians	2.00	1.00	1.00	1.00	-
Professionals	8.00	10.00	8.00	6.00	(2.00)
Total Full-Time FTE	16.00	19.30	19.30	20.30	1.00
Total FTE	16.00	19.30	19.30	20.30	1.00

FY20 Adopted Budget

Veterans Affairs



**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2020 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 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 between its Key Largo and Key West offices providing services to approximately 8,000 full-time veterans, 2,500 seasonal veterans, military personnel, their survivors, dependents and family members in the Florida Keys. Department staff receive 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 18,000 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

Nonmonetary Benefits:

- Military service medal, decoration, and award issuance or replacement
- Military service records or document requisitions
- VA Healthcare application assistance
- Operate the courtesy Veterans Transportation Program
- Documentation assistance in conjunction with the Department of Veterans Affairs for:
 - o Disabled veterans license tags
 - o Property tax exemptions
 - o Educational benefits
 - o Commissary Privileges

Strategic Goals

Monroe County BOCC Strategic Plan Areas of Concern and Priority related Actions:

- 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 Veterans Affairs Department will provide satellite services with limited hours in 2020 reaching the Veteran population of the middle keys.

- Performance Measure: Satellite services available for veterans in the middle keys

- Target Metric: Completed or Not Completed

Department Goals, Actions and Measures:

- Goal: Implement professional innovative technological advancements while reducing environmental waste and creating a cost savings to 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 uniformed process utilizing technology

**Monroe County Board of County Commissioners
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Veterans Affairs

- 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	604,441	656,124	744,241	744,241	687,222	(7.7)%
Operating Expenditures	18,236	15,073	21,004	33,806	41,521	97.7%
Capital Outlay Expenditures	-	-	-	7,198	-	-%
Total Budget	622,678	671,197	765,245	785,245	728,743	(4.8)%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Veteran Affairs	622,678	671,197	765,245	785,245	728,743	-
Total Budget	622,678	671,197	765,245	785,245	728,743	(4.8)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	622,678	671,197	765,245	785,245	728,743	(4.8)%
Total Revenue	622,678	671,197	765,245	785,245	728,743	(4.8)%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Veteran Affairs	9.50	9.50	9.50	8.00	(1.50)
Total Full-Time FTE	9.50	9.50	9.50	8.00	(1.50)
Total FTE	9.50	9.50	9.50	8.00	(1.50)

Monroe County Board of County Commissioners

Fiscal Year 2020 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 Veterans Affairs Department has eight employees between its Key Largo and Key West offices providing services to approximately 8,000 full-time veterans, 2,500 seasonal veterans, military personnel, their survivors, dependents and family members in the Florida Keys. Department staff receive 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 18,000 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

Nonmonetary Benefits:

- Military service medal, decoration, and award issuance or replacement
- Military service records or document requisitions
- VA Healthcare application assistance
- Operate the courtesy Veterans Transportation Program
- Documentation assistance in conjunction with the Department of Veterans Affairs for:
 - o Disabled veterans license tags
 - o Property tax exemptions
 - o Educational benefits
 - o Commissary Privileges

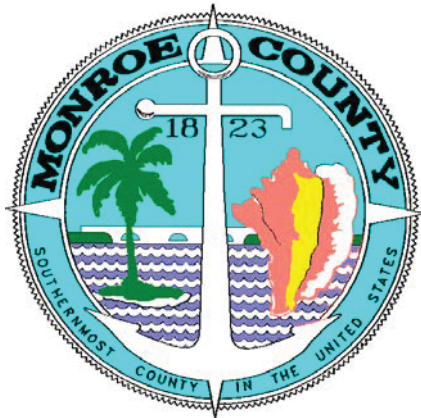
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	604,441	656,124	744,241	744,241	687,222	(7.7)%
Operating Expenditures	18,236	15,073	21,004	33,806	41,521	97.7%
Capital Outlay Expenditures	-	-	-	7,198	-	-%
Total Budget	622,678	671,197	765,245	785,245	728,743	(4.8)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	622,678	671,197	765,245	785,245	728,743	(4.8)%
Total Revenue	622,678	671,197	765,245	785,245	728,743	(4.8)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.00	3.75	3.75	3.00	(0.75)
Officials & Administrators	2.00	2.00	2.00	3.00	1.00
Service - Maintenance	1.50	0.75	0.75	-	(0.75)
Technicians	3.00	3.00	3.00	2.00	(1.00)
Total Full-Time FTE	9.50	9.50	9.50	8.00	(1.50)
Total FTE	9.50	9.50	9.50	8.00	(1.50)

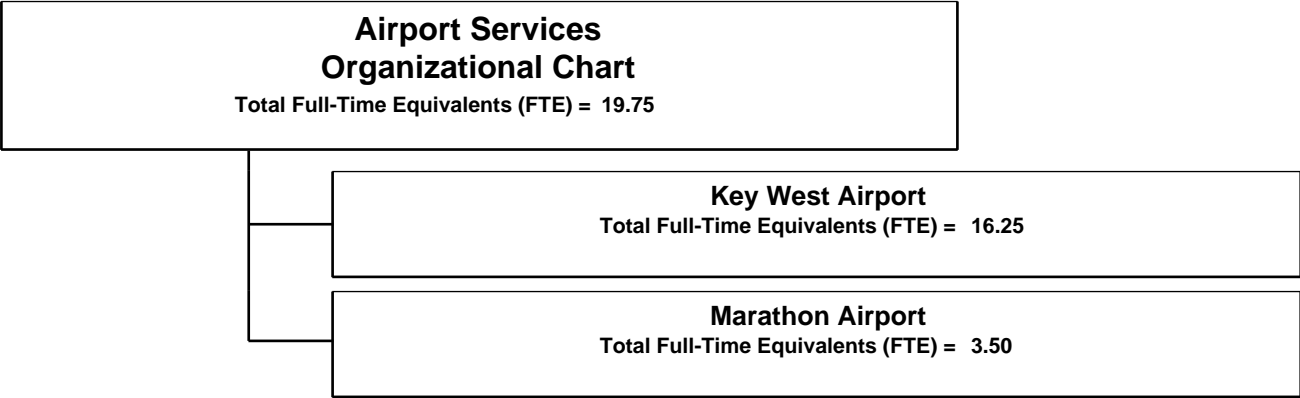
FY20 Adopted Budget

Airport Services



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Airport Services



Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Airport Services

Mission Statement

The mission of the Airports is to provide and maintain world-class facilities for tourism and business passengers.

Services Provided

The Airport Department 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 begin critically necessary capital projects to better serve our passengers.

- Performance Measure: Begin critical capital projects Target Metric: 85% started

- Economy: Infrastructure- Tourism Transportation- Alternative Solutions

- Action: The Department of Airports will increase the total number of available airline seats

- Performance Measure: Increase in available airline seats Target Metric: By 10%

- 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 market place.

- Action: Meet with airlines and promote air service development. Performance Measure: Meet with Airlines

- Target Metric: 5

- Goal: Complete critically necessary capital projects at Key West International Airport.

- Action: Coordinate with the FAA, FDOT, Airport Engineers and Financial Consults to fund and execute capital projects.

- Performance Measure: FAA Approval of funding for capital project program Target Metric: Fund 70%

- Goal: Develop vacant parcels of land at Marathon International Airport in a responsible manner.

- Action: Develop and Issue request for proposals

- Performance Measure: RFPs issued for vacant parcels of land at Marathon International Airport

- Target Metric: Complete or Not Complete

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,311,326	1,815,554	1,931,268	1,924,907	2,117,152	9.6%
Operating Expenditures	10,865,826	9,866,498	5,302,002	12,282,857	5,756,909	8.6%
Capital Outlay Expenditures	172,745	2,993,413	9,570,292	27,299,957	10,524,000	10.0%
Total Budget	13,349,896	14,675,464	16,803,562	41,507,721	18,398,061	9.5%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Airport Services

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Key West Airport	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	-
Marathon Airport	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	-
PFC	337,052	3,267,351	5,137,885	15,429,922	7,600,000	47.920788
Total Budget	13,349,896	14,675,464	16,803,562	41,507,721	18,398,061	9.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Marathon Airport	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	(22.5)%
Key West Intl Airport	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	(4.1)%
PFC & Oper Restrictions	337,052	3,267,351	5,137,885	15,429,922	7,600,000	47.9%
Total Revenue	13,349,896	14,675,464	16,803,562	41,507,721	18,398,061	9.5%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Key West Airport	15.80	15.80	15.80	16.25	0.45
Marathon Airport	3.95	3.95	3.95	3.50	(0.45)
Total Full-Time FTE	19.75	19.75	19.75	19.75	-
Total FTE	19.75	19.75	19.75	19.75	-

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Airport Services
Key West Airport

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,872,183	1,493,386	1,551,254	1,582,663	1,764,917	13.8%
Operating Expenditures	8,977,969	7,386,173	4,730,605	6,271,050	5,069,468	7.2%
Capital Outlay Expenditures	161,689	33,879	3,281,748	9,235,859	2,334,000	(28.9)%
Total Budget	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	(4.1)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Key West Intl Airport	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	(4.1)%
Total Revenue	11,011,841	8,913,437	9,563,607	17,089,573	9,168,385	(4.1)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	2.00	8.00	7.00	6.00	(1.00)
Officials & Administrators	2.80	1.80	1.80	2.25	0.45
Skilled Craft Workers	4.00	4.00	4.00	4.00	-
Technicians	-	-	-	1.00	1.00
Service Maintenance	-	-	1.00	1.00	-
Professionals	7.00	2.00	2.00	2.00	-
Total Full-Time FTE	15.80	15.80	15.80	16.25	0.45
Total FTE	15.80	15.80	15.80	16.25	0.45

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Airport Services
Marathon Airport

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	439,143	322,167	380,014	342,244	352,235	(7.3)%
Operating Expenditures	1,561,861	2,195,760	571,397	2,516,915	687,441	20.3%
Capital Outlay Expenditures	-	(23,252)	1,150,659	6,129,068	590,000	(48.7)%
Total Budget	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	(22.5)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Marathon Airport	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	(22.5)%
Total Revenue	2,001,004	2,494,676	2,102,070	8,988,226	1,629,676	(22.5)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	-	1.00	-	(1.00)
Officials & Administrators	0.95	0.95	0.95	0.50	(0.45)
Service - Maintenance	1.00	1.00	1.00	1.00	-
Skilled Craft Workers	-	-	-	1.00	1.00
Professionals	2.00	2.00	1.00	1.00	-
Total Full-Time FTE	3.95	3.95	3.95	3.50	(0.45)
Total FTE	3.95	3.95	3.95	3.50	(0.45)

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Airport Services
PFC**

Description and Services Provided

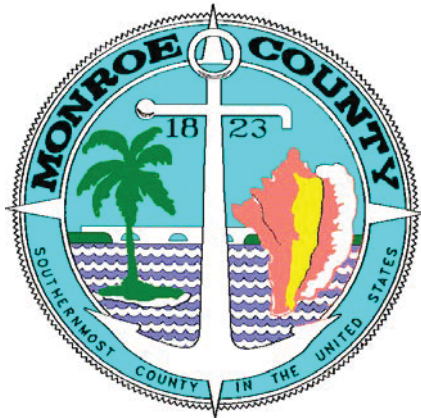
The Passenger Facility Charge (PFC) Program allows the collection of PFC fees for every boarded passenger at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects/grants that enhance safety, security, or capacity; reduce noise; or increase air carrier competition. Some of our Grant projects have included Runway Safety, Noise Improvement, Drainage Rehab and Underground Utilities Master Plan.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	325,996	284,565	-	3,494,892	-	-%
Capital Outlay Expenditures	11,056	2,982,786	5,137,885	11,935,030	7,600,000	47.9%
Total Budget	337,052	3,267,351	5,137,885	15,429,922	7,600,000	47.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
PFC & Oper Restrictions	337,052	3,267,351	5,137,885	15,429,922	7,600,000	47.9%
Total Revenue	337,052	3,267,351	5,137,885	15,429,922	7,600,000	47.9%

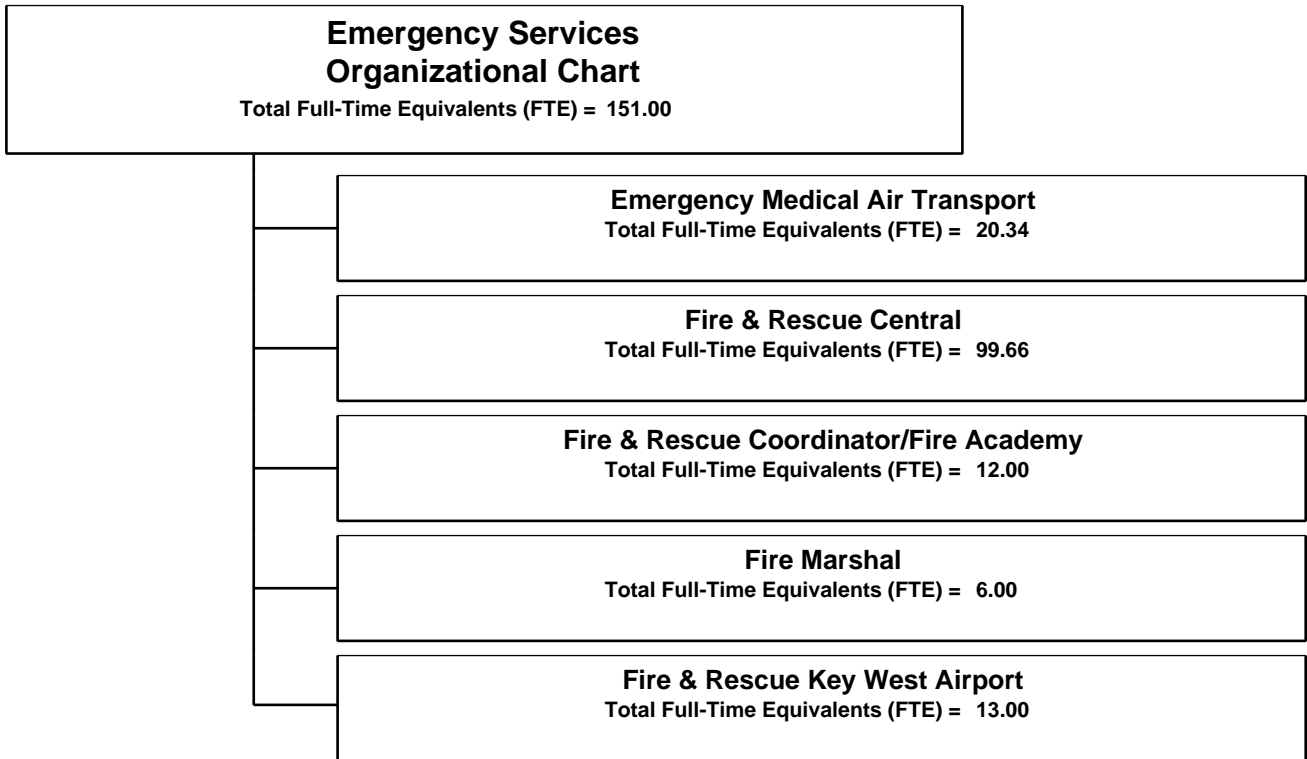
FY20 Adopted Budget

Emergency Services



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Emergency Services



Monroe County Board of County Commissioners

Fiscal Year 2020 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;
- Hurricane preparedness and emergency management;
- Countywide firefighting and EMS training.

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: 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.
- Performance Measure: Number of ARES radio operator volunteers (6 total) identified in the Upper, Middle and Lower Keys
- Target Metric: Two operators per geographic area

Department Goals, Actions and Measures:

Emergency Management

- Goal: Improve County employee's ability to respond during activation.
- Action: County employees to train and exercise twenty (20) critical Emergency Management functions that have been identified as opportunities for improvement post Hurricane Irma.
- Performance Measure: Complete the of training and exercise of 20 identified functions
- Target Metric: 50% completion of identified functions by December 2020
- Goal: Promote the local mitigation strategy
- Action: Encourage increased mitigation activities throughout the County
- Performance Measure: Facilitation of 2 meetings of the Local Mitigation Strategy Work Group with an attendance of 18 partner members
- Target Metric: Completed or Not Completed
- Action: Increase public awareness and resiliency across the community.
- Performance Measure: Participate in public outreach speaking engagements
- Target Metric: 10 engagements

Emergency Services

- Goal: Improve infrastructure for the delivery of Fire/EMS services to the Layton/Long Key and Sugarloaf communities.
- Action: Resubmit funding request for construction of new Sugarloaf and Layton Fire Stations.
- Performance Measure: Successful submission of funding requests for construction of new fire stations on Sugarloaf (Station 10) and Layton (Station 18.)
- Target Metric: Completed or Not Completed
- 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 current 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

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Emergency Services

- Goal: Improve the quality of fire and emergency medical services provided
 - Action: Implement advanced training and stringent quality assurance standards;
 - Performance Measure 1: Increase the percentage of state certified pump operators among field personnel.
 - Target Metric 1: to 35%
 - Performance Measure 2: Implement an in-house EMS QA program included within the scope of services in the Medical Director’s contract.
 - Target Metric 2: Completed or Not Completed

- Action: Increasing commitment to public safety and saving lives by increasing the number of county employees trained in CPR, AED and First-Aid.
 - Performance Measure: Successfully train additional County employees in AED use, CPR, and basic first-aid.
 - Target Metric: At least 30

- Goal: Increase Promotion of Fire Safety and Prevention throughout Monroe County by:
 - Action: Provide grade specific fire safety and prevention strategies utilizing approved School District objectives.
 - Performance Measure: Deliver grade specific fire safety and prevention education to school aged children in Monroe County schools.
 - Target Metric: at least 500

- 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 400 commercial businesses.
 - Target Metric: At least 400 in-service company pre incident plans performed.

- Action: Ensure that all pre-incident plans and inspections are entered into the fire reporting software
 - Performance Measure: Entry of all pre-incident plans and inspections for commercial businesses into reporting software
 - Target Metric: Completed or Not Completed

- Action: Improve availability of water sources by increasing installation of additional fire hydrants (funding will be requested)
 - Performance Measure: Install additional fire hydrants in Monroe County Fire Rescue response areas
 - Target Metric: At least 10

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	12,889,581	15,695,572	15,703,399	15,907,183	16,670,640	6.2%
Operating Expenditures	6,003,919	6,069,607	7,553,328	7,785,030	7,875,120	4.3%
Capital Outlay Expenditures	279,510	949,285	424,430	538,358	598,067	40.9%
Total Budget	19,173,010	22,714,464	23,681,157	24,230,572	25,143,827	6.2%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Emergency Services

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Emergency Management	492,422	442,784	79,321	626,356	79,324	0.0037821
Emergency Medical Air Transport	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	7.5797830
Fire & Rescue Central	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	1.9057089
Fire & Rescue Coordinator/Fire Academy	1,219,848	1,370,617	1,703,499	1,705,879	1,995,167	17.121700
Fire & Rescue Key West Airport	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.2126410
Fire Marshal	393,639	481,997	494,112	494,112	794,857	60.865755
Impact Fees Fire & EMS	-	-	102,430	102,430	140,867	37.525139
LOSAP	35,950	36,801	48,000	48,000	48,000	0%
Planning Refunds	(12)	-	-	-	-	0%
Upper Keys Health Care Taxing District	853,703	-	-	-	-	0%
Total Budget	19,173,010	22,714,464	23,681,157	24,230,572	25,143,827	6.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	471,768	605,545	785,167	785,167	793,070	1.0%
Fine & Forfeiture Fund	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	7.6%
Governmental Fund Type Grants	450,252	379,627	-	547,035	-	-%
Impact Fees Fund - Fire & EMS	-	-	102,430	102,430	140,867	37.5%
Fire & Ambulance District 1 L&M Key	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	1.9%
Upper Keys Healthcare Taxing District	853,703	-	-	-	-	-%
Mstd - PIng/bldg/code/fire Mar	1,183,877	1,302,463	1,486,765	1,486,765	2,071,278	39.3%
Misc Special Revenue Fund	-	7,764	5,000	7,380	5,000	-%
Key West Intl Airport	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.2%
FIRE & EMS LOSAP TRUST FUND	35,950	36,801	48,000	48,000	48,000	-%
Total Revenue	19,173,010	22,714,464	23,681,157	24,230,572	25,143,827	6.2%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Emergency Medical Air Transport	9.56	19.56	19.56	20.34	0.78
Fire & Rescue Central	97.44	97.44	97.44	99.66	2.22
Fire & Rescue Coordinator/Fire Academy	10.00	10.00	10.00	12.00	2.00
Emergency Management	1.90	1.90	4.00	-	(4.00)
Fire Marshal	3.00	3.00	3.00	6.00	3.00
Fire & Rescue Key West Airport	12.00	13.00	13.00	13.00	-
Upper Keys Health Care Taxing District	0.14	-	-	-	-
Total Full-Time FTE	134.04	144.90	147.00	151.00	4.00
Total FTE	134.04	144.90	147.00	151.00	4.00

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
Emergency Medical Air Transport**

Description and Services Provided

Through a partnership between Monroe County Emergency Services and Monroe County Sheriff's Department, 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,654,171	2,532,731	2,628,400	2,628,400	2,766,874	5.3%
Operating Expenditures	2,979,543	4,100,961	4,785,401	4,785,401	5,077,114	6.1%
Capital Outlay Expenditures	44,600	23,487	15,000	15,000	147,900	886.0%
Total Budget	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	7.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Fine & Forfeiture Fund	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	7.6%
Total Revenue	4,678,314	6,657,179	7,428,801	7,428,801	7,991,888	7.6%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.78	1.78	1.78	1.56	(0.22)
Officials & Administrators	1.00	1.00	1.00	1.00	-
Protective Service Workers	4.00	9.00	9.00	10.00	1.00
Professionals	3.78	7.78	7.78	7.78	-
Total Full-Time FTE	9.56	19.56	19.56	20.34	0.78
Total FTE	9.56	19.56	19.56	20.34	0.78

Monroe County Board of County Commissioners
Fiscal Year 2020 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;
- Hurricane preparedness and emergency management;
- Countywide firefighting and EMS training.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	8,479,361	9,894,292	9,918,656	9,918,656	10,176,922	2.6%
Operating Expenditures	1,472,434	1,467,098	1,951,196	1,921,896	1,957,699	0.3%
Capital Outlay Expenditures	178,384	855,580	239,500	268,800	205,500	(14.2)%
Total Budget	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	1.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Fire & Ambulance District 1 L&M Key	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	1.9%
Total Revenue	10,130,179	12,216,971	12,109,352	12,109,352	12,340,121	1.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.22	0.22	1.22	3.44	2.22
Protective Service Workers	95.00	93.00	92.00	93.00	1.00
Technicians	-	1.00	-	-	-
Professionals	2.22	3.22	4.22	3.22	(1.00)
Total Full-Time FTE	97.44	97.44	97.44	99.66	2.22
Total FTE	97.44	97.44	97.44	99.66	2.22

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
Fire & Rescue Coordinator/Fire Academy**

Mission Statement

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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,016,996	1,228,196	1,315,974	1,315,974	1,558,406	18.4%
Operating Expenditures	194,175	142,421	343,525	294,355	356,761	3.9%
Capital Outlay Expenditures	8,677	-	44,000	95,550	80,000	81.8%
Total Budget	1,219,848	1,370,617	1,703,499	1,705,879	1,995,167	17.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	429,598	542,388	705,846	705,846	713,746	1.1%
Mstd - PIng/bldg/code/fire Mar	790,250	820,465	992,653	992,653	1,276,421	28.6%
Misc Special Revenue Fund	-	7,764	5,000	7,380	5,000	-%
Total Revenue	1,219,848	1,370,617	1,703,499	1,705,879	1,995,167	17.1%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.00	3.00	3.00	4.00	1.00
Officials & Administrators	3.00	3.00	3.00	3.00	-
Protective Service Workers	2.00	2.00	2.00	2.00	-
Service Maintenance	-	-	-	1.00	1.00
Professionals	2.00	2.00	2.00	2.00	-
Total Full-Time FTE	10.00	10.00	10.00	12.00	2.00
Total FTE	10.00	10.00	10.00	12.00	2.00

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Emergency Services
Emergency Management

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 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	208,521	240,590	-	203,784	-	-%
Operating Expenditures	243,321	133,514	79,321	420,672	79,324	-%
Capital Outlay Expenditures	40,581	68,681	-	1,899	-	-%
Total Budget	492,422	442,784	79,321	626,356	79,324	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	42,170	63,157	79,321	79,321	79,324	-%
Governmental Fund Type Grants	450,252	379,627	-	547,035	-	-%
Total Revenue	492,422	442,784	79,321	626,356	79,324	-%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.90	0.90	3.00	-	(3.00)
Officials & Administrators	1.00	1.00	1.00	-	(1.00)
Total Full-Time FTE	1.90	1.90	4.00	-	(4.00)
Total FTE	1.90	1.90	4.00	-	(4.00)

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
Fire Marshal**

Description and Services Provided

- Fire Code Enforcement
- Site Plan Review
- Building Plan Review
- Fire Protection Systems Plan Review
- Certificate of Occupancy Inspections for Fire Code Compliance
- Community Education
- Fire Investigations for Cause & Origin

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	342,329	417,566	391,860	391,860	690,563	76.2%
Operating Expenditures	51,310	62,893	102,252	86,622	104,294	2.0%
Capital Outlay Expenditures	-	1,539	-	15,630	-	-%
Total Budget	393,639	481,997	494,112	494,112	794,857	60.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Mstd - PIng/bldg/code/fire Mar	393,639	481,997	494,112	494,112	794,857	60.9%
Total Revenue	393,639	481,997	494,112	494,112	794,857	60.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Protective Service Workers	2.00	2.00	2.00	5.00	3.00
Total Full-Time FTE	3.00	3.00	3.00	6.00	3.00
Total FTE	3.00	3.00	3.00	6.00	3.00

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
LOSAP**

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	35,950	36,801	48,000	48,000	48,000	-%
Total Budget	35,950	36,801	48,000	48,000	48,000	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
FIRE & EMS LOSAP TRUST FUND	35,950	36,801	48,000	48,000	48,000	-%
Total Revenue	35,950	36,801	48,000	48,000	48,000	-%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Capital Outlay Expenditures	-	-	102,430	102,430	140,867	37.5%
Total Budget	-	-	102,430	102,430	140,867	37.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Fire & EMS	-	-	102,430	102,430	140,867	37.5%
Total Revenue	-	-	102,430	102,430	140,867	37.5%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
Fire & Rescue Key West Airport**

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,180,854	1,382,197	1,448,509	1,448,509	1,477,875	2.0%
Operating Expenditures	180,844	125,920	243,633	228,084	251,928	3.4%
Capital Outlay Expenditures	7,268	(1)	23,500	39,049	23,800	1.3%
Total Budget	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Key West Intl Airport	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.2%
Total Revenue	1,368,966	1,508,116	1,715,642	1,715,642	1,753,603	2.2%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	-	-	4.00	4.00
Protective Service Workers	11.00	12.00	12.00	8.00	(4.00)
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	12.00	13.00	13.00	13.00	-
Total FTE	12.00	13.00	13.00	13.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Emergency Services
Upper Keys Health Care Taxing District**

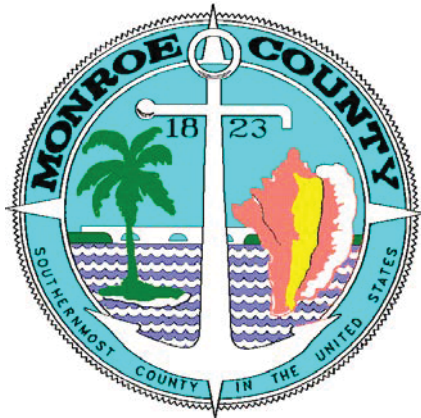
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	7,349	-	-	-	-	-%
Operating Expenditures	846,354	-	-	-	-	-%
Total Budget	853,703	-	-	-	-	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Upper Keys Healthcare Taxing District	853,703	-	-	-	-	-%
Total Revenue	853,703	-	-	-	-	-%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.14	-	-	-	-
Total Full-Time FTE	0.14	-	-	-	-
Total FTE	0.14	-	-	-	-

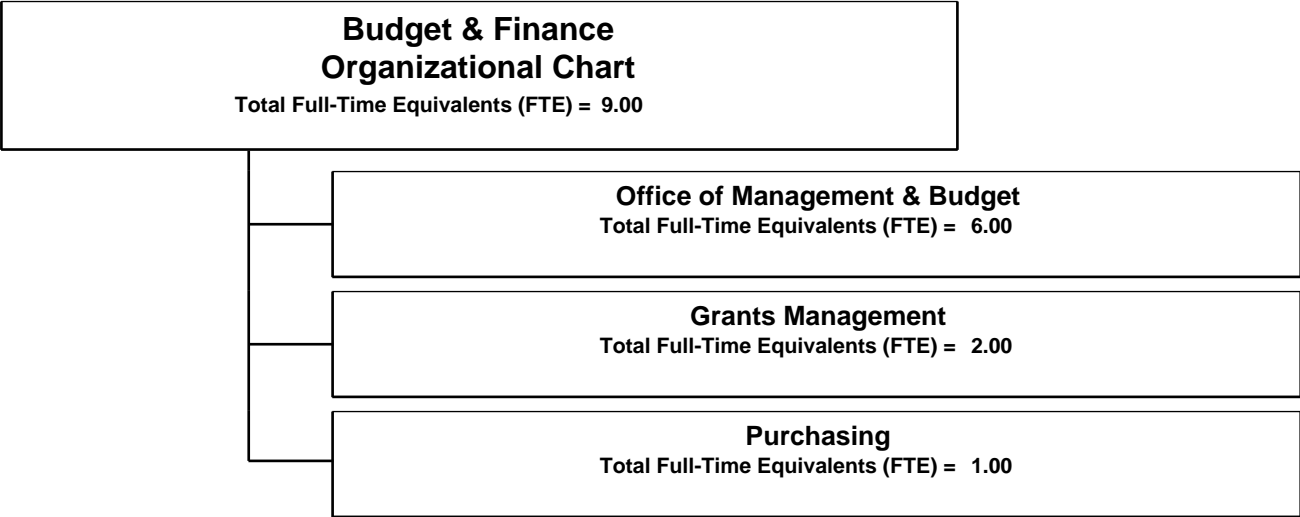
FY20 Adopted Budget

Budget & Finance



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Budget & Finance



Monroe County Board of County Commissioners

Fiscal Year 2020 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 from 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 2023.

- Action: Implement an electronic quote process for small purchase procurements (under \$50,000).

- Performance Measure: Proposal for an electronic quote process for small purchase procurements to the Budget Director

- Target Metric: Completed or Not Completed

- Action: Utilize Workflow to support a paperless requisition and purchase order process.

- Performance Measure: Phase One of the process to procure a new Finance System.

- Target Metric: Completed or Not Completed

- Action: Implement an archival system on Alchemy that eliminates retaining paper copies of competitive bid solicitations.

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Budget & Finance

- Performance Measure: Competitive bid solicitations retained digitally on the Alchemy system
- Target Metric: Completed or Not Completed

- Goal: Increase efficiencies and reduce costs by eliminating all paper retention of administrative documents by the end of FY 2023.
- Action: Utilize Alchemy to retain documents and eliminate paper copies.
- Performance Measure: Administrative documents retained digitally on the Alchemy system
- Target Metric: Completed or Not Completed

- Action: Utilize Workflow to eliminate paper and expedite the routing process for Budget Transfers and new processes that may be implemented in the future.
- Performance Measure: Phase One of the process to procure a new Finance System
- Target Metric: Completed or Not Completed

- Action: Create a paperless reimbursement process for grant sub-recipients.
- Performance Measure: Proposal to the Clerk's Office for a paperless reimbursement process for grant sub-recipients
- Target Metric: Completed or Not Completed

- Action: Implement an electronic application for SAPAB grant applications.
- Performance Measure: Electronic application process implemented for SAPAB grant applications
- Target Metric: Completed or Not Completed

- Action: Automate the process for disaster-related procurement.
- Performance Measure: Disaster-related procurement process is paperless
- Target Metric: Completed or Not Completed

- Goal: Increase efficiencies and reduce costs by creating a decentralized budget process by the end of FY 2020.
- Action: Train key staff throughout the County on how to maximize the use GovMax.
- Performance Measure: Complete Govmax training for identified key county staff
- Target Metric: 90% of identified staff

- Action: Provide training on how to better manage department budgets.
- Performance Measure: Provide budget management training to identified departments
- Target Metric: Completed or Not Completed

- Goal: Improve efficiencies and reduce costs by implementing electronic time sheets FY 2023.
- Action: Collaborate with appropriate departments to configure the system to meet the County's needs.
- Performance Measure: Phase One of the process to procure a new Finance System.
- Target Metric: Completed or Not Completed

- Goal: Improve efficiencies and reduce costs by implementing available automated processes in the new financial system, by the end of FY 2023.
- Action: Collaborate with appropriate departments to configure the system to meet the County's needs.
- Performance Measure: Phase One of the process to procure a new Finance System.
- Target Metric: Completed or Not Completed

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Budget & Finance

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	660,534	803,619	864,034	834,034	859,569	(0.5)%
Operating Expenditures	285,569	241,376	150,909	290,122	148,727	(1.4)%
Capital Outlay Expenditures	21,909	-	-	6,762	2,500	-%
Total Budget	968,012	1,044,994	1,014,943	1,130,918	1,010,796	(0.4)%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Grants Management	205,182	268,843	224,157	224,157	181,979	-
Office of Management & Budget	641,539	694,827	621,535	715,703	649,404	4.4838987
Purchasing	121,291	81,324	169,251	191,058	179,413	6.0041004
Total Budget	968,012	1,044,994	1,014,943	1,130,918	1,010,796	(0.4)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	822,677	984,622	1,014,943	1,024,943	1,010,796	(0.4)%
Governmental Fund Type Grants	145,335	60,372	-	105,975	-	-%
Total Revenue	968,012	1,044,994	1,014,943	1,130,918	1,010,796	(0.4)%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Office of Management & Budget	5.00	6.00	6.00	6.00	-
Grants Management	2.00	2.00	2.00	2.00	-
Purchasing	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	8.00	9.00	9.00	9.00	-
Total FTE	8.00	9.00	9.00	9.00	-

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Budget & Finance
Office of Management & Budget

Description and Services Provided

- 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	442,964	597,605	575,984	564,177	603,695	4.8%
Operating Expenditures	180,196	97,223	45,551	146,079	45,709	0.3%
Capital Outlay Expenditures	18,379	-	-	5,447	-	-%
Total Budget	641,539	694,827	621,535	715,703	649,404	4.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	496,204	634,455	621,535	609,728	649,404	4.5%
Governmental Fund Type Grants	145,335	60,372	-	105,975	-	-%
Total Revenue	641,539	694,827	621,535	715,703	649,404	4.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.00	3.00	3.00	2.00	(1.00)
Officials & Administrators	2.00	2.00	2.00	2.00	-
Technicians	-	-	-	1.00	1.00
Professionals	-	1.00	1.00	1.00	-
Total Full-Time FTE	5.00	6.00	6.00	6.00	-
Total FTE	5.00	6.00	6.00	6.00	-

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Budget & Finance
Grants Management

Description and Services Provided

- 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	193,773	205,850	209,857	179,857	166,879	(20.5)%
Operating Expenditures	11,409	62,993	14,300	44,300	12,600	(11.9)%
Capital Outlay Expenditures	-	-	-	-	2,500	-%
Total Budget	205,182	268,843	224,157	224,157	181,979	(18.8)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	205,182	268,843	224,157	224,157	181,979	(18.8)%
Total Revenue	205,182	268,843	224,157	224,157	181,979	(18.8)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Officials & Administrators	1.00	-	-	-	-
Professionals	-	1.00	1.00	1.00	-
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 2020 Adopted Fiscal Plan

Budget & Finance
Purchasing

Description and Services Provided

- 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

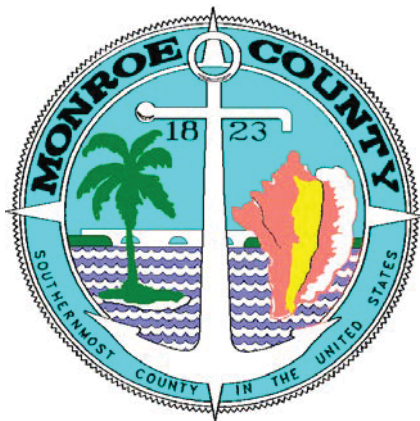
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	23,798	164	78,193	90,000	88,995	13.8%
Operating Expenditures	93,964	81,160	91,058	99,743	90,418	(0.7)%
Capital Outlay Expenditures	3,530	-	-	1,315	-	-%
Total Budget	121,291	81,324	169,251	191,058	179,413	6.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	121,291	81,324	169,251	191,058	179,413	6.0%
Total Revenue	121,291	81,324	169,251	191,058	179,413	6.0%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	1.00	1.00	1.00	-
Professionals	1.00	-	-	-	-
Total Full-Time FTE	1.00	1.00	1.00	1.00	-
Total FTE	1.00	1.00	1.00	1.00	-

FY20 Adopted Budget

Information Technology



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Information Technology

**Information Technology
Organizational Chart**

Total Full-Time Equivalents (FTE) = 16.05

Information Technology

Total Full-Time Equivalents (FTE) = 16.05

Monroe County Board of County Commissioners

Fiscal Year 2020 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 or Not 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 or Not 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 or Not Completed
- Goal: Improve Monroe County's technology security standards and tools
 - Action: Replace 90 Windows 7 computers with Windows 10 machines which are much more secure as well as significantly faster for everyday tasks
 - Performance Measure: Replace identified computers
 - Target Metric: 100% replaced
 - Action: Replace our existing enterprise firewalls with more capable alternatives
 - Performance Measure: Replace enterprise firewalls
 - Target Metric: Completed or Not Completed
- Goal: Maintain, optimize and improve Monroe County's technical infrastructure
 - Action: Replace 35 of the 70 remaining H3C switches in the environment because of continuing performance challenges
 - Performance Measure: Replace identified H3C switches
 - Target Metric: 50% of existing switches
 - Action: Replace the 2 backup servers which were created from surplus equipment two years ago
 - Performance Measure: Replace identified backup servers
 - Target Metric: Completed or Not 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 or Not Completed
 - Action: Replace aging and obsolete broadcast equipment in the Marathon BOCC chamber and broadcast booth

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Information Technology

- Performance Measure: Replace aging and obsolete Marathon BOCC broadcast equipment
- Target Metric: Completed or Not Completed

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,200,550	1,247,728	1,611,679	1,487,019	1,693,912	5.1%
Operating Expenditures	968,004	928,753	920,258	1,315,879	933,655	1.5%
Capital Outlay Expenditures	150,922	158,263	471,000	347,723	824,000	74.9%
Total Budget	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Information Technology	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.939707
Total Budget	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%
Total Revenue	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Information Technology	15.00	16.05	16.05	16.05	-
Total Full-Time FTE	15.00	16.05	16.05	16.05	-
Total FTE	15.00	16.05	16.05	16.05	-

Monroe County Board of County Commissioners
Fiscal Year 2020 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 Sherriff, 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.

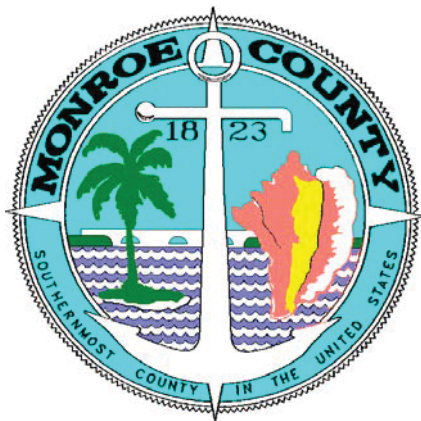
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,200,550	1,247,728	1,611,679	1,487,019	1,693,912	5.1%
Operating Expenditures	968,004	928,753	920,258	1,315,879	933,655	1.5%
Capital Outlay Expenditures	150,922	158,263	471,000	347,723	824,000	74.9%
Total Budget	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%
Total Revenue	2,319,476	2,334,745	3,002,937	3,150,621	3,451,567	14.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.00	3.00	3.00	2.00	(1.00)
Officials & Administrators	2.00	2.05	2.05	2.05	-
Technicians	9.00	10.00	11.00	12.00	1.00
Professionals	1.00	1.00	-	-	-
Total Full-Time FTE	15.00	16.05	16.05	16.05	-
Total FTE	15.00	16.05	16.05	16.05	-

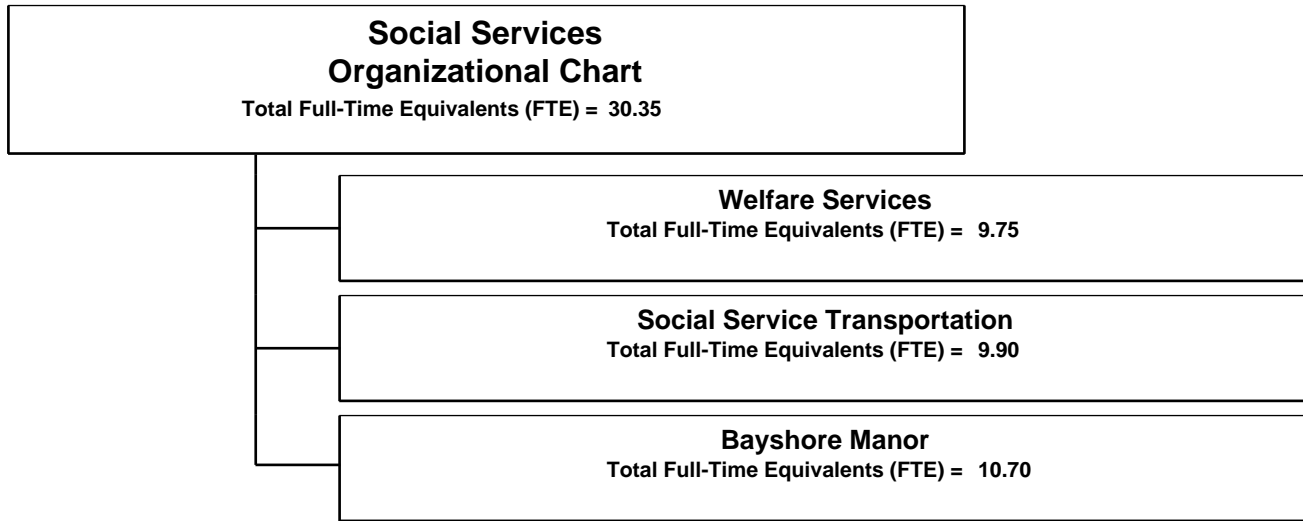
FY20 Adopted Budget

Social Services



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Social Services



Monroe County Board of County Commissioners

Fiscal Year 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,489,953	2,531,532	2,047,189	2,841,938	2,236,575	9.3%
Operating Expenditures	2,514,926	2,024,156	1,693,325	2,720,325	1,737,791	2.6%
Capital Outlay Expenditures	115,213	173,916	82,500	359,692	22,000	(73.3)%
Total Budget	5,120,092	4,729,604	3,823,014	5,921,956	3,996,366	4.5%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Bayshore Manor	854,169	906,247	996,596	996,596	1,001,981	0.5403393
Human Services Capital Projects	21,461	-	-	-	-	0%
Social Service Transportation	906,922	991,215	1,047,897	1,047,897	1,098,572	4.8358760
Welfare Services	3,337,540	2,832,142	1,778,521	3,877,463	1,895,813	6.5949179
Total Budget	5,120,092	4,729,604	3,823,014	5,921,956	3,996,366	4.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	3,486,838	3,474,965	3,821,457	3,821,457	3,994,809	4.5%
Governmental Fund Type Grants	1,611,492	1,254,542	-	2,098,942	-	-%
Misc Special Revenue Fund	300	97	1,557	1,557	1,557	-%
One Cent Infra-structure Sales Tax	21,461	-	-	-	-	-%
Total Revenue	5,120,092	4,729,604	3,823,014	5,921,956	3,996,366	4.5%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Social Services

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Welfare Services	8.44	8.82	8.81	9.75	0.94
Social Service Transportation	9.67	9.87	9.90	9.90	-
Bayshore Manor	10.63	10.73	10.73	10.70	(0.03)
Total Full-Time FTE	28.74	29.42	29.44	30.35	0.91
Total FTE	28.74	29.42	29.44	30.35	0.91

Monroe County Board of County Commissioners

Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,279,095	1,151,189	670,035	1,464,513	788,741	17.7%
Operating Expenditures	1,963,449	1,515,981	1,078,986	2,100,141	1,089,072	0.9%
Capital Outlay Expenditures	94,996	164,972	29,500	312,809	18,000	(39.0)%
Total Budget	3,337,540	2,832,142	1,778,521	3,877,463	1,895,813	6.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,725,748	1,577,503	1,776,964	1,776,964	1,894,256	6.6%
Governmental Fund Type Grants	1,611,492	1,254,542	-	2,098,942	-	-%
Misc Special Revenue Fund	300	97	1,557	1,557	1,557	-%
Total Revenue	3,337,540	2,832,142	1,778,521	3,877,463	1,895,813	6.6%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	6.02	8.25	8.24	9.20	0.96
Officials & Administrators	0.57	0.57	0.57	0.55	(0.02)
Professionals	1.85	-	-	-	-
Total Full-Time FTE	8.44	8.82	8.81	9.75	0.94
Total FTE	8.44	8.82	8.81	9.75	0.94

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	568,464	646,955	630,098	630,098	649,323	3.1%
Operating Expenditures	338,457	335,316	417,799	415,223	449,249	7.5%
Capital Outlay Expenditures	-	8,944	-	2,576	-	-%
Total Budget	906,922	991,215	1,047,897	1,047,897	1,098,572	4.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	906,922	991,215	1,047,897	1,047,897	1,098,572	4.8%
Total Revenue	906,922	991,215	1,047,897	1,047,897	1,098,572	4.8%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.52	8.72	8.75	8.75	-
Officials & Administrators	0.15	0.15	0.15	0.15	-
Service - Maintenance	6.00	1.00	1.00	1.00	-
Total Full-Time FTE	9.67	9.87	9.90	9.90	-
Total FTE	9.67	9.87	9.90	9.90	-

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Social Services
Bayshore Manor

Mission Statement

Description and Services Provided

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.

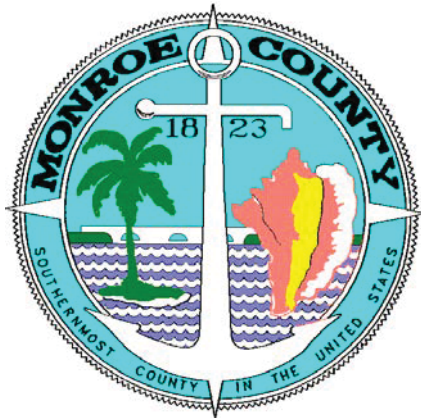
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	642,393	733,388	747,056	747,328	798,511	6.9%
Operating Expenditures	211,776	172,859	196,540	204,962	199,470	1.5%
Capital Outlay Expenditures	-	-	53,000	44,307	4,000	(92.5)%
Total Budget	854,169	906,247	996,596	996,596	1,001,981	0.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	854,169	906,247	996,596	996,596	1,001,981	0.5%
Total Revenue	854,169	906,247	996,596	996,596	1,001,981	0.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.05	8.15	8.15	7.55	(0.60)
Officials & Administrators	0.18	0.18	0.18	0.15	(0.03)
Paraprofessionals	7.40	0.40	0.40	-	(0.40)
Service - Maintenance	1.00	1.00	1.00	1.00	-
Professionals	1.00	1.00	1.00	2.00	1.00
Total Full-Time FTE	10.63	10.73	10.73	10.70	(0.03)
Total FTE	10.63	10.73	10.73	10.70	(0.03)

FY20 Adopted Budget

Library Services



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Library Services



Monroe County Board of County Commissioners

Fiscal Year 2020 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. The County is now in the process of planning a new Library building to replace the current Marathon Branch, with increased space to meet the growing needs of that 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 2020 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 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,685,905	2,893,454	2,953,123	2,953,123	3,051,333	3.3%
Operating Expenditures	436,508	332,961	448,571	607,919	522,938	16.6%
Capital Outlay Expenditures	150,010	202,828	1,662,783	1,837,509	1,751,090	5.3%
Total Budget	3,272,424	3,429,242	5,064,477	5,398,550	5,325,361	5.2%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Libraries	-	-	1,152,383	1,152,383	1,232,190	6.9253885
Libraries	3,272,424	3,429,242	3,912,094	4,246,167	4,093,171	4.6286464
Total Budget	3,272,424	3,429,242	5,064,477	5,398,550	5,325,361	5.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	3,150,178	3,392,968	3,632,094	3,752,947	3,813,171	5.0%
Governmental Fund Type Grants	111,738	33,060	-	142,183	-	-%
Impact Fees Fund - Libraries	-	-	1,152,383	1,152,383	1,232,190	6.9%
Misc Special Revenue Fund	10,508	3,214	280,000	351,038	280,000	-%
Total Revenue	3,272,424	3,429,242	5,064,477	5,398,550	5,325,361	5.2%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Library Services

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Libraries	41.66	41.66	41.66	41.66	-
Total Full-Time FTE	41.66	41.66	41.66	41.66	-
Total FTE	41.66	41.66	41.66	41.66	-

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Capital Outlay Expenditures	-	-	1,152,383	1,152,383	1,232,190	6.9%
Total Budget	-	-	1,152,383	1,152,383	1,232,190	6.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Libraries	-	-	1,152,383	1,152,383	1,232,190	6.9%
Total Revenue	-	-	1,152,383	1,152,383	1,232,190	6.9%

Monroe County Board of County Commissioners

Fiscal Year 2020 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. The County is ow in the process of planning a new Library building to replace the current Marathon Branch, with increased space to meet the growing needs of that 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

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	2,685,905	2,893,454	2,953,123	2,953,123	3,051,333	3.3%
Operating Expenditures	436,508	332,961	448,571	607,919	522,938	16.6%
Capital Outlay Expenditures	150,010	202,828	510,400	685,126	518,900	1.7%
Total Budget	3,272,424	3,429,242	3,912,094	4,246,167	4,093,171	4.6%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	3,150,178	3,392,968	3,632,094	3,752,947	3,813,171	5.0%
Governmental Fund Type Grants	111,738	33,060	-	142,183	-	-%
Misc Special Revenue Fund	10,508	3,214	280,000	351,038	280,000	-%
Total Revenue	3,272,424	3,429,242	3,912,094	4,246,167	4,093,171	4.6%

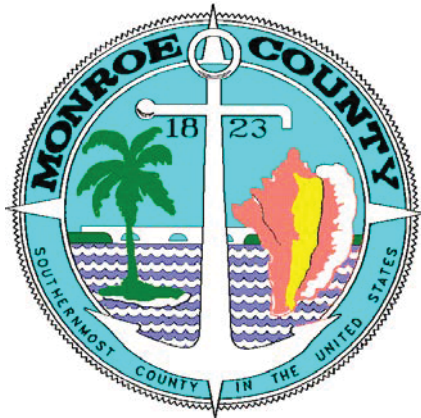
**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Library Services

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	2.00	30.72	31.72	32.72	1.00
Officials & Administrators	1.00	1.00	1.00	1.00	-
Paraprofessionals	24.72	2.00	1.00	-	(1.00)
Technicians	3.00	1.00	1.00	1.00	-
Professionals	10.94	6.94	6.94	6.94	-
Total Full-Time FTE	41.66	41.66	41.66	41.66	-
Total FTE	41.66	41.66	41.66	41.66	-

FY20 Adopted Budget

Corrections Facilities



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Corrections Facilities

**Corrections Facilities
Organizational Chart**

Total Full-Time Equivalents (FTE) = 10.00

Correction Facilities

Total Full-Time Equivalents (FTE) = 10.00

Monroe County Board of County Commissioners

Fiscal Year 2020 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.

<u>Budgetary Cost Summary</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Personnel Expenditures	622,794	648,405	813,578	813,578	811,192	(0.3)%
Operating Expenditures	991,909	1,122,945	1,728,827	1,728,827	1,965,743	13.7%
Capital Outlay Expenditures	115,997	19,908	35,000	35,000	35,000	-%
Total Budget	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Corrections Facilities

<u>Appropriations by Department</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Correction Facilities	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.0994624
Total Budget	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%

<u>Revenue Sources</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Fine & Forfeiture Fund	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%
Total Revenue	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%

<u>Position Summary by Department</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Variance</u>
Correction Facilities	10.15	10.15	10.15	10.00	(0.15)
Total Full-Time FTE	10.15	10.15	10.15	10.00	(0.15)
Total FTE	10.15	10.15	10.15	10.00	(0.15)

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Corrections Facilities
Correction 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.

Description and 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.

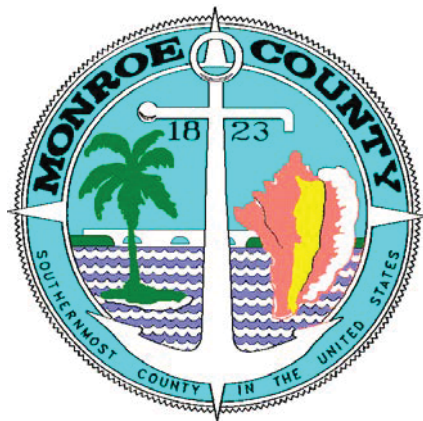
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	622,794	648,405	813,578	813,578	811,192	(0.3)%
Operating Expenditures	991,909	1,122,945	1,728,827	1,728,827	1,965,743	13.7%
Capital Outlay Expenditures	115,997	19,908	35,000	35,000	35,000	-%
Total Budget	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Fine & Forfeiture Fund	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%
Total Revenue	1,730,700	1,791,258	2,577,405	2,577,405	2,811,935	9.1%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	3.15	4.15	4.15	4.00	(0.15)
Service - Maintenance	2.00	2.00	2.00	4.00	2.00
Skilled Craft Workers	3.00	2.00	2.00	1.00	(1.00)
Technicians	2.00	2.00	2.00	1.00	(1.00)
Total Full-Time FTE	10.15	10.15	10.15	10.00	(0.15)
Total FTE	10.15	10.15	10.15	10.00	(0.15)

FY20 Adopted Budget

Parks & Recreation



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Parks & Recreation

**Parks & Recreation
Organizational Chart**
Total Full-Time Equivalents (FTE) = 17.61

Parks & Recreation
Total Full-Time Equivalents (FTE) = 17.61

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Parks & Recreation

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	791,247	832,252	940,326	949,826	1,248,890	32.8%
Operating Expenditures	1,063,249	920,292	1,341,065	1,319,777	1,566,748	16.8%
Capital Outlay Expenditures	23,387	164,119	83,216	95,004	118,716	42.7%
Total Budget	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.1%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Parks & Recreation	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.094786
Total Budget	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	83,660	88,664	99,722	99,722	98,446	(1.3)%
Unincorporated Svc Dist Parks & Rec	1,794,223	1,827,998	2,253,169	2,253,169	2,824,192	25.3%
Misc Special Revenue Fund	-	-	2,633	2,633	2,633	-%
Environmental Restoration Fund	-	-	9,083	9,083	9,083	-%
Total Revenue	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.1%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Parks & Recreation	-	12.34	14.26	17.61	3.35
Total Full-Time FTE	-	12.34	14.26	17.61	3.35
Total FTE	-	12.34	14.26	17.61	3.35

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Parks & Recreation
Parks & Recreation**

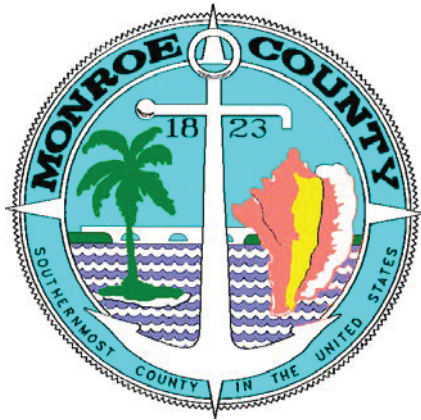
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	791,247	832,252	940,326	949,826	1,248,890	32.8%
Operating Expenditures	1,063,249	920,292	1,341,065	1,319,777	1,566,748	16.8%
Capital Outlay Expenditures	23,387	164,119	83,216	95,004	118,716	42.7%
Total Budget	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	83,660	88,664	99,722	99,722	98,446	(1.3)%
Unincorporated Svc Dist Parks & Rec	1,794,223	1,827,998	2,253,169	2,253,169	2,824,192	25.3%
Misc Special Revenue Fund	-	-	2,633	2,633	2,633	-%
Environmental Restoration Fund	-	-	9,083	9,083	9,083	-%
Total Revenue	1,877,883	1,916,663	2,364,607	2,364,607	2,934,354	24.1%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	11.34	12.26	14.61	2.35
Service - Maintenance	-	0.50	1.50	1.50	-
Professionals	-	0.50	0.50	1.50	1.00
Total Full-Time FTE	-	12.34	14.26	17.61	3.35
Total FTE	-	12.34	14.26	17.61	3.35

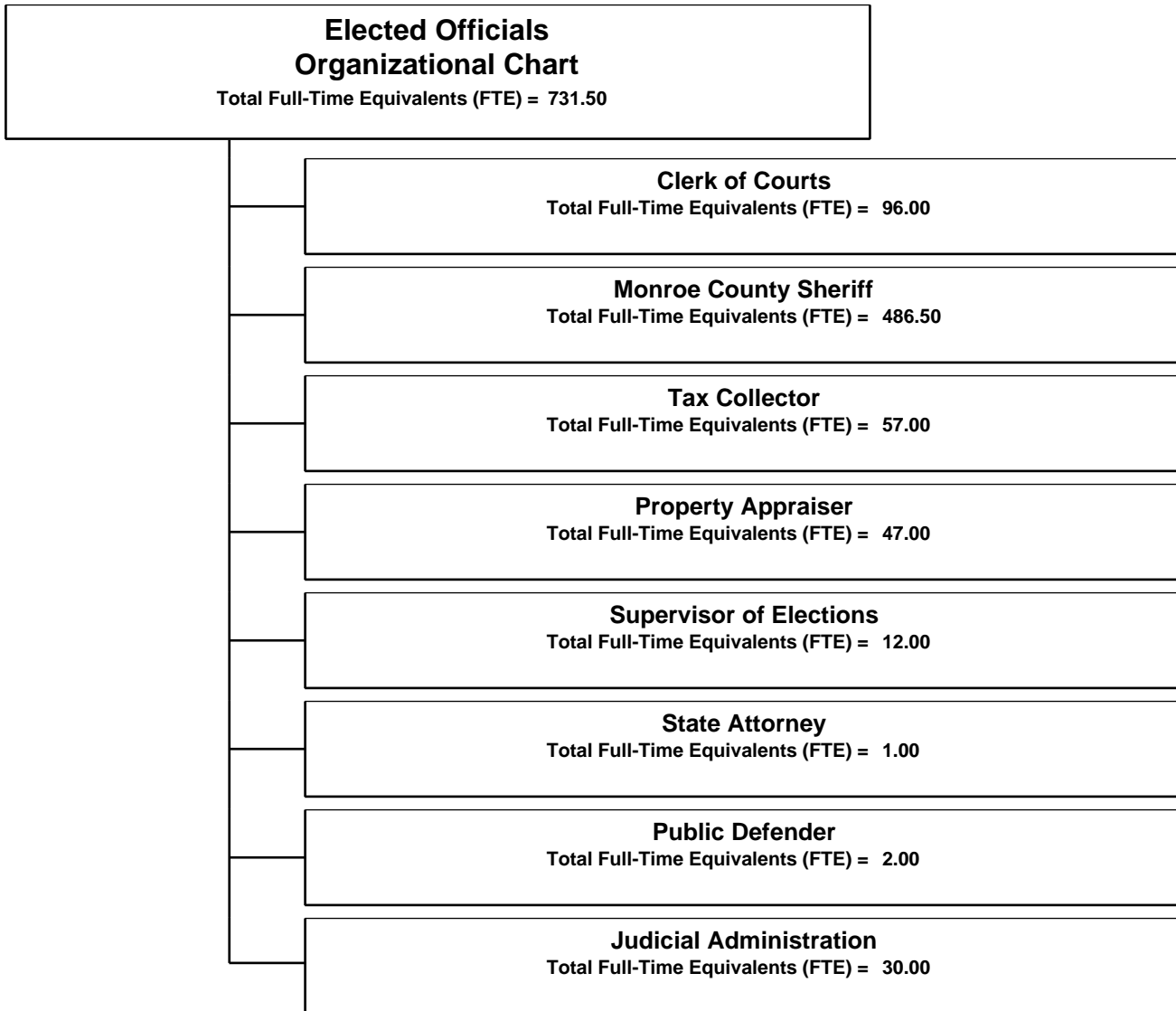
FY20 Adopted Budget

Elected Officials



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Elected Officials



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Elected Officials

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	9,306,528	10,592,730	10,610,652	10,639,830	11,099,909	4.6%
Operating Expenditures	63,099,303	65,696,941	65,741,133	68,781,790	68,582,705	4.3%
Capital Outlay Expenditures	32,668	115,340	397,639	829,415	319,523	(19.6)%
Interfund Transfers	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6%
Total Budget	76,654,842	81,289,221	81,631,200	85,132,811	85,158,362	4.3%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Clerk of Courts	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6219089
Communications	594,233	577,141	655,300	655,300	655,300	0%
Court Services Network System	-	-	100,000	100,000	100,000	0%
Court Technology Fund	38,407	58,399	46,310	438,725	50,488	9.0218095
Impact Fees Police Facilities	-	-	128,116	129,658	-	-100%
Judicial Administration	1,816,649	1,796,876	2,186,856	2,254,831	2,711,886	24.008439
Law Enforcement Trust	39,075	56,497	414,000	517,948	416,000	0.4830917
LEEA	75,000	75,000	75,000	75,000	75,000	0%
Monroe County Sheriff	57,222,561	60,498,371	59,153,606	61,874,293	61,042,309	3.1928788
Property Appraiser	4,370,624	4,350,477	4,500,025	4,500,025	4,835,971	7.4654251
Public Defender	681,128	703,915	801,070	808,305	632,108	-
State Attorney	292,410	356,466	671,902	796,212	727,788	8.3175820
Supervisor of Elections	1,763,912	1,799,327	1,769,612	1,769,612	2,065,897	16.742935
Tax Collector	5,544,502	6,132,541	6,247,627	6,331,127	6,689,390	7.0708926
Total Budget	76,654,842	81,289,221	81,631,200	85,132,811	85,158,362	4.3%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Elected Officials

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	17,616,163	18,746,563	19,379,391	19,379,391	20,854,823	7.6%
Fine & Forfeiture Fund	49,391,432	52,332,627	50,595,610	53,303,386	52,337,505	3.4%
Middle Keys Health Care MSTU	-	-	-	-	118,852	-%
Impact Fees Fund - Police Fac	-	-	128,116	129,658	-	(100.0)%
Fire & Ambulance District 1 L&M Key	488,532	602,921	569,949	629,949	616,848	8.2%
Unincorporated Svc Dist Parks & Rec	47,696	54,040	72,964	72,964	68,941	(5.5)%
Mstd - PIng/bldg/code/fire Mar	31,744	39,736	39,037	39,037	51,038	30.7%
Municipal Policing	8,070,965	8,415,909	8,780,473	8,795,473	8,951,930	2.0%
911 Enhancement Fee	461,354	463,135	515,300	515,300	515,300	-%
Duck Key Security District	1,000	1,000	2,250	2,250	2,500	11.1%
Misc Special Revenue Fund	332,291	407,783	631,310	1,236,156	709,088	12.3%
Law Enforcement Trust (600)	39,075	56,497	414,000	517,948	416,000	0.5%
Court Facilities Fees Trust (602)	173,569	168,010	401,000	401,000	409,188	2.0%
Marathon Municipal Service Taxing Unit	21	-	300	300	300	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	-	-	-	-	-%
Stock Island Wastewater MSTU	1,000	1,000	1,500	10,000	5,000	233.3%
Canal #266 MSBU	-	-	-	-	1,049	-%
Clerks Rev Note, Capital	-	-	100,000	100,000	100,000	-%
Total Revenue	76,654,842	81,289,221	81,631,200	85,132,811	85,158,362	4.3%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Clerk of Courts	96.00	96.00	96.00	96.00	-
Monroe County Sheriff	475.00	485.50	485.50	486.50	1.00
Tax Collector	64.00	57.00	57.00	57.00	-
Property Appraiser	48.00	47.00	47.00	47.00	-
Supervisor of Elections	12.00	12.00	12.00	12.00	-
State Attorney	1.00	1.00	1.00	1.00	-
Public Defender	2.00	2.00	2.00	2.00	-
Judicial Administration	26.00	25.00	24.00	30.00	6.00
Total FULL-TIME FTE	724.00	725.50	724.50	731.50	7.00
Total FTE	724.00	725.50	724.50	731.50	7.00

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

Elected Officials

Clerk of Courts

Description and Services Provided

The Clerk of the Circuit Court is an elected office established by the Florida Constitution. The duties of the office are provided by the Constitution, by acts of the Florida Legislature, and by order of the Court.

The Florida Constitution provides that the Clerk of the Circuit Court 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.

Revision 7 to Article V of the Constitution of the State of Florida, HB113A of 2003 and SB2962 of 2004 requires that the budget of the Clerk of the Circuit Court for court-related functions must be supported by fines, fees and service charges. The statutes also delineate court-related costs, which are the responsibility of the County, costs that must be supported by fines, fees and service charges, and create a mechanism for funding Clerks of Court who project a deficit in funding necessary to support court-related functions.

Funding for the budgets of the Clerk of the Circuit Court, as ex-officio Clerk to the Board of County Commissioners, Management Information Systems, Records Management and court-related costs that remain the responsibility of the County is budgeted in the General Revenue of the County.

The budgets of the Clerk of the Circuit and County courts for court-related functions are contained in the Clerk's General Revenue Fund and Clerk's Fine and Forfeiture Fund.

Major Variances

The Clerk of Circuit Court and Comptroller's FY 2020 budget request includes the following:

- A 4% wage adjustment for both court and non-court Clerk employees.
- Adjustments due to increase in Florida changes to staffing allocations and an increase in the cost of court-related computer applications that, by statute, must be funded by the County.
- Continue court-related insurance to be included in the budget.
- Continue to work closely with County staff to begin identifying the County's and Clerk's business needs for implementing a new enterprise-wide system which is also referred to as an Enterprise Resource Planning (ERP) solution.

<u>Budgetary Cost Summary</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
Interfund Transfers	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6%
Total Budget	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6%

<u>Revenue Sources</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Amended</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Change</u>
General Fund	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6%
Total Revenue	4,216,343	4,884,210	4,881,776	4,881,776	5,156,225	5.6%

<u>Position Summary</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2020 Adopted</u>	<u>FY 2020 Variance</u>
Authorized Positions	96.00	96.00	96.00	96.00	-
Total FULL-TIME FTE	96.00	96.00	96.00	96.00	-
Total FTE	96.00	96.00	96.00	96.00	-

Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	-	-	100,000	100,000	100,000	-%
Total Budget	-	-	100,000	100,000	100,000	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Clerks Rev Note, Capital	-	-	100,000	100,000	100,000	-%
Total Revenue	-	-	100,000	100,000	100,000	-%

Monroe County Board of County Commissioners

Fiscal Year 2020 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.

The FY19 budget for the Misc. Special Revenue Fund will be amended once the FY18 revenues and expenditures are reconciled. Inter-Agency Communications Fund is restricted by F.S. 318.21(9).

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	594,233	577,141	655,300	655,300	655,300	-%
Total Budget	594,233	577,141	655,300	655,300	655,300	-%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
911 Enhancement Fee	461,354	463,135	515,300	515,300	515,300	-%
Misc Special Revenue Fund	132,878	114,006	140,000	140,000	140,000	-%
Total Revenue	594,233	577,141	655,300	655,300	655,300	-%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Elected Officials
Impact Fees Police Facilities**

Description and Services Provided

Funds are used solely for the purpose of capital expansion of police facilities in Monroe County, including but not limited to:

- 1) Design and construction plan preparation;
- 2) Land acquisition;
- 3) Acquisition of new patrol cars; and
- 4) Acquisition of jail facilities.

The funds shall not be used to maintain existing police facilities. Funds shall be used 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.

Major Variances

This budget has been adjusted to reflect available funding. Impact Fee Police Facilities Fund 134 budgets are also listed under the Capital Plan.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Capital Outlay Expenditures	-	-	128,116	129,658	-	(100.0)%
Total Budget	-	-	128,116	129,658	-	(100.0)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Impact Fees Fund - Police Fac	-	-	128,116	129,658	-	(100.0)%
Total Revenue	-	-	128,116	129,658	-	(100.0)%

Monroe County Board of County Commissioners

Fiscal Year 2020 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 2019-2020 is \$51,714,668. This request represents an increase of 3.37% over the previous year.

This budget includes:

An across the board increase of 4% for all employees and increases in FRS retirement contributions. (\$1,684,971).

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 request for the Trauma Star program for fiscal year 2019-2020 is \$4,780,397. This request represents an increase of \$291,705 over last year. This increase is necessitated due to salary increases and the costs of adding an additional helicopter base in the lower keys. The budget request for the Emergency Communications Department for fiscal year 2019-2020 is \$643,086. This request represents an increase of \$6,320 over the previous year.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	6,308,260	7,275,460	7,166,515	7,166,515	7,203,845	0.5%
Operating Expenditures	50,914,300	53,222,911	51,987,091	54,707,778	53,838,464	3.6%
Total Budget	57,222,561	60,498,371	59,153,606	61,874,293	61,042,309	3.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Fine & Forfeiture Fund	49,316,432	52,257,627	50,520,610	53,228,386	52,262,505	3.4%
Municipal Policing	7,883,325	8,211,335	8,582,996	8,582,996	8,729,804	1.7%
Misc Special Revenue Fund	22,803	29,409	50,000	62,911	50,000	-%
Total Revenue	57,222,561	60,498,371	59,153,606	61,874,293	61,042,309	3.2%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Elected Officials

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Authorized Positions	475.00	485.50	485.50	486.50	1.00
Total FULL-TIME FTE	475.00	485.50	485.50	486.50	1.00
Total FTE	475.00	485.50	485.50	486.50	1.00

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**Elected Officials
LEEA**

Mission Statement

Law Enforcement Education Assistance (LEEA) is administered under the Sheriff's Department.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	39,075	56,497	414,000	517,948	416,000	0.5%
Total Budget	39,075	56,497	414,000	517,948	416,000	0.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Law Enforcement Trust (600)	39,075	56,497	414,000	517,948	416,000	0.5%
Total Revenue	39,075	56,497	414,000	517,948	416,000	0.5%

Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	664,902	764,240	764,839	764,839	760,558	(0.6)%
Operating Expenditures	4,879,600	5,368,301	5,482,788	5,566,288	5,928,832	8.1%
Total Budget	5,544,502	6,132,541	6,247,627	6,331,127	6,689,390	7.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	5,088,541	5,541,128	5,685,442	5,685,442	6,017,657	5.8%
Middle Keys Health Care MSTU	-	-	-	-	58,852	-%
Fire & Ambulance District 1 L&M Key	293,441	396,187	356,961	416,961	385,851	8.1%
Unincorporated Svc Dist Parks & Rec	47,696	54,040	72,964	72,964	68,941	(5.5)%
Mstd - PIng/bldg/code/fire Mar	47	6,699	5,000	5,000	10,000	100.0%
Municipal Policing	112,755	132,488	123,210	138,210	139,240	13.0%
Duck Key Security District	1,000	1,000	2,250	2,250	2,500	11.1%
Marathon Municipal Service Taxing Unit	21	-	300	300	300	-%
Key Largo Wastewater Municipal Service Taxing Unit	-	-	-	-	-	-%
Stock Island Wastewater MSTU	1,000	1,000	1,500	10,000	5,000	233.3%
Canal #266 MSBU	-	-	-	-	1,049	-%
Total Revenue	5,544,502	6,132,541	6,247,627	6,331,127	6,689,390	7.1%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Authorized Positions	64.00	57.00	57.00	57.00	-
Total FULL-TIME FTE	64.00	57.00	57.00	57.00	-
Total FTE	64.00	57.00	57.00	57.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 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
- Analyze trends in sales prices, construction costs, and rent to best estimate the value of assessable property

Website: www.mcpafl.org

Major Variances

The FY20 budget request reflects a 4.0% COLA/merit.

The budget total of \$4,835,971 includes the PA request of \$4,058,370 and additional items (Group Insurance, Workers Compensation and Risk Management charges) that total \$777,601. The additional items are entered by OMB and are not a part of the PA request.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	507,118	649,396	656,852	656,852	655,720	(0.2)%
Operating Expenditures	3,863,505	3,701,081	3,843,173	3,843,173	4,180,251	8.8%
Total Budget	4,370,624	4,350,477	4,500,025	4,500,025	4,835,971	7.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	4,068,952	4,038,620	4,178,733	4,178,733	4,421,050	5.8%
Middle Keys Health Care MSTU	-	-	-	-	60,000	-%
Fire & Ambulance District 1 L&M Key	195,091	206,734	212,988	212,988	230,997	8.5%
Mstd - PIng/bldg/code/fire Mar	31,696	33,037	34,037	34,037	41,038	20.6%
Municipal Policing	74,884	72,086	74,267	74,267	82,886	11.6%
Total Revenue	4,370,624	4,350,477	4,500,025	4,500,025	4,835,971	7.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Authorized Positions	48.00	47.00	47.00	47.00	-
Total FULL-TIME FTE	48.00	47.00	47.00	47.00	-
Total FTE	48.00	47.00	47.00	47.00	-

Monroe County Board of County Commissioners

Fiscal Year 2020 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 FY20 budget request reflects a 4.0% COLA.

The budget total of \$2,065,897 includes the SOE request of \$1,891,424 and additional items (Group Insurance, Workers Compensation and Risk Management charges) that total \$174,473. The additional items are entered by OMB and are not a part of the SOE request.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	117,190	160,344	159,977	159,977	160,013	-%
Operating Expenditures	1,646,722	1,638,983	1,609,635	1,609,635	1,905,884	18.4%
Total Budget	1,763,912	1,799,327	1,769,612	1,769,612	2,065,897	16.7%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,763,912	1,799,327	1,769,612	1,769,612	2,065,897	16.7%
Total Revenue	1,763,912	1,799,327	1,769,612	1,769,612	2,065,897	16.7%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 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 2020 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

First, during the last year we became aware that our IT infrastructure was very outdated and not operating correctly, causing us serious problems in the operation of our office. As a result, and in consultation with Alan MacEarchen, we have completed a major systems project. Our new system is operating well and serving our needs adequately. We have spent a large portion of our capital budget on this project.

In addition to this spending, we also have had several personnel changes. Our previous IT Director resigned, and a new IT director, Jack Buccellato, is in place. We also are replacing a part time IT employee, with an IT consultant. The anticipated fees for this consultant are an additional \$50,000 included under data processing.

Significantly, now that we have the necessary infrastructure, it is our plan to move forward to a paperless operation. We know this will be a challenge, and plan on working with our partners in the various law enforcement and clerk's office to effect this transition. We also believe that if all our partners work together on this endeavor the costs may be significantly reduced.

Finally, we need to discuss adjustment of our overall IT budget. As you know, pursuant to FS 29.008 the county is responsible for funding our IT needs and staff. At the current time while we have one IT person assigned to us from the county since 2012, we have been paying our IT director from our own state budget since at least 2010 with no reimbursement from the county. As you know, state funding for our operations does not allow for any extra personnel. We do not even receive any extra funding for the state as some other state law enforcement agencies receive. As such, our budget is very tight, and can no longer shoulder such a large cost. Further, as time goes on, we assume that IT costs will only increase, as our reliance on IT increases. I have not included this cost in our budget for next year, but this must be included in future budgets.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	82,109	86,741	88,783	88,783	91,698	3.3%
Operating Expenditures	198,261	216,374	343,119	463,119	396,090	15.4%
Capital Outlay Expenditures	12,041	53,351	240,000	244,310	240,000	-%
Total Budget	292,410	356,466	671,902	796,212	727,788	8.3%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	235,091	218,290	341,902	341,902	392,788	14.9%
Misc Special Revenue Fund	57,319	138,176	330,000	454,310	335,000	1.5%
Total Revenue	292,410	356,466	671,902	796,212	727,788	8.3%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Technicians	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 2020 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.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	146,803	154,927	155,220	155,220	170,479	9.8%
Operating Expenditures	532,148	548,988	644,827	641,477	410,606	(36.3)%
Capital Outlay Expenditures	2,177	-	1,023	11,608	51,023	4,887.6%
Total Budget	681,128	703,915	801,070	808,305	632,108	(21.1)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	633,010	650,126	751,070	751,070	532,108	(29.2)%
Misc Special Revenue Fund	48,118	53,789	50,000	57,235	100,000	100.0%
Total Revenue	681,128	703,915	801,070	808,305	632,108	(21.1)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.00	1.00	1.00	-
Technicians	1.00	1.00	1.00	1.00	-
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 2020 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

Overall, the Court's General Fund budget has an increase of \$405,228 or 1%. This increase is attributed to the 16th Judicial Circuit assuming responsibility of misdemeanor probation operations in Monroe County effective September 1, 2019. In the future, costs for the operation of this program are expected to be paid by revenue generated from monthly cost of supervision fees paid by the defendants placed on probation.

As in previous years, the Court is 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. The Court will continue to fund two janitorial staff from the Court Facilities Fund to ensure a full maintenance staff for the Freeman Justice Center, as well as other facility needs for the court, such as communications and maintenance.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,480,145	1,501,621	1,618,466	1,647,644	2,057,596	27.1%
Operating Expenditures	324,487	259,164	553,390	537,123	639,290	15.5%
Capital Outlay Expenditures	12,017	36,090	15,000	70,064	15,000	-%
Total Budget	1,816,649	1,796,876	2,186,856	2,254,831	2,711,886	24.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,610,314	1,614,862	1,770,856	1,770,856	2,269,098	28.1%
Misc Special Revenue Fund	32,766	14,004	15,000	82,975	33,600	124.0%
Court Facilities Fees Trust (602)	173,569	168,010	401,000	401,000	409,188	2.0%
Total Revenue	1,816,649	1,796,876	2,186,856	2,254,831	2,711,886	24.0%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Elected Officials

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Authorized Positions	24.00	23.00	22.00	28.00	6.00
Administrative Support	-	2.00	2.00	2.00	-
Service - Maintenance	2.00	-	-	-	-
Total Full-Time FTE	26.00	25.00	24.00	30.00	6.00
Total FTE	26.00	25.00	24.00	30.00	6.00

Monroe County Board of County Commissioners
Fiscal Year 2020 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

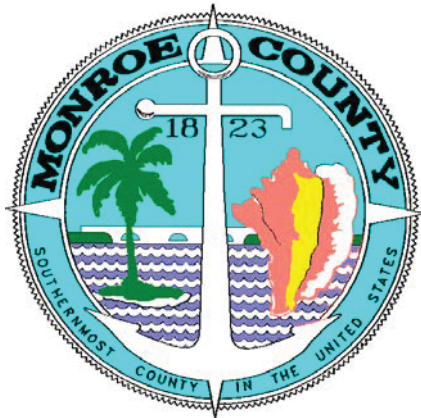
Revenue receipts are recorded quarterly and brought into the budget by an Unanticipated Revenue Resolution.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	31,973	32,500	32,810	64,950	36,988	12.7%
Capital Outlay Expenditures	6,434	25,899	13,500	373,775	13,500	-%
Total Budget	38,407	58,399	46,310	438,725	50,488	9.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Misc Special Revenue Fund	38,407	58,399	46,310	438,725	50,488	9.0%
Total Revenue	38,407	58,399	46,310	438,725	50,488	9.0%

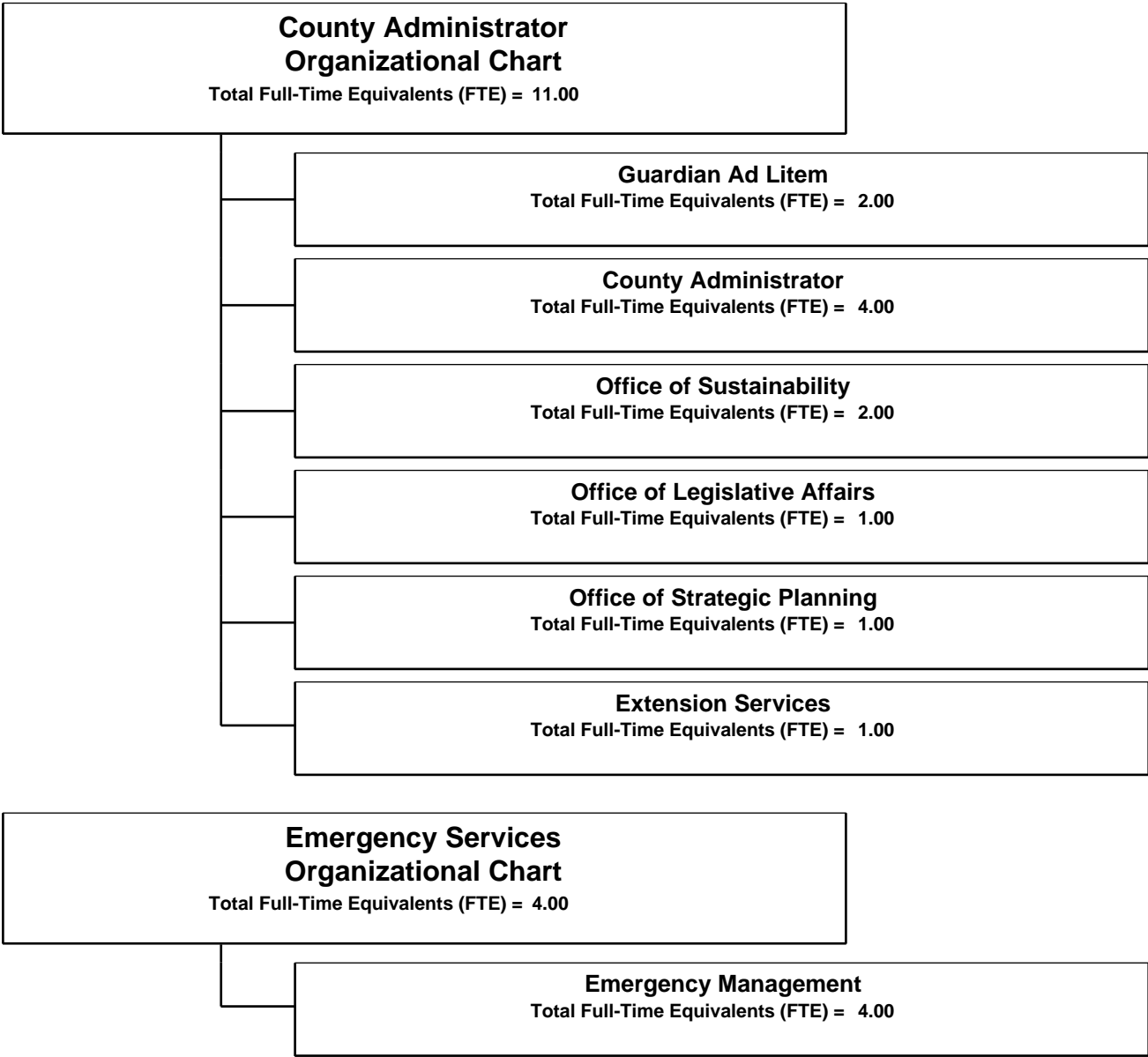
FY20 Adopted Budget

County Administrator



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

County Administrator



Monroe County Board of County Commissioners

Fiscal Year 2020 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: Create new Parks and Recreation Department and begin operations in FY20
- 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:

Monroe County Board of County Commissioners

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County Administrator

> Guardian ad Litem

- 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

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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 2020 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: Host 2019 Climate Leadership Summit Performance Measure: Host Summit
- 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:

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

County Administrator

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

Monroe County Board of County Commissioners

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County Administrator

- 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

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,319,146	1,475,013	1,714,305	1,705,453	1,877,886	9.5%
Operating Expenditures	751,113	1,860,944	1,968,212	3,446,201	2,447,658	24.4%
Capital Outlay Expenditures	42,614	4,397,923	6,300	44,905,433	37,800	500.0%
Total Budget	2,112,873	7,733,879	3,688,817	50,057,087	4,363,344	18.3%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
County Administrator	1,093,827	1,992,026	650,338	804,703	677,454	4.1695241
Emergency Management	278,824	308,026	493,170	493,170	636,964	29.157085
Extension Services	273,760	221,966	236,969	236,969	251,227	6.0168207
Guardian Ad Litem	133,943	119,298	210,396	210,396	288,019	36.893762
Office of Legislative Affairs	-	182,052	186,121	186,121	488,542	162.48623
Office of Strategic Planning	-	156,161	158,970	158,970	163,237	2.6841542
Office of Sustainability	332,519	4,754,350	1,752,853	47,966,757	1,857,901	5.9929725
Total Budget	2,112,873	7,733,879	3,688,817	50,057,087	4,363,344	18.3%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

County Administrator

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,854,845	1,933,929	2,628,817	2,628,817	3,351,594	27.5%
Road And Bridge Fund	33,680	80,857	1,000,000	1,000,000	911,750	(8.8)%
Governmental Fund Type Grants	224,348	5,719,094	-	46,368,270	-	-%
Misc Special Revenue Fund	-	-	60,000	60,000	100,000	66.7%
Total Revenue	2,112,873	7,733,879	3,688,817	50,057,087	4,363,344	18.3%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Guardian Ad Litem	1.00	1.00	1.00	2.00	1.00
County Administrator	4.30	3.90	3.90	4.00	0.10
Office of Sustainability	1.00	2.00	2.00	2.00	-
Office of Legislative Affairs	1.00	1.00	1.00	1.00	-
Office of Strategic Planning	1.00	1.00	1.00	1.00	-
Emergency Management	-	-	-	4.00	4.00
Extension Services	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	9.30	9.90	9.90	15.00	5.10
Total FTE	9.30	9.90	9.90	15.00	5.10

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	69,322	72,881	74,696	74,696	147,357	97.3%
Operating Expenditures	63,591	46,417	132,400	132,400	137,362	3.7%
Capital Outlay Expenditures	1,030	-	3,300	3,300	3,300	-%
Total Budget	133,943	119,298	210,396	210,396	288,019	36.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	133,943	119,298	210,396	210,396	288,019	36.9%
Total Revenue	133,943	119,298	210,396	210,396	288,019	36.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.00	1.00	2.00	1.00
Total Full-Time FTE	1.00	1.00	1.00	2.00	1.00
Total FTE	1.00	1.00	1.00	2.00	1.00

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	808,845	564,895	573,440	569,438	595,489	3.8%
Operating Expenditures	278,387	1,425,106	73,898	229,566	76,965	4.2%
Capital Outlay Expenditures	6,595	2,025	3,000	5,700	5,000	66.7%
Total Budget	1,093,827	1,992,026	650,338	804,703	677,454	4.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	915,522	647,150	650,338	650,338	677,454	4.2%
Governmental Fund Type Grants	178,305	1,344,876	-	154,365	-	-%
Total Revenue	1,093,827	1,992,026	650,338	804,703	677,454	4.2%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	-	-	1.00	1.00
Officials & Administrators	2.30	2.90	2.90	2.00	(0.90)
Professionals	1.00	1.00	1.00	1.00	-
Total Full-Time FTE	4.30	3.90	3.90	4.00	0.10
Total FTE	4.30	3.90	3.90	4.00	0.10

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	143,283	201,161	259,553	252,703	269,351	3.8%
Operating Expenditures	189,237	188,094	1,493,300	2,817,622	1,588,550	6.4%
Capital Outlay Expenditures	-	4,365,095	-	44,896,433	-	-%
Total Budget	332,519	4,754,350	1,752,853	47,966,757	1,857,901	6.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	268,862	308,398	692,853	692,853	846,151	22.1%
Road And Bridge Fund	33,680	80,857	1,000,000	1,000,000	911,750	(8.8)%
Governmental Fund Type Grants	29,978	4,365,095	-	46,213,904	-	-%
Misc Special Revenue Fund	-	-	60,000	60,000	100,000	66.7%
Total Revenue	332,519	4,754,350	1,752,853	47,966,757	1,857,901	6.0%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

County Administrator

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	-	-	1.00	1.00
Officials & Administrators	1.00	1.00	1.00	1.00	-
Professionals	-	1.00	1.00	-	(1.00)
Total Full-Time FTE	1.00	2.00	2.00	2.00	-
Total FTE	1.00	2.00	2.00	2.00	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

**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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	160,668	164,821	164,821	167,242	1.5%
Operating Expenditures	-	21,383	21,300	21,300	321,300	1,408.5%
Total Budget	-	182,052	186,121	186,121	488,542	162.5%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	-	182,052	186,121	186,121	488,542	162.5%
Total Revenue	-	182,052	186,121	186,121	488,542	162.5%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 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 2020 Adopted Fiscal Plan

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	146,420	149,870	149,870	155,137	3.5%
Operating Expenditures	-	9,741	9,100	9,100	8,100	(11.0)%
Total Budget	-	156,161	158,970	158,970	163,237	2.7%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	-	156,161	158,970	158,970	163,237	2.7%
Total Revenue	-	156,161	158,970	158,970	163,237	2.7%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 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 2020 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.

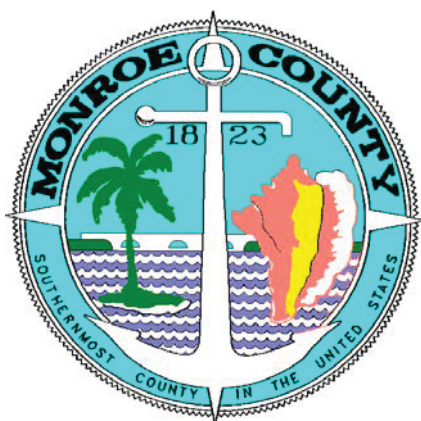
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	79,044	60,145	72,650	76,650	74,786	2.9%
Operating Expenditures	159,727	131,019	164,319	160,319	176,441	7.4%
Capital Outlay Expenditures	34,989	30,802	-	-	-	-%
Total Budget	273,760	221,966	236,969	236,969	251,227	6.0%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	257,694	212,843	236,969	236,969	251,227	6.0%
Governmental Fund Type Grants	16,066	9,123	-	-	-	-%
Total Revenue	273,760	221,966	236,969	236,969	251,227	6.0%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 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	-

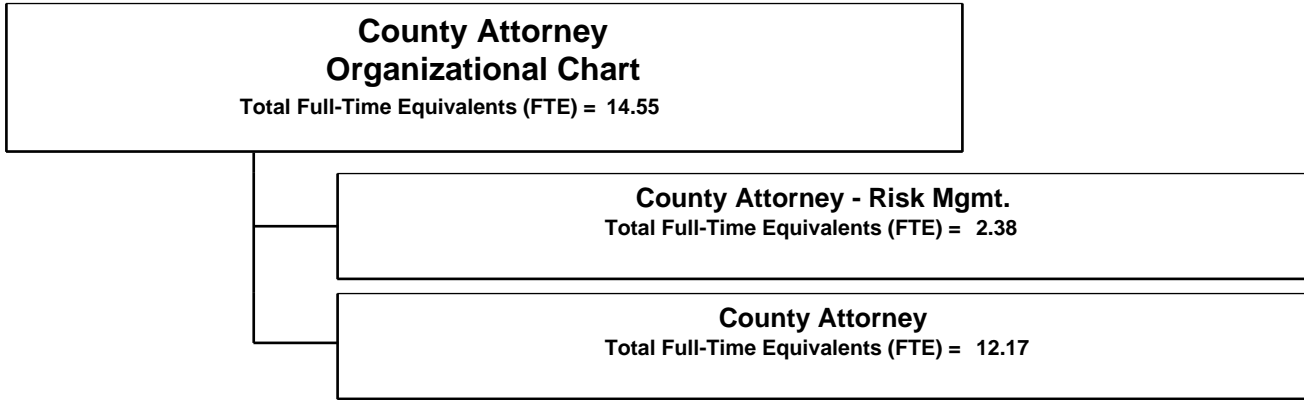
FY20 Adopted Budget

County Attorney



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

County Attorney



Monroe County Board of County Commissioners

Fiscal Year 2020 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 ten 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 nine 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 countywide elections

Administrative Staff:

- Prepare and distribute all BOCC Agendas
- Review all BOCC approved agenda items
- Research and provide prompt responses to public records requests
- Serves as the County's Records Management Liaison Officer for the County

F.S. 125.01(1)(b), Ordinance 039-2004

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,794,080	1,657,231	1,755,836	1,780,484	1,880,212	7.1%
Operating Expenditures	4,158,175	5,503,270	4,546,051	4,972,141	5,322,570	17.1%
Capital Outlay Expenditures	8,513	17,643	14,250	17,429	13,250	(7.0)%
Total Budget	5,960,768	7,178,145	6,316,137	6,770,054	7,216,032	14.2%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
County Attorney	1,875,642	1,893,462	2,317,641	2,321,558	2,500,305	7.8814622
County Attorney - Risk Mgmt.	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	17.937519
Total Budget	5,960,768	7,178,145	6,316,137	6,770,054	7,216,032	14.2%

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

County Attorney

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,396,318	1,306,124	1,461,927	1,461,927	1,555,273	6.4%
Mstd - Plng/bldg/code/fire Mar	473,372	526,602	791,494	791,494	876,860	10.8%
Misc Special Revenue Fund	5,953	577	-	3,917	-	-%
Building Fund	-	60,159	64,220	64,220	68,172	6.2%
Risk Management Fund	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	17.9%
Total Revenue	5,960,768	7,178,145	6,316,137	6,770,054	7,216,032	14.2%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
County Attorney - Risk Mgmt.	3.27	3.62	3.37	2.38	(0.99)
County Attorney	12.15	11.30	11.30	12.17	0.87
Total Full-Time FTE	15.43	14.93	14.68	14.55	(0.13)
Total FTE	15.43	14.93	14.68	14.55	(0.13)

Monroe County Board of County Commissioners
Fiscal Year 2020 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

- Handle all property and vehicle incidents
- Handle insurance for all county property including vehicles
- Monitor certificate of insurance for ongoing contracts
- Recommend insurance requirements for use of county property.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	263,394	299,007	335,680	335,680	277,402	(17.4)%
Operating Expenditures	3,821,731	4,983,877	3,662,816	4,110,817	4,438,325	21.2%
Capital Outlay Expenditures	-	1,798	-	1,999	-	-%
Total Budget	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	17.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Risk Management Fund	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	17.9%
Total Revenue	4,085,126	5,284,682	3,998,496	4,448,496	4,715,727	17.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.45	1.45	1.20	0.78	(0.42)
Officials & Administrators	0.33	0.53	0.53	0.45	(0.08)
Paraprofessionals	0.50	0.15	0.65	0.15	(0.50)
Professionals	1.00	1.50	1.00	1.00	-
Total Full-Time FTE	3.27	3.62	3.37	2.38	(0.99)
Total FTE	3.27	3.62	3.37	2.38	(0.99)

Monroe County Board of County Commissioners

Fiscal Year 2020 Adopted Fiscal Plan

County Attorney 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.

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 ten 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 nine 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 countywide elections

Administrative Staff:

- Prepare and distribute all BOCC Agendas
- Review all BOCC approved agenda items
- Research and provide prompt responses to public records requests
- Serves as the County's Records Management Liaison Officer for the County

F.S. 125.01(1)(b), Ordinance 039-2004

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	1,530,685	1,358,224	1,420,156	1,444,804	1,602,810	12.9%
Operating Expenditures	336,444	519,393	883,235	861,324	884,245	0.1%
Capital Outlay Expenditures	8,513	15,845	14,250	15,430	13,250	(7.0)%
Total Budget	1,875,642	1,893,462	2,317,641	2,321,558	2,500,305	7.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	1,396,318	1,306,124	1,461,927	1,461,927	1,555,273	6.4%
Mstd - PIng/bldg/code/fire Mar	473,372	526,602	791,494	791,494	876,860	10.8%
Misc Special Revenue Fund	5,953	577	-	3,917	-	-%
Building Fund	-	60,159	64,220	64,220	68,172	6.2%
Total Revenue	1,875,642	1,893,462	2,317,641	2,321,558	2,500,305	7.9%

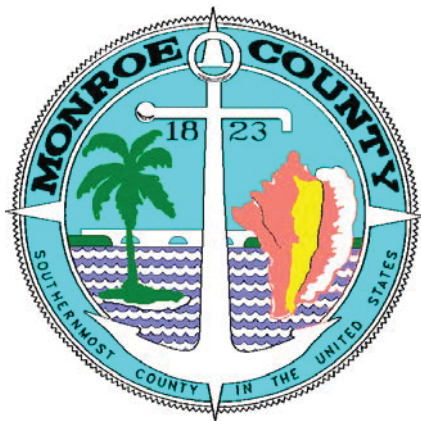
**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

County Attorney

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	2.05	3.05	3.05	3.22	0.17
Officials & Administrators	5.60	5.10	5.10	5.85	0.75
Paraprofessionals	1.50	1.15	1.15	2.10	0.95
Professionals	3.00	2.00	2.00	1.00	(1.00)
Total Full-Time FTE	12.15	11.30	11.30	12.17	0.87
Total FTE	12.15	11.30	11.30	12.17	0.87

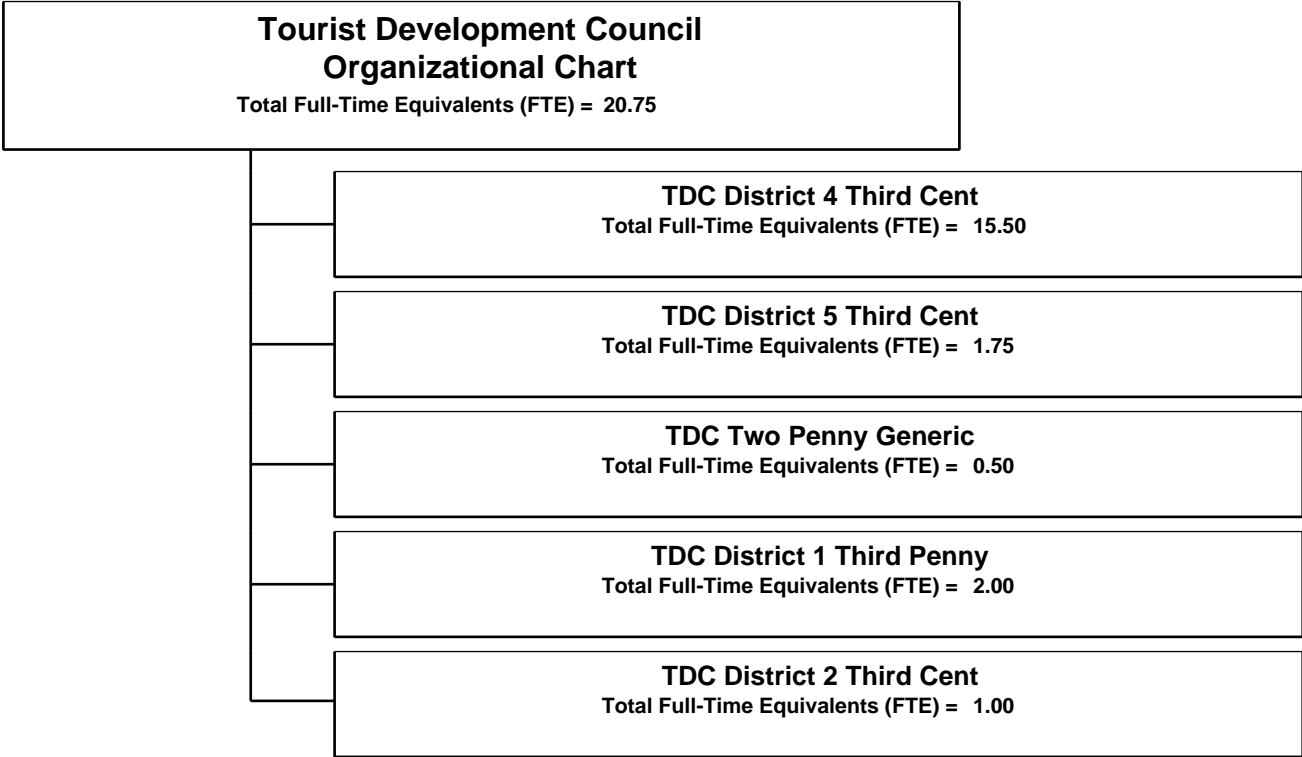
FY20 Adopted Budget

Tourist Development Council



**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Tourist Development Council



**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	362,692	385,751	412,239	412,239	441,398	7.1%
Operating Expenditures	34,032,895	34,531,580	51,968,458	51,814,169	55,713,380	7.2%
Capital Outlay Expenditures	-	1,510	10,000	7,200	10,000	-%
Total Budget	34,395,587	34,918,840	52,390,697	52,233,608	56,164,778	7.2%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 1 Third Penny	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	8.8865826
TDC District 2 Third Cent	1,075,056	766,455	1,659,635	1,644,660	1,888,118	13.767063
TDC District 3 Third Cent	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	-
TDC District 4 Third Cent	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	-
TDC District 5 Third Cent	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.094173
TDC Special Projects	975,350	624,072	1,251,268	1,251,268	1,174,283	-
TDC Two Penny Events	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.1812448
TDC Two Penny Generic	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.207412
Total Budget	34,395,587	34,918,840	52,390,697	52,233,608	56,164,778	7.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District Two Penny	6,443,096	5,818,905	8,819,047	8,804,516	8,831,456	0.1%
TDC Admin & Promo 2 Cent	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.2%
TDC District 1 Third Cent	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	8.9%
TDC District 2 Third Cent	1,075,056	766,455	1,659,635	1,644,660	1,888,118	13.8%
TDC District 3 Third Cent	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.1)%
TDC District 4 Third Cent	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.8)%
TDC District 5 Third Cent	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.1%
Total Revenue	34,395,587	34,918,840	52,390,697	52,233,608	56,164,778	7.2%

**Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan**

Tourist Development Council

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
TDC District 4 Third Cent	15.50	15.50	15.50	15.50	-
TDC District 5 Third Cent	1.75	1.75	1.75	1.75	-
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	20.75	20.75	20.75	20.75	-
Total FTE	20.75	20.75	20.75	20.75	-

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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.8)%
Total Budget	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.8)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 4 Third Cent	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.8)%
Total Revenue	1,549,816	1,261,638	2,765,664	2,752,662	2,274,445	(17.8)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Authorized Positions	15.50	15.50	15.50	15.50	-
Total FULL-TIME FTE	15.50	15.50	15.50	15.50	-
Total FTE	15.50	15.50	15.50	15.50	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	102,483	96,160	113,018	113,018	117,070	3.6%
Operating Expenditures	2,297,368	1,624,747	3,391,100	3,364,782	3,986,048	17.5%
Total Budget	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.1%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 5 Third Cent	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.1%
Total Revenue	2,399,851	1,720,907	3,504,118	3,477,800	4,103,118	17.1%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	0.50	1.25	1.25	1.25	-
Service - Maintenance	1.25	0.50	0.50	0.50	-
Total Full-Time FTE	1.75	1.75	1.75	1.75	-
Total FTE	1.75	1.75	1.75	1.75	-

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.2%
Total Budget	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District Two Penny	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.2%
Total Revenue	5,467,746	5,194,833	7,567,779	7,553,248	7,657,173	1.2%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.2)%
Total Budget	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.2)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District Two Penny	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.2)%
Total Revenue	975,350	624,072	1,251,268	1,251,268	1,174,283	(6.2)%

**Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	71,240	75,833	83,667	83,667	90,432	8.1%
Operating Expenditures	12,819,459	13,047,507	13,132,855	13,060,987	15,269,767	16.3%
Capital Outlay Expenditures	-	1,510	10,000	7,200	10,000	-%
Total Budget	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.2%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC Admin & Promo 2 Cent	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.2%
Total Revenue	12,890,699	13,124,850	13,226,522	13,151,854	15,370,199	16.2%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	130,957	144,131	140,118	140,118	136,426	(2.6)%
Operating Expenditures	7,875,864	9,753,855	16,806,520	16,806,520	18,316,189	9.0%
Total Budget	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	8.9%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 1 Third Cent	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	8.9%
Total Revenue	8,006,821	9,897,986	16,946,638	16,946,638	18,452,615	8.9%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	-	2.00	2.00	1.00	(1.00)
Service - Maintenance	2.00	-	-	1.00	1.00
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 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	58,012	69,626	75,436	75,436	97,470	29.2%
Operating Expenditures	1,017,043	696,829	1,584,199	1,569,224	1,790,648	13.0%
Total Budget	1,075,056	766,455	1,659,635	1,644,660	1,888,118	13.8%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 2 Third Cent	1,075,056	766,455	1,659,635	1,644,660	1,888,118	13.8%
Total Revenue	1,075,056	766,455	1,659,635	1,644,660	1,888,118	13.8%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Administrative Support	1.00	1.00	-	-	-
Service Maintenance	-	-	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 2020 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:

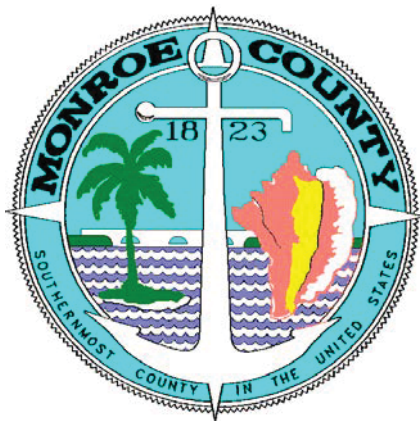
- Telemarketing, advertising and promotional campaigns
- Financial assistance for special events such as Marathon Grand Prix of the Sea, Original Marathon Seafood Festival and Sombrero Beach Run.
- Brick & Mortar projects.

Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Operating Expenditures	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.1)%
Total Budget	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.1)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
TDC District 3 Third Cent	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.1)%
Total Revenue	2,030,249	2,328,099	5,469,073	5,455,478	5,244,827	(4.1)%

FY20 Adopted Budget

Medical Examiner



Monroe County Board of County Commissioners
Fiscal Year 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	5	8,517	8,517	-	(100.0)%
Operating Expenditures	705,161	545,658	695,918	695,918	695,917	-%
Total Budget	705,161	545,663	704,435	704,435	695,917	(1.2)%

Appropriations by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Medical Examiner	705,161	545,663	704,435	704,435	695,917	-
Total Budget	705,161	545,663	704,435	704,435	695,917	(1.2)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	705,161	545,663	704,435	704,435	695,917	(1.2)%
Total Revenue	705,161	545,663	704,435	704,435	695,917	(1.2)%

Position Summary by Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Medical Examiner	0.10	0.10	0.10	-	(0.10)
Total Full-Time FTE	0.10	0.10	0.10	-	(0.10)
Total FTE	0.10	0.10	0.10	-	(0.10)

Monroe County Board of County Commissioners
Fiscal Year 2020 Adopted Fiscal Plan

Medical Examiner
Medical Examiner

Description and Services Provided

Provide Medical Examiner services to District 16, Monroe County.

Major Variances

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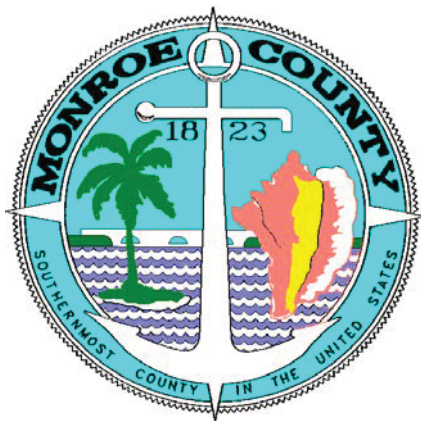
Budgetary Cost Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
Personnel Expenditures	-	5	8,517	8,517	-	(100.0)%
Operating Expenditures	705,161	545,658	695,918	695,918	695,917	-%
Total Budget	705,161	545,663	704,435	704,435	695,917	(1.2)%

Revenue Sources	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Amended	FY 2020 Adopted	FY 2020 Change
General Fund	705,161	545,663	704,435	704,435	695,917	(1.2)%
Total Revenue	705,161	545,663	704,435	704,435	695,917	(1.2)%

Position Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Variance
Officials & Administrators	0.10	0.10	0.10	-	(0.10)
Total Full-Time FTE	0.10	0.10	0.10	-	(0.10)
Total FTE	0.10	0.10	0.10	-	(0.10)

FY20 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:

2003 Revenue Bonds – Revenue bonds issued in 2003 to finance construction of the Marathon Courtroom, Plantation Key Courthouse, Upper Keys Government Center, Big Pine Fire/EMS, Conch Key Fire/EMS, Key Largo North Fire, Ocean Reef Fire/Ambulance Replacement, Tavernier Fire, and the Medical Examiner Facility capital projects. These bonds are being repaid from the One Cent Infrastructure Surtax.

2007 Revenue Bonds – Revenue bonds issued in 2007 to finance construction of Big Pine Park, Big Pine Key Fire Station, Conch Key Fire Station, Stock Island Fire Station, Public Works Compound Rockland Key, Cudjoe Regional Wastewater System, and payment obligation to the Key Largo Wastewater Treatment District. These bonds are being repaid from the One Cent Infrastructure Sales Surtax.

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.

Debt Service Budget Summary

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. 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 is scheduled within six months of project completion, which is expected to be in 2019, and the amortization schedule will be established at that time. The final amortization schedule is dependent upon the total amount drawn against the total loan allocation. The loan will be repaid from revenues generated by the One Cent Infrastructure Sales Surtax as well as special assessment revenue.

Infrastructure Sales Surtax Revenue Bond, Series 2014 – Revenue bond issued in 2014 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, and to refinance the outstanding 2003 Revenue Bonds. This bond will be repaid from the One Cent Infrastructure Sales Surtax.

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.

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.

Bond Ratings

Moody's Investors Service grades the investment quality of municipal bonds from the highest quality which is "Aaa" to the lowest credit rating, which is "C". Standard & Poor's and Fitch rating services grades from "AAA" the highest, to "D" which is the lowest. Monroe County bonds currently are rated "A1", "AA-", and "AA" from Moody's Investor Service, Standard & Poor's Corporation, and Fitch Rating Agency of New York, respectively. Fitch and S&P have assigned "stable" outlooks to the credit rating, while Moody's has no outlook assigned.

Debt Service Summary by Type

	Principal Amount Issued	Interest & Other Costs	Total Debt Service	9/30/2019 Debt Paid	9/30/2019 Gross Debt Outstanding	FY2020 Less Debt Payments	9/30/2020 Net Debt Outstanding	Date of Maturity	Effective Interest Rate
General Obligation Bonds:	\$ -				\$ -	\$ -	\$ -	N/A	
Non Ad-Valorem Supported Debt:									
SRF Loan WW602091-Big Coppitt	19,500,540	3,667,722	23,168,262	16,007,911	7,160,351	681,938	6,478,413	3/15/2030	2.71%
SRF Loan WW440710-Cudjoe Regional	136,958,110	43,304,057	180,262,167	4,666,579	175,595,588	9,004,902	166,590,686	12/15/2038	2.39% to 3.07%
Infrastructure Sales Surtax Rev, 2014	31,885,000	4,537,261	36,422,261	15,016,319	21,405,942	4,281,376	17,124,566	4/1/2024	2.36%
Infrastructure Sales Surtax Rev, 2016	16,065,000	2,127,844	18,192,844	1,753,803	16,439,041	1,118,754	15,320,287	12/31/2026	2.22%

Non Ad-Valorem Supported Debt: To be issued during FY2019

	Principal Amount Issued	Estimated Interest & Other Costs	Total Estimated Debt Service	9/30/2019 Net Debt Outstanding	Date of Maturity	Effective Interest Rate

Debt Service Schedule

Bond	Infrastructure Sales Surtax Series 2014		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	3,810,000	426,334	4,236,334
2021	3,900,000	335,356	4,235,356
2022	3,990,000	242,254	4,232,254
2023	4,085,000	146,969	4,231,969
2024	4,185,000	49,383	4,234,383
2025			
2026			
Total	23,695,000	1,715,543	25,410,543

Bond	Infrastructure Sales Surtax Series 2016		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	865,000	246,444	1,111,444
2021	880,000	231,699	1,111,699
2022	900,000	216,658	1,116,658
2023	910,000	201,364	1,111,364
2024	925,000	185,858	1,110,858
2025	5,225,000	133,890	5,358,890
2026	5,310,000	44,870	5,354,870
Total	15,865,000	1,521,719	17,386,719

Debt Service Schedule

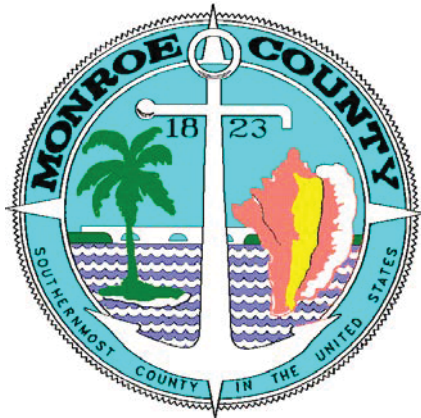
Clean Water SRF Loan-Big Coppitt Bond DEP Agreement #WW602091				Clean Water SRF - Cudjoe Regional Bond WW440710 Service Fee & SF Interest				
Year	Principal	Interest	Total	Year	Principal	Interest	SF Interest	Total
2020	517,522	164,416	681,938	2020	2,900,702	3,527,213	2,576,987	9,004,902
2021	531,642	150,296	681,938	2021	5,588,062	3,416,840	\$0	9,004,902
2022	546,147	135,791	681,938	2022	5,735,716	3,269,186	\$0	9,004,902
2023	561,048	120,891	681,938	2023	5,887,316	3,117,586	\$0	9,004,902
2024	576,355	105,583	681,938	2024	6,042,969	2,961,933	\$0	9,004,902
2025	592,080	89,858	681,938	2025	6,202,784	2,802,118	\$0	9,004,902
2026	608,234	73,704	681,938	2026	6,366,873	2,638,029	\$0	9,004,902
2027	624,829	57,109	681,938	2027	6,535,353	2,469,549	\$0	9,004,902
2028	641,877	40,062	681,938	2028	6,708,342	2,296,560	\$0	9,004,902
2029	659,389	22,549	681,938	2029	6,885,963	2,118,939	\$0	9,004,902
2030	336,411	4,558	340,969	2030	7,068,341	1,936,561	\$0	9,004,902
Total	6,699,310	1,142,979	7,842,289	2031	7,255,604	1,749,298	\$0	9,004,902
				2032	7,447,885	1,557,017	\$0	9,004,902
				2033	7,645,321	1,359,581	\$0	9,004,902
				2034	7,848,050	1,156,852	\$0	9,004,902
				2035	8,056,217	948,685	\$0	9,004,902
				2036	8,269,970	734,932	\$0	9,004,902
				2037	8,489,459	515,443	\$0	9,004,902
				2038	8,714,840	290,062	\$0	9,004,902
				2039	4,443,823	58,628	\$0	4,502,451
				Total	134,093,589	38,925,012	2,576,987	175,595,588

Debt Service Schedule

Bond	Total Debt Service			
	<u>Principal</u>	<u>Interest</u>	<u>Service Fee & SF Interest</u>	<u>Total</u>
2020	\$8,093,224	\$4,364,407	\$2,576,987	\$15,034,618
2021	\$10,899,703	\$4,134,192	\$0	\$15,033,895
2022	\$11,171,863	\$3,863,889	\$0	\$15,035,752
2023	\$11,443,364	\$3,586,809	\$0	\$15,030,173
2024	\$11,729,324	\$3,302,757	\$0	\$15,032,081
2025	\$12,019,864	\$3,025,867	\$0	\$15,045,730
2026	\$12,285,107	\$2,756,603	\$0	\$15,041,710
2027	\$7,160,182	\$2,526,658	\$0	\$9,686,840
2028	\$7,350,219	\$2,336,621	\$0	\$9,686,840
2029	\$7,545,352	\$2,141,488	\$0	\$9,686,840
2030	\$7,404,751	\$1,941,120	\$0	\$9,345,871
2031	\$13,954,914	\$2,892,277	\$0	\$16,847,191
2032	\$7,447,885	\$1,557,017	\$0	\$9,004,902
2033	\$7,645,321	\$1,359,581	\$0	\$9,004,902
2034	\$7,848,050	\$1,156,852	\$0	\$9,004,902
2035	\$8,056,217	\$948,685	\$0	\$9,004,902
2036	\$8,269,970	\$734,932	\$0	\$9,004,902
2037	\$8,489,459	\$515,443	\$0	\$9,004,902
2038	\$8,714,840	\$290,062	\$0	\$9,004,902
2039	\$4,443,823	\$58,628	\$0	\$4,502,451
Total	\$181,973,433	\$43,493,888	\$2,576,987	\$228,044,308

FY20 Adopted Budget

Capital



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.

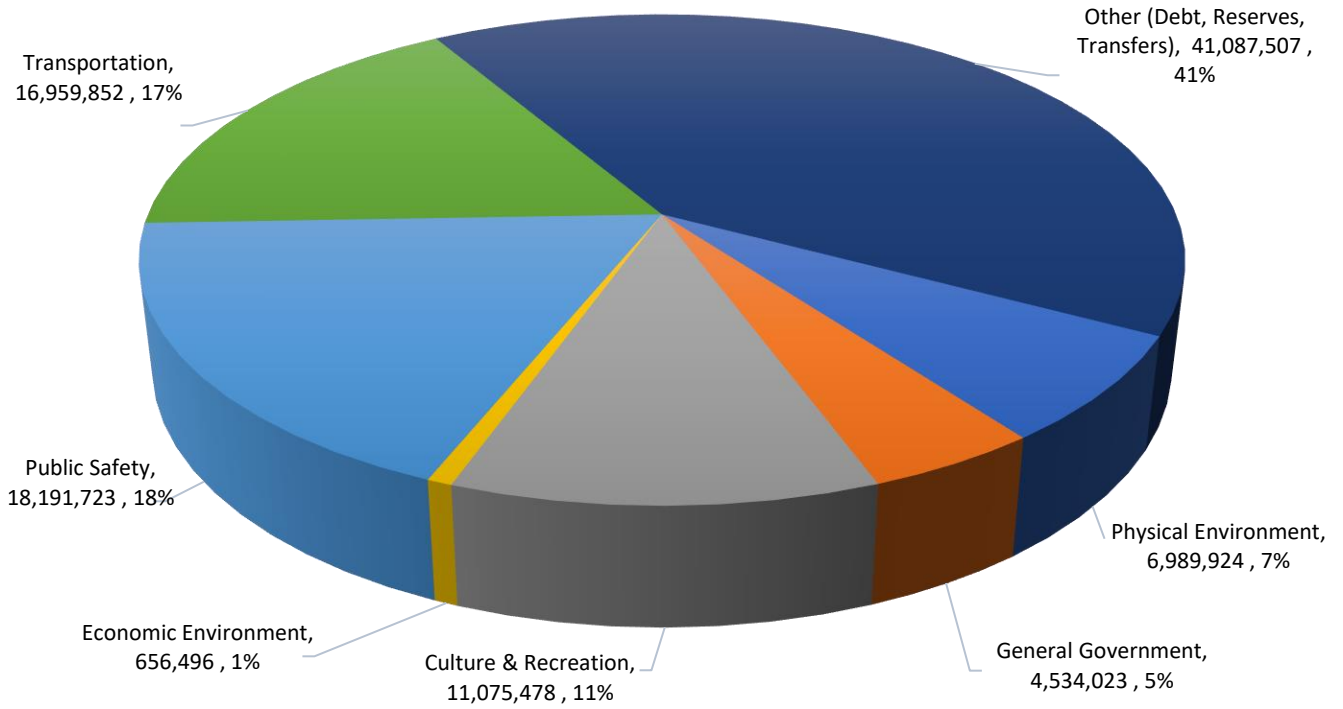
Link to long-range planning. The *Capital Projects Plan* is developed, together with the comprehensive land use plan and other long-range, strategic plans. New demands, due to changes in population, employment patterns, demographics, and land use plans, require changes to the community's planning process.

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.

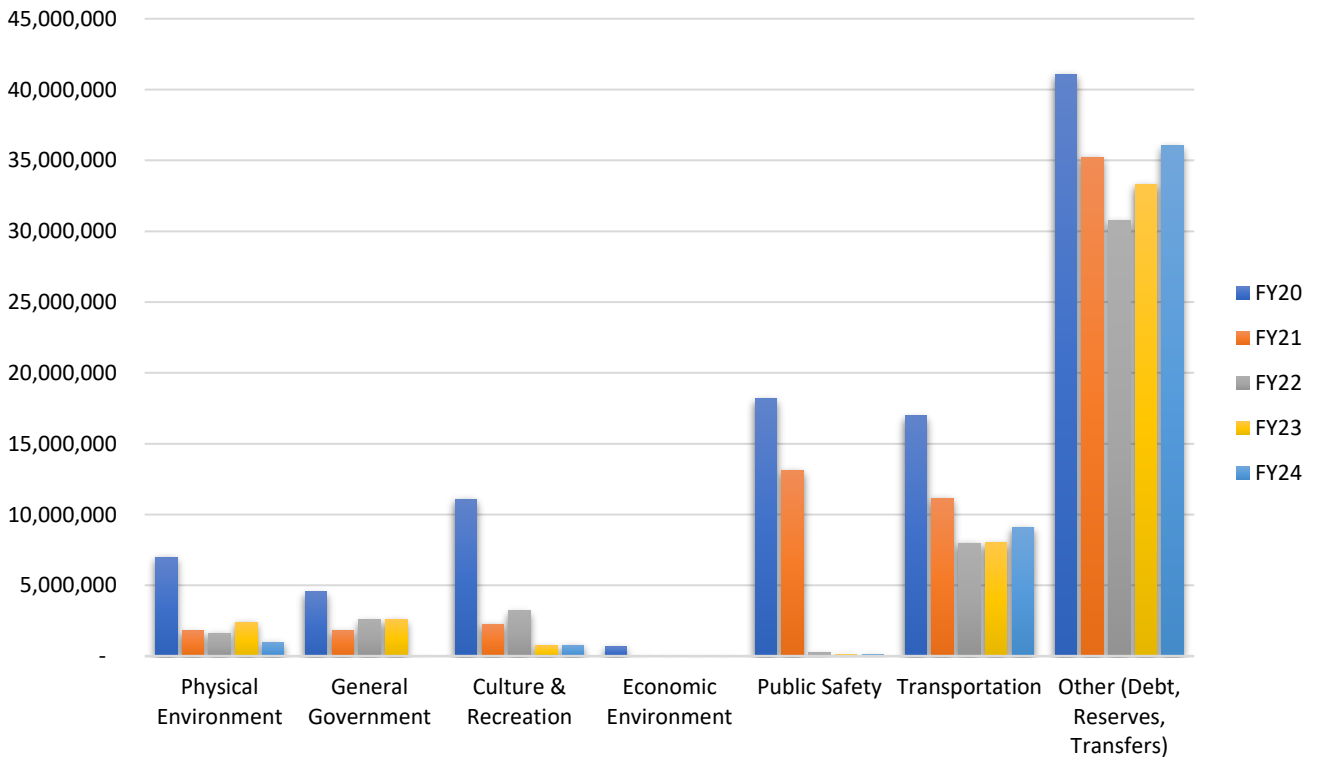
Reporting document. The *Capital Projects Plan* describes proposed projects and communicates to citizens, businesses, and other interested parties, Monroe County's capital priorities and expected sources of funds for the projects.

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 2020 Adopted Budget Total CIP \$99,495,003



Five Year CIP Category Summary



Capital Improvement Projects Summary Schedule

		Total Project	FY2019 Estimated	FY2020	Adopted	FY2021 Proposed	FY2022 Proposed	FY2023 Proposed	FY2024 Proposed
		Total Project	Actual			Budget	Budget	Budget	Budget
Fund(s)	Account #	Appropriations							
Revenues									
102	312****	Total Fuel Tax	2,582,376.00	2,612,000.00	2,612,000.00	2,612,000.00	2,612,000.00	2,612,000.00	2,612,000.00
304	312****	Total Discrete Sales Tax 1 Cent	23,700,629.00	23,000,000.00	23,300,000.00	23,766,000.00	24,241,320.00	24,726,146.00	24,726,146.00
130-135	324****	Total Impact Fees	192,408.00	162,900.00	162,900.00	162,900.00	162,900.00	162,900.00	162,900.00
310-312	325****	Total Special Assessments CAP	2,685,400.00	2,753,905.00	2,754,905.00	2,754,905.00	2,754,905.00	2,754,905.00	2,754,905.00
102	335****	Total State Shared Fuel Tax	3,831,135.00	4,075,000.00	4,075,000.00	4,075,000.00	4,075,000.00	4,075,000.00	4,075,000.00
102	344****	Total Services - Transportation	68,322.00	66,000.00	66,000.00	66,000.00	66,000.00	66,000.00	66,000.00
102, 130-135,	361****	Total Interest	603,090.00	150,455.00	160,356.00	160,357.00	160,358.00	140,359.00	
304-316	364****	Total Disposition of Fixed Asset	73,865.00						
102, 130-135,	369****	Total Miscellaneous	21,792.00	22,700.00	22,700.00	22,700.00	22,700.00	22,700.00	22,700.00
304-316	381****	Total Transfer in from Other Funds	1,342,082.00	14,550,000.00	7,360,000.00	874,982.00	1,750,000.00	350,000.00	
304, 310-312-	384****	Debt Proceeds	5,380,370.00						
316	389001	Total Less 5%		(1,641,542.00)	(1,656,392.00)	(1,693,441.00)	(1,720,958.00)	(1,745,199.00)	
102, 130-135,	389****	Total Fund Balance Forward		53,743,585.00	26,489,604.00	13,500,544.00	13,062,801.00	13,852,139.00	
304-316									
TOTAL REVENUES			40,481,469.00	99,495,003.00	65,347,073.00	46,301,947.00	47,187,026.00	47,016,950.00	
Appropriations									
Fund	Project #	Project Name							
Physical Environment									
133	30500	Solid Waste Impact Fees	Annual	101,165	104,263	-	-	-	-
304	PE1901	Canal Monitoring	507,300	236,790	236,790	33,720	-	-	-
304	PE1506	Gulf View Park Boat Ramp Repairs	178,329	8,329	170,000	-	-	-	-
304	PE1401	Waste Water Upgrade County Owned Facilities	321,047	221,047	100,000	-	-	-	-
310	Various	Big Coppitt Waste Water Project	Annual	41,700,672	704,000	712,000	712,000	712,000	712,000
311	Various	Duck Key Waste Water Project	Annual	13,307,767	20,000	35,000	35,000	35,000	35,000
312	Various	Cudjoe Waste Water Project	Annual	184,548,169	194,979	2,726,871	225,814	225,814	218,922
315	Various	Long Key Waste Water Project	Annual	870,532	15,000	-	-	-	-
316	PE1602	Land Acquisition	10,000,000	1,691,163	2,323,837	3,175,000	770,000	620,000	1,420,000
Total Physical Environment			242,347,679	3,865,771	6,989,924	1,776,534	1,592,814	2,385,922	965,922
General Government									
304	CG1712	Big Pine Key Dock	96,898	22,004	74,894	-	-	-	-
304	CG2001	Guidance Care Center Project	200,000	-	200,000	-	-	-	-
304	CG1902	Jefferson Browne	333,934	-	100,000	233,934	-	-	-
304	CG1801	KeyNoter Building Purchase	750,619	25,000	725,619	-	-	-	-
304	CG1901	Ocean Reef Building Purchase	1,200,000	-	600,000	600,000	-	-	-
304	CG1904	Public Defender/Simonton Property	4,275,000	-	2,100,000	165,000	1,505,000	505,000	-
304	CG1413	Senior Nutrition Center	450,096	450,096	-	-	-	-	-
304	CG2002	Senior Nutrition Center	5,100,000	-	155,000	305,000	2,055,000	2,585,000	-
304	CG2003	State Attorney Building	1,500,000	-	1,500,000	-	-	-	-
304	CG1601	VOIP Telephone System	1,084,232	978,495	105,737	-	-	-	-
308	CG1614	MCSO HVAC	224,636	189,636	35,000	-	-	-	-
308	CG1714	MCSO Reroofing	352,704	238,511	114,193	-	-	-	-
308	CG1713	MCSO Windows	45,113	25,113	20,000	-	-	-	-
314	CG1903	Plantation Key Enabling	1,680,089	-	1,680,089	-	-	-	-
Total General Government			1,928,855	3,875,443	4,534,023	1,810,000	2,560,000	2,585,000	-
Culture & Recreation									
131		Parks & Rec Impact Fees (All Districts)	Annual	576,995	632,650	665,045	697,440	729,835	762,230
132	30002	Library Automation	Annual	25,000	25,000	-	-	-	-
132	30000	Library Impact Fees	Annual	1,127,383	1,207,190	-	-	-	-
304	CC1701	Big Pine Swimming Hole	806,428	86,416	720,012	-	-	-	-
304	CC1402	Higg's Beach	5,302,402	572,405	101,756	1,028,241	1,100,000	2,500,000	-
304	CC1902	Pigeon Key	477,000	-	477,000	-	-	-	-
304	CC1901	Rowell's Marina	1,080,000	-	1,080,000	-	-	-	-
314	CC1501	Marathon Library	7,893,199	587,814	900,000	5,905,385	500,000	-	-
Total Culture & Recreation			1,246,635	2,731,134	11,075,478	2,265,045	3,197,440	729,835	762,230
Economic Environment									
304	CE1901	Tiny House	656,496	-	656,496	-	-	-	-
Total Economic Environment			-	-	656,496	-	-	-	-
Public Safety									
134	31000	Police Facilities Impact Fees	Annual	129,656	-	-	-	-	-
135	3150*	Fire & EMS Impact Fees (All Districts)	Annual	102,430	140,867	142,377	143,758	145,021	146,179
304	CP1901	Fire & Ambulance - Fire Truck	648,409	-	648,409	-	-	-	-
304	CP1603	Fire & Ambulance Hydrants District 1	250,696	208,136	42,560	-	-	-	-
304	CP1403	KL Fire Hydrants	1,139,225	689,225	150,000	150,000	-	-	-
314	CP1501	Cudjoe Fire Station	4,684,680	739,595	2,650,000	1,295,085	-	-	-
314	CP1503	PK Jail & Courthouse	35,920,353	1,882,005	4,500,000	16,605,771	12,832,577	100,000	-
Total Public Safety			3,518,961	8,223,055	18,191,723	13,124,954	243,758	145,021	146,179
Transportation									
102		Roads & Bridges	Annual	8,964,658	13,597,097	9,656,477	7,384,837	7,342,774	6,342,774
130	29017	Bimini Drive	Annual	-	138,890	-	-	-	-
130	29004	Key Colony Beach Road Project	Annual	-	35,233	34,220	34,620	35,020	35,420
130		Roadway Impact Fee (All Districts)	Annual	-	381,213	478,104	562,311	646,500	726,234
130	29012	Truman Pedestrian Bridge Widening - Duck Key	Annual	-	929,520	-	-	-	-
304	CR1902	Kohen Sub Division	861,750	-	333,000	528,750	-	-	-
304	CR1905	Road & Bridge Phase II	2,000,000	-	-	-	-	-	2,000,000
304	CR1401	Road Paving Backlog - 5 Years	349,484	99,484	250,000	-	-	-	-
304	CR1503	Stock Island I	4,733,356	3,594,150	1,139,206	-	-	-	-
304	CR1604	Stock Island II	790,538	333,239	53,575	403,724	-	-	-
304	CR1605	1st Street/Bertha	1,376,126	-	39,451	891,175	445,500	-	-
Total Transportation			4,026,873	10,196,890	16,959,852	11,143,051	7,981,768	8,024,294	9,104,428
Other									
102		Reserves/Budgeted Transfers - 102	Annual	3,865,117	1,871,572	5,958,919	8,258,919	8,208,919	9,258,919
304		Debt Service - Fund 304	Annual	-	13,000,000	6,610,000	-	-	-
304		Engineering Admin	Annual	-	1,542,171	1,101,485	1,279,318	1,377,833	1,386,313
304		Reserves - Fund 304	Annual	2,398,871	3,275,391	2,967,890	2,553,165	4,394,409	7,784,335
304		Transfer to Other Funds - Fund 304	Annual	-	14,665,533	16,271,050	16,316,620	16,687,264	15,290,479
306		Clerk of Court Network System	Annual	100,000	100,000	-	-	-	-
308		Budget Transfers - 308	Annual	-	266,271	-	-	-	-
311		Reserves - Fund 311	Annual	-	127,325	127,325	127,325	127,325	127,325
312		Debt Service - Fund 312	Annual	-	65,080	65,080	65,080	65,080	65,080
312		Reserves/Budgeted Transfer - Fund 312	Annual	-	5,508,675	2,125,740	2,125,740	2,125,740	2,125,740
315		Reserves - Fund 315	Annual	-	730,569	-	-	-	-
316		Reserves - Fund 316	Annual	-	-	-	-	330,384	-
Total Other			-	6,363,988	41,087,507	35,227,489	30,726,167	33,316,954	36,038,191
TOTAL ALL CATEGORIES-APPROPRIATIONS			35,256,281	99,495,003	65,347,073	46,301,947	47,187,026	47,016,950	

*Annual budgets for impact fees are based on availability of funds.

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

Road And Bridge Fund

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 102 Road & Bridge County-wide Capital Projects	9,812,119	8,580,549	4,639,929	2,368,289	2,380,245	1,380,245	19,349,257	29,161,376
102-22002 County Engineer R & B	2,832,915	526,989	505,706	505,706	517,662	517,662	2,573,725	5,406,640
102-22503 Local Opt Gas Tax Projects	358,271	362,583	362,583	362,583	362,583	362,583	1,812,915	2,171,186
102-22506 Const Gas Tax Projs 80%	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	3,000,000
102-22548 Paving Backlog	3,022,789	0	0	0	0	0	0	3,022,789
102-22554 Sugarloaf Boulevard Bridge #9	386,508	1,470,000	1,571,640	0	0	0	3,041,640	3,428,148
102-22555 Garrison Bight Bridge	3,151	0	0	0	0	0	0	3,151
102-22556 Sustainability-Roads	474,537	911,750	700,000	0	0	0	1,611,750	2,086,287
102-22560 Bimini Drive Bridge #904603	200,000	300,000	0	0	0	0	300,000	500,000
102-22561 Harbor Drive Bridge Replacem	0	500,000	0	0	0	0	500,000	500,000
102-22562 Twin Lakes/Sands SLR Pilot P	400,000	1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000	4,400,000
102-22567 Key Larqo/Burton Drive Road	200,000	1,960,000	0	0	0	0	1,960,000	2,160,000
102-22568 CR 905 Paving	984,279	0	0	0	0	0	0	984,279
102-22569 Quarry Partners	449,669	1,049,227	0	0	0	0	1,049,227	1,498,896
Fund 102 Road & Bridge Non-Capital	4,643,170	5,016,548	5,016,548	5,016,548	4,962,529	4,962,529	24,974,702	29,617,872
102-22500 Road Department	4,402,883	4,832,740	4,832,740	4,832,740	4,778,721	4,778,721	24,055,662	28,458,545
102-22504 Street Lighting, Loc Option Ga	240,287	183,808	183,808	183,808	183,808	183,808	919,040	1,159,327
Fund 102 Road & Bridge Other Appropriations	520,047	1,871,572	5,958,919	8,258,919	8,208,919	9,258,919	33,557,248	34,077,295
102-85504 Reserves 102	0	1,462,653	5,550,000	7,850,000	7,800,000	8,850,000	31,512,653	31,512,653
102-86501 Budgeted Transfers 102	520,047	408,919	408,919	408,919	408,919	408,919	2,044,595	2,564,642
Total Project Cost	<u>14,975,336</u>	<u>15,468,669</u>	<u>15,615,396</u>	<u>15,643,756</u>	<u>15,551,693</u>	<u>15,601,693</u>	<u>77,881,207</u>	<u>92,856,543</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 102 Fuel Taxes	5,510,798	3,915,609	3,915,609	3,915,609	3,915,609	3,915,609	19,578,045	25,088,843
Fund 102 Fund Balance Forward	6,640,980	8,965,254	9,111,981	9,140,341	9,048,278	9,098,278	45,364,132	52,005,112
Fund 102 Interest Income	0	70,000	70,000	70,000	70,000	70,000	350,000	350,000
Fund 102 Less 5%	0	-342,285	-342,285	-342,285	-342,285	-342,285	-1,711,425	-1,711,425
Fund 102 Misc. Revenue	0	22,700	22,700	22,700	22,700	22,700	113,500	113,500
Fund 102 Services-Transportation	0	66,000	66,000	66,000	66,000	66,000	330,000	330,000
Fund 102 State Shared Revenues	2,823,558	2,771,391	2,771,391	2,771,391	2,771,391	2,771,391	13,856,955	16,680,513
Total Funding	<u>14,975,336</u>	<u>15,468,669</u>	<u>15,615,396</u>	<u>15,643,756</u>	<u>15,551,693</u>	<u>15,601,693</u>	<u>77,881,207</u>	<u>92,856,543</u>

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Impact Fees Fund - Roadway

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 130 Impact Fees Fund - Roadways	350,084	1,484,856	512,324	596,931	681,520	761,654	4,037,285	4,387,369
130-29000 County-wide Roadway Project	0	7,910	7,873	7,910	7,929	7,948	39,570	39,570
130-29001 District 1 Roadway Projects	211,194	188,820	194,996	222,926	250,856	278,786	1,136,384	1,347,578
130-29002 District 2 Roadway Projects	0	18,099	59,865	68,985	78,105	87,225	312,279	312,279
130-29003 District 3 Roadway Projects	0	166,384	215,370	262,490	309,610	352,275	1,306,129	1,306,129
130-29004 Key Colony Bch Roadway Proj	0	35,233	34,220	34,620	35,020	35,420	174,513	174,513
130-29012 Duck Key Arch Bridges	0	929,520	0	0	0	0	929,520	929,520
130-29017 Bimini Drive Bridge Replacem	138,890	138,890	0	0	0	0	138,890	277,780
Total Project Cost	<u>350,084</u>	<u>1,484,856</u>	<u>512,324</u>	<u>596,931</u>	<u>681,520</u>	<u>761,654</u>	<u>4,037,285</u>	<u>4,387,369</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 130 District 1 Impact Fees- Roadway	0	40,000	40,000	40,000	40,000	40,000	200,000	200,000
Fund 130 District 2 Impact Fees- Roadway	0	6,000	6,000	6,000	6,000	6,000	30,000	30,000
Fund 130 District 3 Impact Fees- Roadways	0	60,000	60,000	60,000	60,000	60,000	300,000	300,000
Fund 130 Fund Balance	350,084	1,374,157	401,625	486,232	570,821	650,955	3,483,790	3,833,874
FUND 130 Interest Earned	0	10,525	10,525	10,525	10,525	10,525	52,625	52,625
Fund 130 Less 5%	0	-5,826	-5,826	-5,826	-5,826	-5,826	-29,130	-29,130
Total Funding	<u>350,084</u>	<u>1,484,856</u>	<u>512,324</u>	<u>596,931</u>	<u>681,520</u>	<u>761,654</u>	<u>4,037,285</u>	<u>4,387,369</u>

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Impact Fees Fund - Parks & Rec

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 131 Impact Fees Fund - Parks & Recreation	88,849	632,650	665,045	697,440	729,835	762,230	3,487,200	3,576,049
131-29501 District 1 Parks & Rec. Project	0	183,585	199,013	214,441	229,869	245,297	1,072,205	1,072,205
131-29502 District 2 Parks & Rec. Project	0	254,245	255,784	257,323	258,862	260,401	1,286,615	1,286,615
131-29503 District 3 Parks & Rec. Project	0	194,820	210,248	225,676	241,104	256,532	1,128,380	1,128,380
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
Total Project Cost	<u>88,849</u>	<u>632,650</u>	<u>665,045</u>	<u>697,440</u>	<u>729,835</u>	<u>762,230</u>	<u>3,487,200</u>	<u>3,576,049</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 131 Dist. 1 Impact Fees- Parks & Rec	0	20,000	20,000	20,000	20,000	20,000	100,000	100,000
Fund 131 Dist. 2 Impact Fees- Parks & Rec	0	1,200	1,200	1,200	1,200	1,200	6,000	6,000
Fund 131 Dist. 3 Impact Fees- Park & Rec.	0	20,000	20,000	20,000	20,000	20,000	100,000	100,000
Fund 131 Fund Balance- Park & Rec.	88,849	592,370	624,765	657,160	689,555	721,950	3,285,800	3,374,649
Fund 131 Interest Earnings- Park & Rec	0	1,200	1,200	1,200	1,200	1,200	6,000	6,000
Fund 131 Less 5% Park & Rec	0	-2,120	-2,120	-2,120	-2,120	-2,120	-10,600	-10,600
Total Funding	<u>88,849</u>	<u>632,650</u>	<u>665,045</u>	<u>697,440</u>	<u>729,835</u>	<u>762,230</u>	<u>3,487,200</u>	<u>3,576,049</u>

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Impact Fees Fund - Libraries

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 132 Impact Fees Fund - Libraries	178,703	1,232,190	0	0	0	0	1,232,190	1,410,893
132-30000 Countywide Library Projects	0	1,207,190	0	0	0	0	1,207,190	1,207,190
132-30002 Library Automation	178,703	25,000	0	0	0	0	25,000	203,703
Total Project Cost	<u>178,703</u>	<u>1,232,190</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,232,190</u>	<u>1,410,893</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 132 Fund Balance- Library	178,703	1,229,625	0	0	0	0	1,229,625	1,408,328
Fund 132 Interest Earnings	0	2,700	0	0	0	0	2,700	2,700
Fund 132 Less 5%	0	-135	0	0	0	0	-135	-135
Total Funding	<u>178,703</u>	<u>1,232,190</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,232,190</u>	<u>1,410,893</u>

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Impact Fees Fund - Solid Waste

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 133 Impact Fees Fund - Solid Waste	220,450	104,263	0	0	0	0	104,263	324,713
133-30500 Countywide Solid Waste Proje	220,450	104,263	0	0	0	0	104,263	324,713
Total Project Cost	<u>220,450</u>	<u>104,263</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>104,263</u>	<u>324,713</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 133 Fund Balance	220,450	103,978	0	0	0	0	103,978	324,428
Fund 133 Interest Earnings	0	300	0	0	0	0	300	300
Fund 133 Less 5%	0	-15	0	0	0	0	-15	-15
Total Funding	<u>220,450</u>	<u>104,263</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>104,263</u>	<u>324,713</u>

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Impact Fees Fund - Fire & EMS

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 135 Impact Fees Fund - Fire Facilities	421,856	140,867	142,377	143,758	145,021	146,179	718,202	1,140,058
135-31501 District 1 Fire & EMS Projects	152,087	61,820	61,865	61,906	61,943	61,976	309,510	461,597
135-31502 District 2 Fire & EMS Projects	22,161	4,295	4,490	4,685	4,879	5,074	23,423	45,584
135-31503 District 3 Fire & EMS Projects	223,573	73,474	74,738	75,876	76,900	77,822	378,810	602,383
135-31504 Key Colony Bch Fire & EMS P	24,035	1,278	1,284	1,291	1,299	1,307	6,459	30,494
Total Project Cost	<u>421,856</u>	<u>140,867</u>	<u>142,377</u>	<u>143,758</u>	<u>145,021</u>	<u>146,179</u>	<u>718,202</u>	<u>1,140,058</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 135 Dist. 1 Fire/EMS Impact Fees	0	6,500	6,500	6,500	6,500	6,500	32,500	32,500
Fund 135 Dist. 2 Fire/EMS Impact Fees	0	200	200	200	200	200	1,000	1,000
Fund 135 Dist. 3 Fire/EMS Impact Fees	0	9,000	9,000	9,000	9,000	9,000	45,000	45,000
Fund 135 Fund Balance Forward	421,856	125,828	127,337	128,717	129,979	131,136	642,997	1,064,853
Fund 135 Interest Earned	0	130	131	132	133	134	660	660
Fund 135 Less 5%	0	-791	-791	-791	-791	-791	-3,955	-3,955
Total Funding	<u>421,856</u>	<u>140,867</u>	<u>142,377</u>	<u>143,758</u>	<u>145,021</u>	<u>146,179</u>	<u>718,202</u>	<u>1,140,058</u>

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

One Cent Infra-structure Sales Tax

Project Categories	Appropriated		Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	FY 2020 Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 Administrative & Misc.	61,490,863	31,233,095	26,200,425	19,549,103	21,059,506	24,461,127	122,503,256	183,994,119
304*590101 Transfer to 101-Gun Range	2,000,000	0	0	0	0	0	0	2,000,000
304-16Bond 2016 Revenue Bond	14,339,952	118,754	1,119,135	1,124,263	1,119,053	1,118,674	4,599,879	18,939,831
304-22004 Admin. Costs Engineering 22	6,084,334	1,542,171	1,101,485	1,101,485	1,200,000	1,208,480	6,153,621	12,237,955
304-22022 7 Mile Bridge Annual County	0	0	0	177,833	177,833	177,833	533,499	533,499
304-590125 Budgeted Transfers to 125	212,500	1,360,383	82,500	0	0	0	1,442,883	1,655,383
304-590207 Debt Service Payments	36,260,532	9,902,519	13,285,538	13,283,498	13,284,334	13,287,928	63,043,817	99,304,349
304-590310 Budgeted Transfers to 310	500,000	0	0	274,982	350,000	350,000	974,982	1,474,982
304-590314 Budgeted Transfers to 314	0	13,000,000	6,610,000	0	0	0	19,610,000	19,610,000
304-590910 Cost Allocation- 86502	1,593,545	533,877	533,877	533,877	533,877	533,877	2,669,385	4,262,930
304-590990 Contingency Reserves 304 8	0	1,085,238	640,000	250,000	500,000	500,000	2,975,238	2,975,238
304-590991 Cash Balance- Reserves 304	0	2,190,153	2,327,890	2,303,165	3,894,409	7,284,335	17,999,952	17,999,952
304-IRMA Transfer to 125-Hurricane Irma	500,000	1,500,000	500,000	500,000	0	0	2,500,000	3,000,000
Fund 304 Culture & Recreation	9,051,560	3,305,253	1,100,000	2,500,000	0	0	6,905,253	15,956,813
CC1402 Higg's Beach Master Plan	674,161	1,028,241	1,100,000	2,500,000	0	0	4,628,241	5,302,402
CC1403 Bernstein Park	8,290,983	0	0	0	0	0	0	8,290,983
CC1701 Big Pine Swimming Hole	86,416	720,012	0	0	0	0	720,012	806,428
CC1901 Rowell's Marina	0	1,080,000	0	0	0	0	1,080,000	1,080,000
CC1902 Pigeon Key	0	477,000	0	0	0	0	477,000	477,000
Fund 304 Economic Environment	0	656,496	0	0	0	0	656,496	656,496
CE1901 Tiny House	0	656,496	0	0	0	0	656,496	656,496
Fund 304 General Government	3,250,096	2,853,934	1,810,000	2,560,000	2,585,000	0	9,808,934	13,059,030
CG 1902 Jefferson Browne	100,000	233,934	0	0	0	0	233,934	333,934
CG1413 Senior Nutrition Center	450,096	0	0	0	0	0	0	450,096
CG1901 Ocean Reef Emergency Building	600,000	600,000	0	0	0	0	600,000	1,200,000
CG1904 Public Defender/Simonton Prope	2,100,000	165,000	1,505,000	505,000	0	0	2,175,000	4,275,000
CG2001 Guidance Care Center Project	0	200,000	0	0	0	0	200,000	200,000
CG2002 Senior Nutrition Center	0	155,000	305,000	2,055,000	2,585,000	0	5,100,000	5,100,000
CG2003 State Attorney Building	0	1,500,000	0	0	0	0	1,500,000	1,500,000
Fund 304 Physical Environment	6,736,166	1,486,790	783,720	600,000	1,400,000	0	4,270,510	11,006,676
304-590316 Land Acquisition	6,000,000	1,250,000	750,000	600,000	1,400,000	0	4,000,000	10,000,000
PE1401 WW Upgrades County Facilities	321,047	0	0	0	0	0	0	321,047
PE1506 Gulf View Park Boat Ramp	178,329	0	0	0	0	0	0	178,329
PE1901 Canal Monitoring	236,790	236,790	33,720	0	0	0	270,510	507,300
Fund 304 Public Safety	1,487,634	150,000	150,000	0	0	0	300,000	1,787,634
CP1403 KL Fire Hydrants	839,225	150,000	150,000	0	0	0	300,000	1,139,225
CP1901 Fire & Amblance Fire Truck	648,409	0	0	0	0	0	0	648,409
Fund 304 Transportation	1,204,530	1,877,899	974,250	0	0	0	2,852,149	4,056,679
CR1401 Road Paving Back Log	99,484	250,000	0	0	0	0	250,000	349,484
CR1604 Stock Island II Road Improve	1,065,595	403,724	0	0	0	0	403,724	1,469,319
CR1605 1st Street/Bertha Ave Improve	39,451	891,175	445,500	0	0	0	1,336,675	1,376,126
CR1902 Kohen Sub Division	0	333,000	528,750	0	0	0	861,750	861,750
Total Project Cost	<u>83,220,849</u>	<u>41,563,467</u>	<u>31,018,395</u>	<u>25,209,103</u>	<u>25,044,506</u>	<u>24,461,127</u>	<u>147,296,598</u>	<u>230,517,447</u>

Means of Financing	Appropriated		Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	FY 2020 Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	19,090,493	23,000,000	23,300,000	23,766,000	24,241,320	24,726,146	119,033,466	138,123,959
Fund 304 Fund Balance Forward	63,568,176	19,365,967	8,835,895	2,583,903	1,967,752	923,788	33,677,305	97,245,481
Fund 304 Interest Earnings	562,180	50,000	50,000	50,000	50,000	50,000	250,000	812,180
Fund 304 Less 5%	0	-1,152,500	-1,167,500	-1,190,800	-1,214,566	-1,238,807	-5,964,173	-5,964,173
Fund 304 Transfer in fm other funds	0	300,000	0	0	0	0	300,000	300,000
Total Funding	<u>83,220,849</u>	<u>41,563,467</u>	<u>31,018,395</u>	<u>25,209,103</u>	<u>25,044,506</u>	<u>24,461,127</u>	<u>147,296,598</u>	<u>230,517,447</u>

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

Fund 304 Administrative & Misc.

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
304-16Bond 2016 Revenue Bond	14,339,952	118,754	1,119,135	1,124,263	1,119,053	1,118,674	4,599,879	18,939,831
304-22022 7 Mile Bridge Annual County Match	-	-	-	177,833	177,833	177,833	533,499	533,499
304-22004 Admin. Costs Engineering 22004	6,084,334	1,542,171	1,101,485	1,101,485	1,200,000	1,208,480	6,153,621	12,237,955
304-590125 Budgeted Transfers to 125	212,500	1,360,383	82,500	-	-	-	1,442,883	1,655,383
304-590310 Budgeted Transfers to 310	500,000	-	-	274,982	350,000	350,000	974,982	1,474,982
304-590314 Budgeted Transfers to 314	-	13,000,000	6,610,000	-	-	-	19,610,000	19,610,000
304-590991 Cash Balance- Reserves 304 85532	-	2,190,153	2,327,890	2,303,165	3,894,409	7,284,335	17,999,952	17,999,952
304-590990 Contingency Reserves 304 85532	-	1,085,238	640,000	250,000	500,000	500,000	2,975,238	2,975,238
304-590910 Cost Allocation- 86502	1,593,545	533,877	533,877	533,877	533,877	533,877	2,669,385	4,262,930
304-590207 Debt Service Payments	36,260,532	9,902,519	13,285,538	13,283,498	13,284,334	13,287,928	63,043,817	99,304,349
304*590101 Transfer to 101-Gun Range	2,000,000	-	-	-	-	-	-	2,000,000
304-IRMA Transfer to 125-Hurricane Irma Cost Shar	500,000	1,500,000	500,000	500,000	-	-	2,500,000	3,000,000
Total Project Cost	61,490,863	31,233,095	26,200,425	19,549,103	21,059,506	24,461,127	122,503,256	183,994,119

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	712,500	22,352,000	21,116,250	20,335,603	20,824,072	24,726,146	109,354,07	110,066,57
Fund 304 Fund Balance Forward	60,216,183	9,983,595	6,201,675	354,300	1,400,000	923,788	18,863,358	79,079,541
Fund 304 Interest Earnings	562,180	50,000	50,000	50,000	50,000	50,000	250,000	812,180
Fund 304 Less 5%	-	-1,152,500	-1,167,500	-1,190,800	-1,214,566	-1,238,807	-5,964,173	-5,964,173
Total Funding	61,490,863	31,233,095	26,200,425	19,549,103	21,059,506	24,461,127	122,503,256	183,994,119

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

Fund 304 Culture & Recreation

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
CC1403 Bernstein Park	8,290,983	-	-	-	-	-	-	8,290,983
CC1701 Big Pine Swimming Hole	86,416	720,012	-	-	-	-	720,012	806,428
CC1402 Higg's Beach Master Plan	674,161	1,028,241	1,100,000	2,500,000	-	-	4,628,241	5,302,402
CC1902 Pigeon Key	-	477,000	-	-	-	-	477,000	477,000
CC1901 Rowell's Marina	-	1,080,000	-	-	-	-	1,080,000	1,080,000
Total Project Cost	9,051,560	3,305,253	1,100,000	2,500,000	-	-	6,905,253	15,956,813

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	8,290,983	-	-	1,576,602	-	-	1,576,602	9,867,585
Fund 304 Fund Balance Forward	760,577	3,305,253	1,100,000	923,398	-	-	5,328,651	6,089,228
Total Funding	9,051,560	3,305,253	1,100,000	2,500,000	-	-	6,905,253	15,956,813

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Higg's Beach Master Plan	Project: CC1402
Category: Fund 304 Culture & Recreation	Status: Adopted
Department: Project Management	LMS: N/A

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Element #12 Goal 1201	District:
LOS/Concurrency: No	Project Need: Growth, Deficiency	Location: Key West, FL

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budaeted FY 2020	Non-Appropriated Programmed CIP Fundina				Future Fundina
			FY 2021	FY 2022	FY 2023	FY 2024	
5,302,402	674,161	1,028,241	1,100,000	2,500,000	0	0	0

Description and Scope							
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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							
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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.

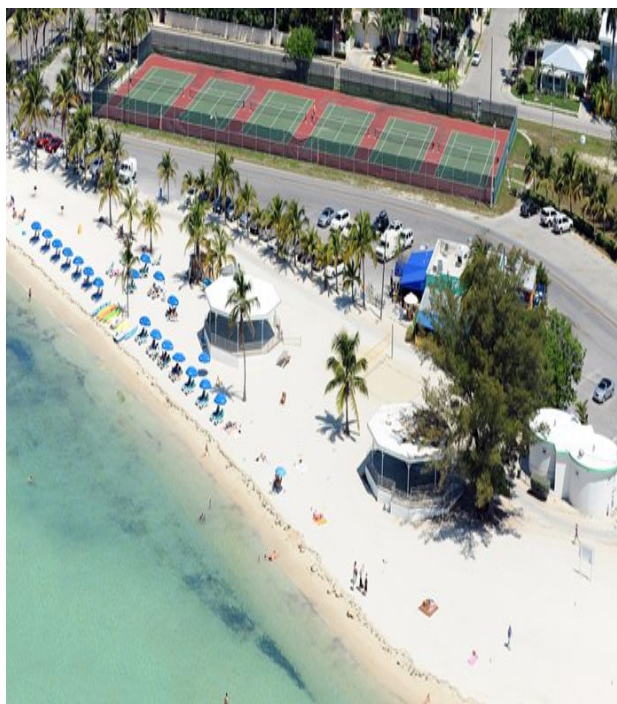
Funding Strategy							
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Monroe County is responsible for securing funding and the City shall provide assistance as needed. Some funding will be from District 1, Tourist Development Council (TDC) bed taxes, and from the One Cent Infrastructure Sales Surtax fund.

Operating Budget Impacts							
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There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	14,077
Design/Architecture	10/14 - 09/20	616,987
Construction	10/19 - 09/23	4,386,338
Other	10/19 - 09/23	285,000
Total Budgetary Cost Estimate:		5,302,402

Means of Financing	
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Funding Source	Amount
Fund 304 1 Cent Infra Sales Tax	1,576,602
Fund 304 Fund Balance Forward	3,725,800

Total Programmed Funding:	5,302,402
Future Funding Requirements:	0

Monroe County Board of County Commissioners Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Bernstein Park	Project: CC1403
Category: Fund 304 Culture & Recreation	Status: Adopted
Department: Project Management	LMS: N/A

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Element #12 Goal 1201	District:
LOS/Concurrency: No	Project Need: Deficiency	Location: Stock Island, FL

Programmed Funding

Programmed Funding	Appropriated To Date	Budaeted FY 2020	Non-Appropriated Proarammed CIP Fundina				Future Fundina
			FY 2021	FY 2022	FY 2023	FY 2024	
8,290,983	8,290,983	0	0	0	0	0	0

Description and Scope

Projects include: Raise level of entire field by 18" to 24", add new restrooms, develop a new baseball and soccer field, basketball court, new playground equipment, and a walking track. Create a storm water retention system, removal of the existing dwelling unit and build a community center. The park is approximately 6 acres in size.

Rationale

The park is subject to flooding both from heavy rain and when tides are very high, which limits the park use.

Funding Strategy

Moved to 314

Project Map	Schedule of Activities
-------------	------------------------



Project Activities	From - To	Amount
Construction	10/14 - 09/16	8,290,983
Total Budgetary Cost Estimate:		8,290,983
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	8,290,983	
Total Programmed Funding:		8,290,983
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Big Pine Swimming Hole	Project: CC1701
Category: Fund 304 Culture & Recreation	Status: Adopted
Department: Project Management	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: 29550 Overseas Hwy, Big Pine Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
806,428	86,416	720,012	0	0	0	0	0

Description and Scope

Development of the Lower Keys Scenic Viewing Area located at the Big Pine Swimming Hole. Project includes parking, kayak launch, restroom, information kiosks, shade structures, and boardwalk around swimming hole.

Rationale

Project intersects with the Overseas Heritage Trail.

Funding Strategy

Funded partially by LAP Agreement from FDOT which provides \$850,000 in grant funding for Construction phase and \$50,000 in grant funding for CEI Services. Funded partially by TDC grant of \$326,954

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	20,160
Construction	10/19 - 09/20	786,268
Total Budgetary Cost Estimate:		806,428

Means of Financing

Funding Source	Amount
Fund 304 Fund Balance Forward	806,428

Total Programmed Funding:	806,428
Future Funding Requirements:	0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Rowell's Marina**
 Category: **Fund 304 Culture & Recreation**
 Department: **Project Management**

Project: **CC1901**
 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: Upper Keys

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,080,000	0	1,080,000	0	0	0	0	0

Description and Scope

Scenic Vista, walk and bike path, bathroom, parking lot, and landscaping

Rationale

Funding Strategy

One Cent Infrastructure Sales Tax - Fund 304

Project Map	Schedule of Activities
-------------	------------------------



Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	1,080,000
Total Budgetary Cost Estimate:		1,080,000
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,080,000	
Total Programmed Funding:		1,080,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Pigeon Key	Project: CC1902
Category: Fund 304 Culture & Recreation	Status: Adopted
Department: Project Management	LMS: N/A

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: Yes	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location:

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
477,000	0	477,000	0	0	0	0	0

Description and Scope

Pigeon Key is a historic landmark in the Florida Keys that holds near to many local and tourists hearts. The bridge and on-ramp that lead to Pigeon Key was in disrepair. This project is developing a strong foundation for the on ramp to the island itself.

Rationale

To develop a safe experience for anyone who visits the island.

Funding Strategy

Funding will come from the One Cent Infrastructure Sale Surtax.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Construction	10/19 - 09/20	477,000
Total Budgetary Cost Estimate:		477,000
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	477,000	
Total Programmed Funding:		477,000
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Fund 304 Economic Environment

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
CE1901 Tiny House	-	656,496	-	-	-	-	656,496	656,496
Total Project Cost	-	656,496	-	-	-	-	656,496	656,496
<hr/>								
Fund Balance Forward	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
Fund 304 Fund Balance Forward	-	656,496	-	-	-	-	656,496	656,496
Total Funding	-	656,496	-	-	-	-	656,496	656,496

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Tiny House**

Project: **CE1901**

Category: **Fund 304 Economic Environment**

Status: **Adopted**

Department: **Project Management**

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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
656,496	0	656,496	0	0	0	0	0

Description and Scope

Developing affordable living through the use of tiny houses.

Rationale

Funding Strategy

Funded out of the One Cent Infrastructure Sale Surtax in the Economic Environment category.

Project Map

Schedule of Activities



Project Activities	From - To	Amount
Construction	10/19 - 09/20	656,496
Total Budgetary Cost Estimate:		656,496

Means of Financing

Funding Source	Amount	
Fund 304 Fund Balance Forward	656,496	
Total Programmed Funding:		656,496
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Fund 304 General Government

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
CG2001 Guidance Care Center Project	-	200,000	-	-	-	-	200,000	200,000
CG 1902 Jefferson Browne	100,000	233,934	-	-	-	-	233,934	333,934
CG1901 Ocean Reef Emergency Building	600,000	600,000	-	-	-	-	600,000	1,200,000
CG1904 Public Defender/Simonton Property	2,100,000	165,000	1,505,000	505,000	-	-	2,175,000	4,275,000
CG1413 Senior Nutrition Center	450,096	-	-	-	-	-	-	450,096
CG2002 Senior Nutrition Center	-	155,000	305,000	2,055,000	2,585,000	-	5,100,000	5,100,000
CG2003 State Attorney Building	-	1,500,000	-	-	-	-	1,500,000	1,500,000
Total Project Cost	<u>3,250,096</u>	<u>2,853,934</u>	<u>1,810,000</u>	<u>2,560,000</u>	<u>2,585,000</u>	<u>-</u>	<u>9,808,934</u>	<u>13,059,030</u>

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	2,100,000	165,000	1,505,000	1,253,795	2,017,248	-	4,941,043	7,041,043
Fund 304 Fund Balance Forward	1,150,096	2,388,934	305,000	1,306,205	567,752	-	4,567,891	5,717,987
Fund 304 Transfer in fm other funds	-	300,000	-	-	-	-	300,000	300,000
Total Funding	<u>3,250,096</u>	<u>2,853,934</u>	<u>1,810,000</u>	<u>2,560,000</u>	<u>2,585,000</u>	<u>-</u>	<u>9,808,934</u>	<u>13,059,030</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Jefferson Browne	Project: CG 1902
Category: Fund 304 General Government	Status: Adopted
Department: Project Management	LMS:

Comprehensive Plan Information	Project Location
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CIE Project:	Plan Reference:	District:
LOS/Concurrency:	Project Need:	Location:

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
333,934	100,000	233,934	0	0	0	0	0

Description and Scope
Rationale

Project Map	Schedule of Activities		
	Project Activities	From - To	Amount
	Project Mgmt	10/19 - 09/20	333,934
	Total Budgetary Cost Estimate:		333,934
	Means of Financing		
	Funding Source	Amount	
	Fund 304 Fund Balance Forward	333,934	
	Total Programmed Funding:		333,934
	Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Senior Nutrition Center	Project: CG1413
Category: Fund 304 General Government	Status: Adopted
Department: Project Management	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: 1200 Truman Ave., Key West

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
450,096	450,096	0	0	0	0	0	0

Description and Scope

New construction of a Senior Center at the Harvey Government Building in Key West after demolition of the old building.

Rationale

The existing senior center building has deteriorated beyond repair and is not safe for occupation. Demolition of the existing building is needed and new senior center facility will be built.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt		150,096
Design/Engineering		300,000
Total Budgetary Cost Estimate:		450,096
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	450,096	
Total Programmed Funding:		450,096
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Ocean Reef Emergency Building	Project: CG1901
Category: Fund 304 General Government	Status: Adopted
Department: B.O.C.C.	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: Key Largo, FL

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,200,000	600,000	600,000	0	0	0	0	0

Description and Scope

Purchase Emergency Management building in Ocean Reef.

Rationale

Funding Strategy

One Cent Infrastructure Sales Tax-Fund 304

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/18 - 09/20	1,200,000
Total Budgetary Cost Estimate:		1,200,000
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,200,000	
Total Programmed Funding:		1,200,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Public Defender/Simonton Property**
 Category: **Fund 304 General Government**
 Department: **Elected Officials**

Project: **CG1904**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: N/A	Plan Reference:	District: District #1
LOS/Concurrency: N/A	Project Need: N/A	Location: 316 Simonton Street, Key West

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
4,275,000	2,100,000	165,000	1,505,000	505,000	0	0	0

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.

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.

Operating Budget Impacts

BOCC approved Land purchase 2/20/19 subject to redevelopment ability. Planning, design and permitting costs to be mainly in FY20. Construction costs to occur in FY21-FY22.

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Project Mgmt	10/18 - 09/22	35,000
Design/Engineering	10/19 - 09/22	200,000
Land	10/18 - 09/20	2,020,000
Construction	10/20 - 09/22	2,000,000
Art in Public Places	10/21 - 09/22	20,000
Total Budgetary Cost Estimate:		4,275,000
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	4,275,000	
Total Programmed Funding:		4,275,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Guidance Care Center Project	Project: CG2001
Category: Fund 304 General Government	Status: Adopted
Department: Project Management	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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
200,000	0	200,000	0	0	0	0	0

Description and Scope

Rationale

Funding Strategy

Funded out of the One Cent Infrastructure Sale Surtax in the General Government Category.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Other	10/20 - 09/20	200,000
Total Budgetary Cost Estimate:		200,000
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	200,000	
Total Programmed Funding:		200,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Senior Nutrition Center	Project: CG2002
Category: Fund 304 General Government	Status: Adopted
Department: Project Management	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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
5,100,000	0	155,000	305,000	2,055,000	2,585,000	0	0

Description and Scope

This project is being developed to provide a place for the elderly of our community to go to, to receive meals and partake in activities.

Rationale

Funding Strategy

Funded out of the One Cent Infrastructure Sale Surtax in the General Government category.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/20 - 09/24	30,000
Design/Engineering	10/20 - 09/24	425,000
Demolition	10/20 - 09/21	100,000
Construction	10/22 - 09/24	4,500,000
Art in Public Places	10/22 - 09/23	45,000
Total Budgetary Cost Estimate:		5,100,000
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	2,766,043	
Fund 304 Fund Balance Forward	2,033,957	
Fund 304 Transfer in fm other funds	300,000	
Total Programmed Funding:		5,100,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: State Attorney Building	Project: CG2003
Category: Fund 304 General Government	Status: Adopted
Department: Project Management	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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,500,000	0	1,500,000	0	0	0	0	0

Description and Scope

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Land	10/19 - 09/20	1,500,000
Total Budgetary Cost Estimate:		1,500,000
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	1,500,000	
Total Programmed Funding:		1,500,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

Fund 304 Physical Environment

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
PE1901 Canal Monitoring	236,790	236,790	33,720	-	-	-	270,510	507,300
PE1506 Gulf View Park Boat Ramp	178,329	-	-	-	-	-	-	178,329
304-590316 Land Acquisition	6,000,000	1,250,000	750,000	600,000	1,400,000	-	4,000,000	10,000,000
PE1401 WW Upgrades County Facilities	321,047	-	-	-	-	-	-	321,047
Total Project Cost	6,736,166	1,486,790	783,720	600,000	1,400,000	-	4,270,510	11,006,676

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	6,499,376	-	-	600,000	1,400,000	-	2,000,000	8,499,376
Fund 304 Fund Balance Forward	236,790	1,486,790	783,720	-	-	-	2,270,510	2,507,300
Total Funding	6,736,166	1,486,790	783,720	600,000	1,400,000	-	4,270,510	11,006,676

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Land Acquisition	Project: 304-590316
Category: Fund 304 Physical Environment	Status: Adopted
Department: B.O.C.C.	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: Countywide

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
10,000,000	6,000,000	1,250,000	750,000	600,000	1,400,000	0	0

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 Infra Sales Tax	8,000,000	
Fund 304 Fund Balance Forward	2,000,000	
Total Programmed Funding:		10,000,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: WW Upgrades County Facilities	Project: PE1401
Category: Fund 304 Physical Environment	Status: Adopted
Department: Project Management	LMS: N/A

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Element #9 Goal 901	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Countywide

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
321,047	321,047	0	0	0	0	0	0

Description and Scope

Public Works Wastewater upgrades, including Pigeon Key and Veterans Park; and new sewer lines at Bayshore Manor and Marathon Substation.

Rationale

DEP deadline to connect county-owned sites to the regional wastewater system. Previously approved project is ongoing and continues into FY19.

Funding Strategy

One Cent Infrastructure Sales Tax - Fund 304.

Operating Budget Impacts

Operating budget impact in the current five year outlook to be determined.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Construction	10/13 - 09/20	321,047
Total Budgetary Cost Estimate:		321,047

Means of Financing	
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Funding Source	Amount
Fund 304 1 Cent Infra Sales Tax	321,047

Total Programmed Funding:	321,047
Future Funding Requirements:	0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Gulf View Park Boat Ramp	Project: PE1506
Category: Fund 304 Physical Environment	Status: Adopted
Department: Project Management	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: Big Coppitt Key, FL

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
178,329	178,329	0	0	0	0	0	0

Description and Scope

Install rip rap along sides of ramp, new security fence, upgrade parking area, develop (concrete) dock with cleats and rub nails adjacent to ramp for loading and unloading/access to launched boats. Add large grade rock at ramp drop off.
 \$257,457 project total, with \$182,457 being funded by 304 Infrastructure Sales Tax and \$75,000 by the Florida Boating Improvement Program.

Rationale

Boat ramp in need of repairs and improvements. Previously approved project not completed; project is rolling over into FY19.

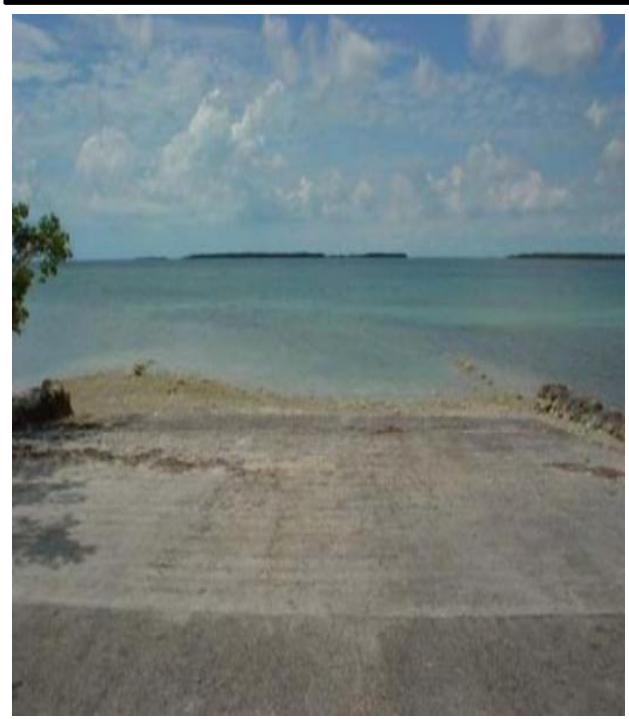
Funding Strategy

\$182,457 = 304 One Cent Infrastructure Sales Tax.
 \$75,000 = Grant Funding

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Construction	10/15 - 09/20	178,329
Total Budgetary Cost Estimate:		178,329
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	178,329	
Total Programmed Funding:		178,329
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Canal Monitoring	Project: PE1901
Category: Fund 304 Physical Environment	Status: Adopted
Department: Project Management	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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
507,300	236,790	236,790	33,720	0	0	0	0

Description and Scope

This is for the continuation of maintaining clean and clear canals throughout our county.

Rationale

Funding Strategy

Funded out of the One Cent Infrastructure Sale Surtax in the Physical Environment category.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Other	10/18 - 09/21	507,300
Total Budgetary Cost Estimate:		507,300
Means of Financing		
Funding Source	Amount	
Fund 304 Fund Balance Forward	507,300	
Total Programmed Funding:		507,300
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Fund 304 Public Safety

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
CP1901 Fire & Ambulance Fire Truck	648,409	-	-	-	-	-	-	648,409
CP1403 KL Fire Hydrants	839,225	150,000	150,000	-	-	-	300,000	1,139,225
Total Project Cost	<u>1,487,634</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>300,000</u>	<u>1,787,634</u>

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	1,487,634	150,000	150,000	-	-	-	300,000	1,787,634
Total Funding	<u>1,487,634</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>300,000</u>	<u>1,787,634</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: KL Fire Hydrants	Project: CP1403
Category: Fund 304 Public Safety	Status: Adopted
Department: Project Management	LMS: N/A

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Key Largo

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,139,225	839,225	150,000	150,000	0	0	0	0

Description and Scope

An interlocal agreement between the County and Key Largo Fire Rescue & Emergency Medical Service District was approved on August 20, 2014 by the BOCC. The purpose of the agreement is for the County to reimburse the District for the purchase and installation of thirty three (33) fire hydrants using infrastructure sales surtax funds. The hydrant locations shall be selected in coordination/concurrence with the Monroe County Fire Marshall.

Rationale

Funding Strategy

The appropriations will be \$150,000 per fiscal year.

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
Construction	10/19 - 09/21	1,139,225
Total Budgetary Cost Estimate:		1,139,225
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	1,139,225	
Total Programmed Funding:		1,139,225
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Fire & Ambulance Fire Truck	Project: CP1901
Category: Fund 304 Public Safety	Status: Adopted
Department: Project Management	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							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
648,409	648,409	0	0	0	0	0	0

Description and Scope

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Vehicle Replacement	10/18 - 09/19	648,409
Total Budgetary Cost Estimate:		648,409
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	648,409	
Total Programmed Funding:		648,409
Future Funding Requirements:		0

Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program

Fund 304 Transportation

Projects	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
CR1605 1st Street/Bertha Ave Improvements	39,451	891,175	445,500	-	-	-	1,336,675	1,376,126
CR1902 Kohen Sub Division	-	333,000	528,750	-	-	-	861,750	861,750
CR1401 Road Paving Back Log	99,484	250,000	-	-	-	-	250,000	349,484
CR1604 Stock Island II Road Improvement Project	1,065,595	403,724	-	-	-	-	403,724	1,469,319
Total Project Cost	1,204,530	1,877,899	974,250	-	-	-	2,852,149	4,056,679

Current Revenues	Appropriated To Date	FY 2020 Proposed	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
			FY 2021	FY 2022	FY 2023	FY 2024		
Fund 304 1 Cent Infra Sales Tax	-	333,000	528,750	-	-	-	861,750	861,750
Fund 304 Fund Balance Forward	1,204,530	1,544,899	445,500	-	-	-	1,990,399	3,194,929
Total Funding	1,204,530	1,877,899	974,250	-	-	-	2,852,149	4,056,679

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Road Paving Back Log	Project: CR1401
Category: Fund 304 Transportation	Status: Adopted
Department: Engineering Services/Roads	LMS: N/A

Comprehensive Plan Information	Project Location
CIE Project: N/A	District:
Plan Reference:	Location: Countywide
LOS/Concurrency: N/A	Project Need: N/A

Programmed Funding							
Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
349,484	99,484	250,000	0	0	0	0	0

Description and Scope

1. Lake Surprise Estates Subdivision, Key Largo. Total Project \$3,891,523
Construction and design for the asphalt overlay, milling, resurfacing, and roadway reconstruction including establishing roadway crowns and installation of french drains.
2. Sexton Cove Subdivision, Key Largo. Total Project: \$1,532,626
Construction and design for the asphalt overlay, milling, resurfacing, and roadway reconstruction including establishing roadway crowns and installation of french drains.
3. Stock Island Road I Improvement Project. Total Project: \$3,994,984
Repair/resurfacing of various roads on Stock Island including drainage improvements, installation of sidewalks in areas and lighting in areas.
4. Stock Island Road II Improvement Project. Total Project: \$3,013,916
Repair/resurfacing of various roads on Stock Island including drainage improvements, installation of sidewalks in areas and lighting in areas.
5. 1st Street/Bertha Ave Improvement Total Project: \$3,160,000
Drainage adjustments and coordination with City of Key West and FDOT at the 1st Ave due to SLR issues with outfall. City drainage tied in to 1st Ave
6. Key Largo III/Burton Drive Road Total Project: \$2,160,000
Next project anticipated in 5 year paving and drainage improvement program

Rationale

The County's Asphalt and Evaluation Management programs recognized areas of poor pavement conditions and drainage improvements.

Funding Strategy

One Cent Infrastructure Sales Tax Fund 304.

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities									
	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Project Activities</th> <th style="text-align: left;">From - To</th> <th style="text-align: right;">Amount</th> </tr> </thead> <tbody> <tr> <td>Road Paving</td> <td>10/13 - 09/23</td> <td style="text-align: right;">349,484</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total Budgetary Cost Estimate:</td> <td style="text-align: right; border-top: 1px solid black;">349,484</td> </tr> </tbody> </table>	Project Activities	From - To	Amount	Road Paving	10/13 - 09/23	349,484	Total Budgetary Cost Estimate:		349,484
	Project Activities	From - To	Amount							
	Road Paving	10/13 - 09/23	349,484							
	Total Budgetary Cost Estimate:		349,484							
	Means of Financing									
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Funding Source</th> <th style="text-align: right;">Amount</th> </tr> </thead> <tbody> <tr> <td>Fund 304 Fund Balance Forward</td> <td style="text-align: right;">349,484</td> </tr> </tbody> </table>		Funding Source	Amount	Fund 304 Fund Balance Forward	349,484					
Funding Source	Amount									
Fund 304 Fund Balance Forward	349,484									
<table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: right;">Total Programmed Funding:</td> <td style="text-align: right; border-top: 1px solid black;">349,484</td> </tr> <tr> <td style="text-align: right;">Future Funding Requirements:</td> <td style="text-align: right;">0</td> </tr> </tbody> </table>		Total Programmed Funding:	349,484	Future Funding Requirements:	0					
Total Programmed Funding:	349,484									
Future Funding Requirements:	0									

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Stock Island II Road Improvement Project**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **CR1604**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Stock Island, FL

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,469,319	1,065,595	403,724	0	0	0	0	0

Description and Scope

Stock Island Road II Improvement Project. Total Project: \$3,120,859
 Part of five year road improvement program. This project will repair and rehabilitate MacDonald and Maloney Avenues, including the repairing and repaving of the roadway, and upgrading sidewalk ramps to be ADA compliant.

Rationale

The roads are in need of repair, and sidewalk ramps need to be upgraded in order to be ADA compliant.

Funding Strategy

\$1,125,859 will be funded by One Cent Infrastructure Sales Taxes - Fund 304.
 \$1,995,000 will be funded by government grants.

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
CEI	10/18 - 09/20	65,780
Construction	10/19 - 09/20	1,403,539
Total Budgetary Cost Estimate:		1,469,319

Means of Financing	
--------------------	--

Funding Source	Amount
Fund 304 Fund Balance Forward	1,469,319

Total Programmed Funding:	1,469,319
Future Funding Requirements:	0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **1st Street/Bertha Ave Improvements**
 Category: **Fund 304 Transportation**
 Department: **Engineering Services/Roads**

Project: **CR1605**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Key West, FL

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,376,126	39,451	891,175	445,500	0	0	0	0

Description and Scope

Next Lower Keys Project scheduled in the five year improvement program. Will need some drainage adjustments and coordination with the City of Key West and FDOT at 1st Avenue due to SLR issues with outfall. City drainage tied in to 1st Ave.

Rationale

Next Lower Keys project in the five year paving and drainage improvement program.

Funding Strategy

One Cent Infrastructure Sales Tax Fund 304
 SCOP Grant Funding in the amount of \$1,815,000

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
Design/Engineering	10/19 - 09/20	451,126
CEI	10/19 - 09/21	92,500
Construction	10/19 - 09/21	832,500
Total Budgetary Cost Estimate:		1,376,126

Means of Financing	
--------------------	--

Funding Source	Amount
Fund 304 Fund Balance Forward	1,376,126

Total Programmed Funding:	1,376,126
Future Funding Requirements:	0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: Kohen Sub Division	Project: CR1902
Category: Fund 304 Transportation	Status: Adopted
Department: Engineering Services/Roads	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							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
861,750	0	333,000	528,750	0	0	0	0

Description and Scope

Kohen Sub Division Road Improvement Project. Total Project: \$2,561,438

Rationale

Funding Strategy

\$861,438 with One Cent Infrastructure Sales Tax Fund 304
 \$1,700,000 with SCOP Grant Funding.

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Construction	10/19 - 09/21	861,750
Total Budgetary Cost Estimate:		861,750
Means of Financing		
Funding Source	Amount	
Fund 304 1 Cent Infra Sales Tax	861,750	
Total Programmed Funding:		861,750
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Infr Sls Srtx Rev Bds 2007

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 308 Administrative & Misc	0	266,271	0	0	0	0	266,271	266,271
308-590304 Budgeted Transfers to 304	0	266,271	0	0	0	0	266,271	266,271
Fund 308 General Government	493,810	0	0	0	0	0	0	493,810
Total Project Cost	<u>493,810</u>	<u>266,271</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>266,271</u>	<u>760,081</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 308 2007 Revenue Bond	493,810	266,271	0	0	0	0	266,271	760,081
Total Funding	<u>493,810</u>	<u>266,271</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>266,271</u>	<u>760,081</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Budgeted Transfers to 304**

Project: **308-590304**

Category: **Fund 308 Administrative & Misc**

Status: **Adopted**

Office: **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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
266,271	0	266,271	0	0	0	0	0

Description and Scope

Rationale

Project Map	Schedule of Activities
-------------	------------------------

		Project Activities	From - To	Amount
		Project Mgmt		266,271
		Total Budgetary Cost Estimate:		266,271
		Means of Financing		
		Funding Source		Amount
		Fund 308 2007 Revenue Bond		266,271
		Total Programmed Funding:		266,271
		Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Big Coppitt Waste Water Project

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 310 Big Coppitt Wastewater	1,415,323	712,000	712,000	712,000	712,000	712,000	3,560,000	4,975,323
310 55011 Biq Coppitt WW Spec Assmt	1,414,000	707,000	707,000	707,000	707,000	707,000	3,535,000	4,949,000
310-54503 Biq Copp Assmt Refund	1,323	5,000	5,000	5,000	5,000	5,000	25,000	26,323
Total Project Cost	<u>1,415,323</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>3,560,000</u>	<u>4,975,323</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 310 Big Coppitt Spx Assmts	297,323	712,000	712,000	437,018	362,000	362,000	2,585,018	2,882,341
Fund 310 Big Coppitt WW Funds	1,118,000	0	0	274,982	350,000	350,000	974,982	2,092,982
Total Funding	<u>1,415,323</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>712,000</u>	<u>3,560,000</u>	<u>4,975,323</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Big Coppitt WW Spec Assmt**
 Category: **Fund 310 Big Coppitt Wastewater**
 Office: **Project Management**

Project: **310 55011**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: Yes	Plan Reference: Element #9 Goal 901	District:
LOS/Concurrency: Yes	Project Need: Deficiency	Location: Big Coppitt

Programmed Funding							
--------------------	--	--	--	--	--	--	--

Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
4,949,000	1,414,000	707,000	707,000	707,000	707,000	707,000	0

Description and Scope

For System Development and Debt Service costs. Special Assessments will be collected until 2027.

Rationale

To meet D.E.P. deadline of December 31, 2015.

Funding Strategy

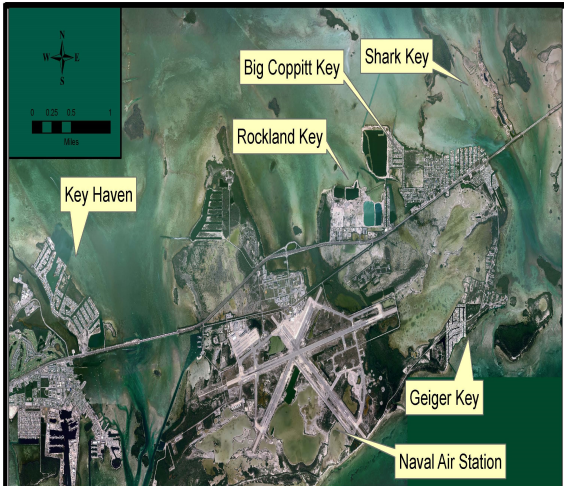
Total Fund 310 Big Coppitt Waste Water Construction = \$31,510,915
 Completed FY2011

FL DEP Grants	\$10,493,833
Special Assessments	\$ 1,027,402
Clean Water SRF	\$18,410,350
Transfer fm Fund304	\$ 1,579,330

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
-------------	------------------------



Monroe County Wastewater Department
 1100 Simonton Street, Suite 2-216
 Key West, Florida 33040

South Lower Keys Wastewater Project Area

Figure 3

Project Activities	From - To	Amount
Project Mgmt	10/08 - 09/27	4,949,000
Total Budgetary Cost Estimate:		4,949,000
Means of Financing		
Funding Source	Amount	
Fund 310 Big Coppitt Spx Assmts	2,856,018	
Fund 310 Big Coppitt WW Funds	2,092,982	
Total Programmed Funding:		4,949,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Big Copp Assmt Refund**
 Category: **Fund 310 Big Coppitt Wastewater**
 Office: **Project Management**

Project: **310-54503**
 Status: **Adopted**
 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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
26,323	1,323	5,000	5,000	5,000	5,000	5,000	0

Description and Scope

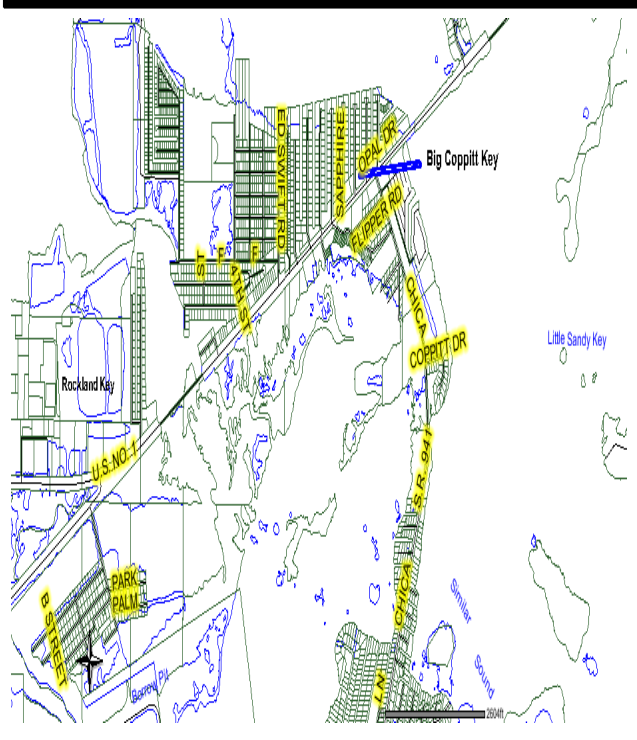
Available funds for refunding special assessments.

Rationale

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 - 09/27	26,323
Total Budgetary Cost Estimate:		26,323
Means of Financing		
Funding Source	Amount	
Fund 310 Big Coppitt Spx Assmts	26,323	
Total Programmed Funding:		26,323
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Duck Key Waste Water Project

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 311 Duck Key Wastewater	35,000	162,325	162,325	162,325	162,325	162,325	811,625	846,625
311-54504 Duck Key Spec Assmt Refund	5,000	5,000	5,000	5,000	5,000	5,000	25,000	30,000
311-590990 Reserves-Contingency	0	83,100	82,100	82,100	82,100	82,100	411,500	411,500
311-590991 Cash Balance Fund 311	0	44,225	45,225	45,225	45,225	45,225	225,125	225,125
PE0809 Duck Key WW Spec Assmts	30,000	30,000	30,000	30,000	30,000	30,000	150,000	180,000
Total Project Cost	<u>35,000</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>811,625</u>	<u>846,625</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 311 Duck Key Spx Assmts	35,000	162,325	162,325	162,325	162,325	162,325	811,625	846,625
Total Funding	<u>35,000</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>162,325</u>	<u>811,625</u>	<u>846,625</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Duck Key Spec Assmt Refund**
 Category: **Fund 311 Duck Key Wastewater**
 Office: **Planning & Environmental Resources**

Project: **311-54504**
 Status: **Adopted**
 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							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
30,000	5,000	5,000	5,000	5,000	5,000	5,000	0

Description and Scope

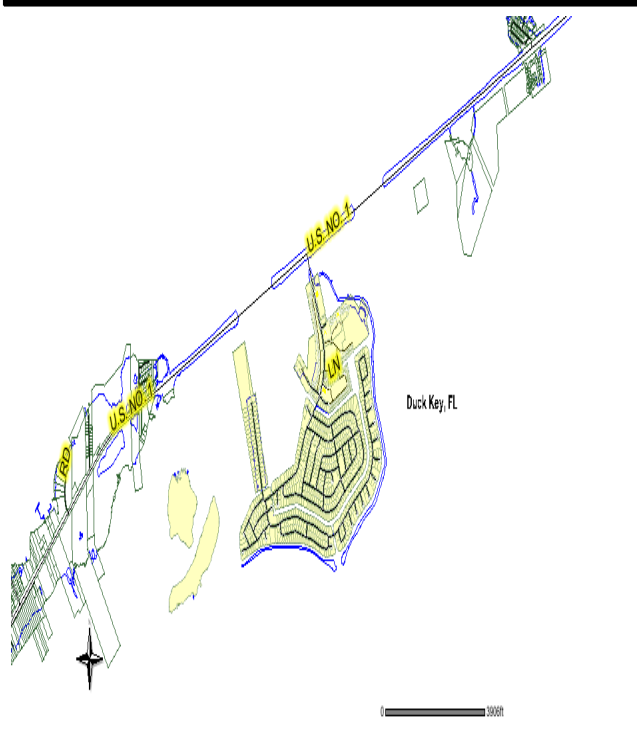
Funds available for refunds.

Rationale

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	10/09 - 09/28	30,000
Total Budgetary Cost Estimate:		30,000
Means of Financing		
Funding Source	Amount	
Fund 311 Duck Key Spx Assmts	30,000	
Total Programmed Funding:		30,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Reserves-Contingency**
 Category: **Fund 311 Duck Key Wastewater**
 Office: **B.O.C.C.**

Project: **311-590990**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
--------------------------------	------------------

CIE Project: N/A	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Duck Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
411,500	0	83,100	82,100	82,100	82,100	82,100	0

Description and Scope

A portion of total fund balance that is available for appropriation that is uncommitted.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Project Mgmt	10/14 - 09/19	411,500
Total Budgetary Cost Estimate:		411,500
Means of Financing		
Funding Source	Amount	
Fund 311 Duck Key Spx Assmts	411,500	
Total Programmed Funding:		411,500
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Cash Balance Fund 311**
 Category: **Fund 311 Duck Key Wastewater**
 Office: **B.O.C.C.**

Project: **311-590991**
 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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
225,125	0	44,225	45,225	45,225	45,225	45,225	0

Description and Scope

Cash Balance

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Project Management	10/14 - 09/16	225,125
Total Budgetary Cost Estimate:		225,125
Means of Financing		
Funding Source	Amount	
Fund 311 Duck Key Spx Assmts	225,125	
Total Programmed Funding:		225,125
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Duck Key WW Spec Assmts**
 Category: **Fund 311 Duck Key Wastewater**
 Office: **Project Management**

Project: **PE0809**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Table 4.1	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Duck Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
180,000	30,000	30,000	30,000	30,000	30,000	30,000	0

Description and Scope

For cost of design and construction. The treatment plant and collection system were funded by One Cent Infrastructure Sales Surtax (Fund 304). Since no debt was issued for construction, it is proposed to transfer special assessment funds back to Fund 304. A total of \$14,100,000 was transferred from Fund 304 to Fund 311 Duck Key WW project.

Rationale

Funding Strategy

Special Assessment to be collected until 2028.

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
-------------	------------------------



Duck Key Wastewater Treatment Plant Improvements

Print #110923112
 Date: 09/23/11
 Lat/Lon: 24.774556 -80.916291

Aerial Photography, Inc. 954-568-0484

Project Activities	From - To	Amount
Construction	10/07 - 09/28	180,000
Total Budgetary Cost Estimate:		180,000

Means of Financing	
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Funding Source	Amount
Fund 311 Duck Key Spx Assmts	180,000

Total Programmed Funding:	180,000
Future Funding Requirements:	0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Cudjoe Regional WW Project

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 312 Cudjoe Reg. Wastewater	207,906,391	8,235,546	2,416,634	2,416,634	2,409,742	2,409,742	17,888,298	225,794,689
312-23010 Cudjoe Req. WW- CWSRF	202,169,787	0	0	0	0	0	0	202,169,787
312-54505 Cudjoe Req Spec Asst Refund	25,000	25,000	25,000	25,000	25,000	25,000	125,000	150,000
312-55013 Cudjoe Req WW Spec Assmt	1,045,025	2,701,871	200,814	200,814	193,922	193,922	3,491,343	4,536,368
312-590207 Debt Service Payments	4,666,579	5,508,675	2,125,740	2,125,740	2,125,740	2,125,740	14,011,635	18,678,214
312-590990 Fund 312 Reserves	0	0	65,080	65,080	65,080	65,080	260,320	260,320
Total Project Cost	<u>207,906,391</u>	<u>8,235,546</u>	<u>2,416,634</u>	<u>2,416,634</u>	<u>2,409,742</u>	<u>2,409,742</u>	<u>17,888,298</u>	<u>225,794,689</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 312 Cudjoe Reg. WW Proj.	207,906,391	8,235,546	2,416,634	2,416,634	2,409,742	2,409,742	17,888,298	225,794,689
Total Funding	<u>207,906,391</u>	<u>8,235,546</u>	<u>2,416,634</u>	<u>2,416,634</u>	<u>2,409,742</u>	<u>2,409,742</u>	<u>17,888,298</u>	<u>225,794,689</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Cudjoe Reg. WW- CWSRF**
 Category: **Fund 312 Cudjoe Reg. Wastewater**
 Office: **Project Management**

Project: **312-23010**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Element #9 Goal 901	District:
LOS/Concurrency: N/A	Project Need: Deficiency	Location: Lower Keys Unincorporated Area

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
202,169,787	202,169,787	0	0	0	0	0	0

Description and Scope

To supply funding to the Florida Keys Aqueduct Authority for the design and construction of the Cudjoe Regional Waste Water System. FCAA and the County have an Interlocal Agreement for this last wastewater project.

The projects that comprise the overall Cudjoe Regional System:

- Construction of a wastewater treatment plant.
- Collection systems and transmission mains for the inner islands (Cudjoe Key, Upper Sugarloaf Key and Summerland Key). There are two types of systems: hybrid wastewater collections system and pressure transmission system. The hybrid collection system consists of a combination of a conventional gravity sewer system and a low pressure sewer system. The transmission system consists of master pump stations and force main to convey the collected wastewater to the Wastewater Treatment Facility (WTF) to be constructed on Cudjoe Key.
- Collection systems and transmission mains for the outer islands (Lower Sugarloaf Key, Ramrod, Middle Torch, Little Torch and Big Pine Keys). The transmission system will connect to the central islands' transmission system for transport to and treatment at the WTF.
- The decentralized onsite systems that will not be connected to the transmission and collection systems.

Rationale

To meet D.E.P. mandate.

Funding Strategy

State of Florida Clean Water State Revolving Funds

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
Construction	10/14 - 09/19	202,169,787
Total Budgetary Cost Estimate:		202,169,787
Means of Financing		
Funding Source	Amount	
Fund 312 Cudjoe Reg. WW Proj.	202,169,787	
Total Programmed Funding:		202,169,787
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Cudjoe Reg Spec Asst Refund**
 Category: **Fund 312 Cudjoe Reg. Wastewater**
 Office: **Project Management**

Project: **312-54505**
 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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
150,000	25,000	25,000	25,000	25,000	25,000	25,000	0

Description and Scope

Funds available for assessment refunds.

Rationale

Funding Strategy

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/12 - 09/27	150,000
Total Budgetary Cost Estimate:		150,000
Means of Financing		
Funding Source	Amount	
Fund 312 Cudjoe Reg. WW Proj.	150,000	
Total Programmed Funding:		150,000
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Cudjoe Reg WW Spec Assmt Admin**
 Category: **Fund 312 Cudjoe Reg. Wastewater**
 Office: **Project Management**

Project: **312-55013**
 Status: **Adopted**
 LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference: Element #9 Goal 901	District:
LOS/Concurrency: N/A	Project Need: Deficiency	Location:

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
4,536,368	1,045,025	2,701,871	200,814	200,814	193,922	193,922	0

Description and Scope

For the use of system development and debt service.

Rationale

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 Management	10/19 - 09/35	4,536,368
Total Budgetary Cost Estimate:		4,536,368
Means of Financing		
Funding Source	Amount	
Fund 312 Cudjoe Reg. WW Proj.	4,536,368	
Total Programmed Funding:		4,536,368
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Debt Service Payments**
 Category: **Fund 312 Cudjoe Reg. Wastewater**
 Office: **B.O.C.C.**

Project: **312-590207**
 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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
18,678,214	4,666,579	5,508,675	2,125,740	2,125,740	2,125,740	2,125,740	0

Description and Scope

Transfer of funds from 312 to Debt Service Fund 207.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Project Management	10/19 - 09/39	18,678,214
Total Budgetary Cost Estimate:		18,678,214
Means of Financing		
Funding Source	Amount	
Fund 312 Cudjoe Reg. WW Proj.	18,678,214	
Total Programmed Funding:		18,678,214
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Fund 312 Reserves**
 Category: **Fund 312 Cudjoe Reg. Wastewater**
 Office: **Project Management**

Project: **312-590990**
 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 2020	<i>Non-Appropriated Programmed CIP Funding</i>				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
260,320	0	0	65,080	65,080	65,080	65,080	0

Description and Scope

Rationale

Project Map	Schedule of Activities
-------------	------------------------

	Project Activities	From - To	Amount
	Project Management	10/15 - 09/20	260,320
	Total Budgetary Cost Estimate:		260,320
Means of Financing			
	Funding Source	Amount	
	Fund 312 Cudjoe Reg. WW Proj.	260,320	
	Total Programmed Funding:		260,320
	Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Series 2014 Revenue Bonds

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 314 2014 Revenue Bonds	12,029,908	25,486,330	13,332,577	100,000	0	0	38,918,907	50,948,815
CC1501 Marathon Library	1,487,814	5,905,385	500,000	0	0	0	6,405,385	7,893,199
CG1903 Plantation Key Enabling Projects	770,494	1,680,089	0	0	0	0	1,680,089	2,450,583
CP1501 Cudjoe Fire Station	3,389,595	1,295,085	0	0	0	0	1,295,085	4,684,680
CP1503 Plantation Key Courthouse & Jail	6,382,005	16,605,771	12,832,577	100,000	0	0	29,538,348	35,920,353
Total Project Cost	<u>12,029,908</u>	<u>25,486,330</u>	<u>13,332,577</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>38,918,907</u>	<u>50,948,815</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 314 Series 2014 Revenue Bonds	11,259,414	10,806,241	6,722,577	100,000	0	0	17,628,818	28,888,232
Fund 314 Transfer in Fm Other Funds	770,494	14,680,089	6,610,000	0	0	0	21,290,089	22,060,583
Total Funding	<u>12,029,908</u>	<u>25,486,330</u>	<u>13,332,577</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>38,918,907</u>	<u>50,948,815</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Marathon Library**

Project: **CC1501**

Category: **Fund 314 2014 Revenue Bonds**

Status: **Adopted**

Office: **Project Management**

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: Marathon

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
7,893,199	1,487,814	5,905,385	500,000	0	0	0	0

Description and Scope

Construction of a new library in Marathon.

Rationale

Existing library in Marathon isn't adequate. On February 18, 2015, the BOCC entered into an Interlocal Agreement (ILA) with the School Board of Monroe County to jointly construct a shared use facility. The School Board needs to renovate its Adult Education facility which is located on the planned library site. The school board will furnish the land (99 year non-exclusive lease) and the County will pay for and build the County Library/Adult Education facility, which shall include up to a 2,250 sq. ft. space for an Adult Education facility.

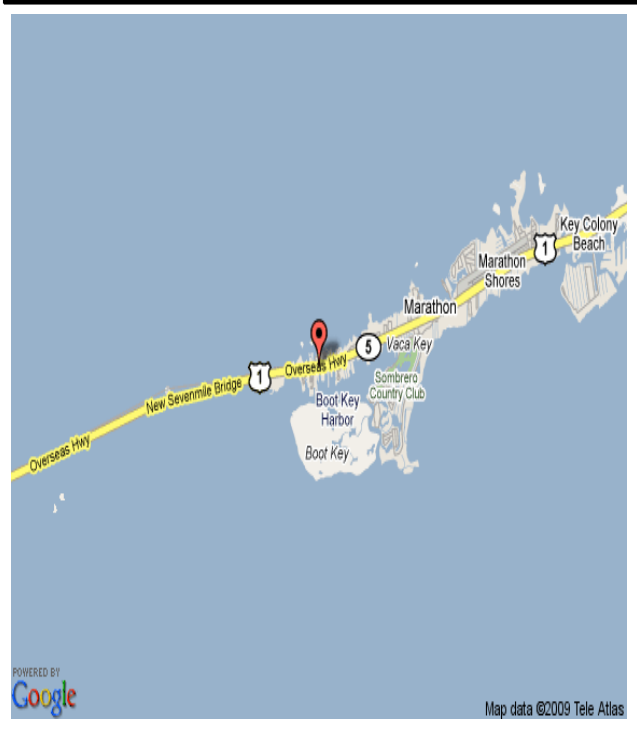
Funding Strategy

2014 Revenue Bond Proceeds - Fund 314

Operating Budget Impacts

There will be an operating budget impact of \$200,000 per year, for a total of \$1,000,000 in the current five year outlook.

Project Map	Schedule of Activities
-------------	------------------------



Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/21	93,108
Design/Engineering	10/19 - 09/21	676,556
Construction	10/19 - 09/21	7,053,535
Art in Public Places	10/19 - 09/20	70,000
Total Budgetary Cost Estimate:		7,893,199
Means of Financing		
Funding Source	Amount	
Fund 314 Series 2014 Revenue Bonds	7,893,199	
Total Programmed Funding:		7,893,199
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Plantation Key Enabling Projects**
 Category: **Fund 314 2014 Revenue Bonds**
 Office: **Project Management**

Project: **CG1903**
 Status: **Adopted**
 LMS: **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: Plantation Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
2,450,583	770,494	1,680,089	0	0	0	0	0

Description and Scope

Includes all enabling projects related to the Plantation Key Courthouse Project. All work that benefits groups or agencies that will not be utilizing the final courthouse. This includes Old Tavernier School, Fuel Island, Perl Avenue Church, Affordable Housing, and Art in Public Places.

Rationale

Project Map	Schedule of Activities
-------------	------------------------

Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	101,048
Mitigation	10/19 - 09/20	440,000
Construction	10/19 - 09/20	1,508,621
Art in Public Places	10/19 - 09/20	400,914
Total Budgetary Cost Estimate:		2,450,583
Means of Financing		
Funding Source	Amount	
Fund 314 Transfer in Fm Other Funds	2,450,583	
Total Programmed Funding:		2,450,583
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Cudjoe Fire Station**
 Category: **Fund 314 2014 Revenue Bonds**
 Office: **Project Management**

Project: **CP1501**
 Status: **Adopted**
 LMS: **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: Cudjoe Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
4,684,680	3,389,595	1,295,085	0	0	0	0	0

Description and Scope

Purchase land and build a new fire station on Cudjoe Key.

Rationale

Current lower keys fire stations are located on Big Pine Key, Big Coppitt Key and Stock Island. Properties in the Cudjoe/Summerland Keys are over 10 miles from the nearest fire station. The volunteer fire station on Sugarloaf Key has difficulty keeping volunteers available. A new fire station is needed to better serve those properties located between the existing fire stations.

Funding Strategy

2014 Revenue Bond Fund 314

Operating Budget Impacts

Estimated operating budget is \$185,000/year

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	23,012
Design/Engineering	10/19 - 09/20	741,183
Construction	10/19 - 09/20	3,884,185
Art in Public Places	10/19 - 09/20	36,300
Total Budgetary Cost Estimate:		4,684,680
Means of Financing		
Funding Source	Amount	
Fund 314 Series 2014 Revenue Bonds	4,684,680	
Total Programmed Funding:		4,684,680
Future Funding Requirements:		0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Plantation Key Courthouse & Jail**
 Category: **Fund 314 2014 Revenue Bonds**
 Office: **Project Management**

Project: **CP1503**
 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: 88820 Overseas Highway, Tavernier

Programmed Funding

Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
35,920,353	6,382,005	16,605,771	12,832,577	100,000	0	0	0

Description and Scope

Replace the old Plantation Key jail and courthouse. This project includes: renovation of the Ellis Building and temporary facilities for the drug court. Renovation of the Ellis Building, second floor, for the Property Appraiser and Social Services. Also the first floor for a new senior center, and demolition of existing senior center.

Rationale

With the courthouses completed in Key West and Marathon, it is now time to modernize and construct a new courthouse and jail facility on Plantation Key.

Funding Strategy

2014 Revenue Bond Proceeds - Fund 314

Operating Budget Impacts

There is no operating budget impact in the current five year outlook.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/14 - 09/22	605,926
Design/Architecture	10/14 - 09/22	1,317,498
Construction	10/19 - 09/22	33,996,929
Total Budgetary Cost Estimate:		35,920,353
Means of Financing		
Funding Source	Amount	
Fund 314 Series 2014 Revenue Bonds	16,310,353	
Fund 314 Transfer in Fm Other Funds	19,610,000	
Total Programmed Funding:		35,920,353
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Long Key Wastewater

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 315 Long Key Wastewater	910,532	730,569	0	0	0	0	730,569	1,641,101
PE1601 Long Key WW	910,532	730,569	0	0	0	0	730,569	1,641,101
Total Project Cost	<u>910,532</u>	<u>730,569</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>730,569</u>	<u>1,641,101</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 315 Interest Earnings	0	2,100	0	0	0	0	2,100	2,100
Fund 315 Transf in Fm 304	910,532	728,469	0	0	0	0	728,469	1,639,001
Total Funding	<u>910,532</u>	<u>730,569</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>730,569</u>	<u>1,641,101</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Long Key WW**

Project: **PE1601**

Category: **Fund 315 Long Key Wastewater**

Status: **Adopted**

Office: **Project Management**

LMS: **N/A**

Comprehensive Plan Information	Project Location
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CIE Project: Yes	Plan Reference:	District:
LOS/Concurrency: N/A	Project Need: N/A	Location: Long Key

Programmed Funding							
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Programmed Funding	Appropriated To Date	Budgeted FY 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
1,641,101	910,532	730,569	0	0	0	0	0

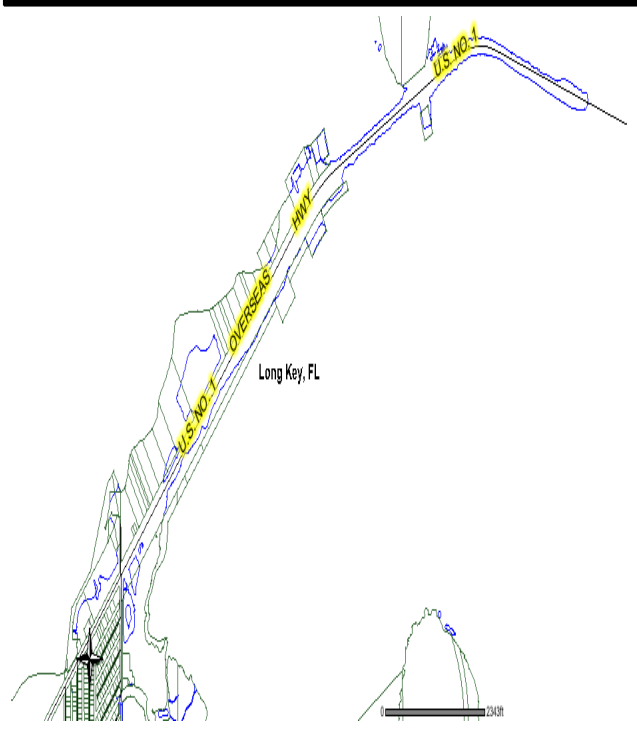
Description and Scope

Construction of a collection system.

Rationale

Long Key is a cold spot area which in most cases would mean that each residence would have an onsite system. Last year, the County entered into an agreement with Outdoor Resorts, which is a mobile home park located on Long Key. The County stated that they would not be running a wastewater pipe passed them and requiring them to hook up to a central system. This was done so that Outdoor Resorts could begin to upgrade their package plant to 2010 standards without fear that the County would eventually ask them to abandon it. In the event that the County and FKAA decides to construct a collection system to connect residences, a condominium complex and an inn located on West Long Key to the Outdoor Resorts treatment plant. At the time of the FY11 Capital Budget Adoption, no decision has been made to either build the collection system and have the individual residences have their wastewater treated at Outdoor Resorts or if we will simply have them build individual onsite systems.

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Project Mgmt	10/19 - 09/20	1,641,101
Total Budgetary Cost Estimate:		1,641,101
Means of Financing		
Funding Source	Amount	
Fund 315 Interest Earnings	2,100	
Fund 315 Transf in Fm 304	1,639,001	
Total Programmed Funding:		1,641,101
Future Funding Requirements:		0

**Monroe County Board of County Commissioners
Fiscal Years 2020 thru 2024 Capital Improvement Program**

Land Acquisition

Project Categories	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 316 Land Acquisition	4,015,000	3,175,000	770,000	620,000	1,420,000	0	5,985,000	10,000,000
Fund 316 Reserves	0	0	0	0	330,384	0	330,384	330,384
Total Project Cost	<u>4,015,000</u>	<u>3,175,000</u>	<u>770,000</u>	<u>620,000</u>	<u>1,750,384</u>	<u>0</u>	<u>6,315,384</u>	<u>10,330,384</u>

Means of Financing	Appropriated	FY 2020	Un-Appropriated Subsequent Years				5 Year Total	CIP Total
	To Date	Proposed	FY 2021	FY 2022	FY 2023	FY 2024		
Fund 316 Interest Earnings	0	0	20,000	20,000	20,000	0	60,000	60,000
Fund 316 Transfer in Fm Other Funds	4,015,000	1,250,000	750,000	600,000	1,400,000	0	5,925,000	9,940,000
Fund 316 Fund Balance Forward	0	1,925,000	0	0	330,384	0	330,384	330,384
Total Funding	<u>4,015,000</u>	<u>3,175,000</u>	<u>770,000</u>	<u>620,000</u>	<u>1,750,384</u>	<u>0</u>	<u>6,315,384</u>	<u>10,330,384</u>

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Reserves**

Project: **316 - 590990**

Category: **Fund 316 Land Acquisition**

Status: **Adopted**

Office: **B.O.C.C.**

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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
330,384	0	0	0	0	330,384	0	0

Description and Scope

Rationale

Project Map	Schedule of Activities
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	Project Activities	From - To	Amount
	Other	10/23 - 09/24	330,384
Total Budgetary Cost Estimate:			330,384
Means of Financing			
	Funding Source	Amount	
	Fund 316 Interest Earnings	330,384	
Total Programmed Funding:			330,384
Future Funding Requirements:			0

Monroe County Board of County Commissioners

Fiscal Years 2020 thru 2024 Capital Improvement Program

Title: **Land Acquisition Match**
 Category: **Fund 316 Land Acquisition**
 Office: **Project Management**

Project: **PE1602**
 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 2020	Non-Appropriated Programmed CIP Funding				Future Funding
			FY 2021	FY 2022	FY 2023	FY 2024	
10,000,000	4,015,000	3,175,000	770,000	620,000	1,420,000	0	0

Description and Scope

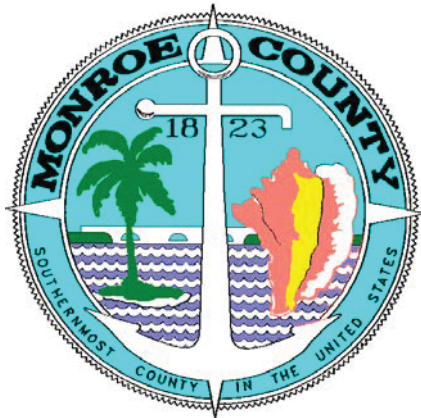
Rationale

Project Map	Schedule of Activities
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Project Activities	From - To	Amount
Land	10/19 - 09/23	10,000,000
Total Budgetary Cost Estimate:		10,000,000
Means of Financing		
Funding Source	Amount	
Fund 316 Interest Earnings	60,000	
Fund 316 Transfer in Fm Other Funds	9,940,000	
Total Programmed Funding:		10,000,000
Future Funding Requirements:		0

FY20 Adopted Budget

Glossary



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.

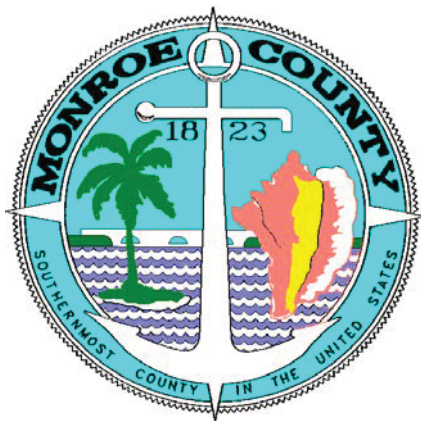
TRUST FUNDS: A trust fund is an account for cash set aside in a trustee capacity such as donations for certain programs.

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.

FY20 Adopted Budget

Acronyms



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