



Islamorada, Village of Islands

REGULAR VILLAGE COUNCIL MEETING

June 9, 2026 - 5:30 PM
Founders Park Community Center
87000 Overseas Highway
Islamorada, FL 33036

Virtual participation is available to the public. Please see the last page of the agenda for participation details.

AGENDA

- I. **CALL TO ORDER / ROLL CALL**
- II. **PLEDGE OF ALLEGIANCE**
- III. **AGENDA: Requests for Deletion / Emergency Additions**
- IV. **REPORTS, PRESENTATIONS AND ANNOUNCEMENTS**
 - A. Village Staff Service Awards
 - B. Federal Lobbyist Jim Davenport via Zoom
 - C. Roads Elevation Study and Adaptation Plan Update by HDR
 - D. FCAA Transmission Main Replacement Project Update — Aaron Cutler
- V. **MAYOR / COUNCIL COMMUNICATIONS**
- VI. **VILLAGE ATTORNEY / VILLAGE MANAGER COMMUNICATIONS**
 - A. FY 26-27 Tentative Budget Calendar
 - B. Village-Owned Properties Discussion
- VII. **PUBLIC COMMENT**

This is general public comment. It provides an opportunity for the public to speak about matters that are pertinent to the Village but not scheduled elsewhere on the agenda. The mayor opens public comment on agenda items throughout the meeting.)
- VIII. **CONSENT AGENDA**
 - A. May 12, 2026 Regular Village Council Meeting Minutes **TAB 1**
 - B. Resolution Approving Interlocal Agreement with Monroe County for Florida Boating Improvement Funds **TAB 2** Lisa Watts, Marina Manager
A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE INTERLOCAL AGREEMENT BETWEEN MONROE COUNTY, FLORIDA, AND ISLAMORADA, VILLAGE OF ISLANDS, TO

PROVIDE REIMBURSEMENT FUNDING FROM BOATING IMPROVEMENT FUNDS DURING FISCAL YEAR 2026-2027; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE.

- C. Resolution Approving Fiscal Year 2025-2026 Purchases from Bound Tree Medical LLC and Florida Keys EVR for Fire and Rescue **TAB 3** Terry Abel, Fire Chief

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING FISCAL YEAR 2025-2026 EXPENDITURES WITH BOUND TREE MEDICAL AND FLORIDA KEYS EMERGENCY VEHICLE REPAIRS, FOR THE SUPPLIES, OPERATION AND MAINTENANCE OF THE VILLAGE'S FIRE RESCUE; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING A WAIVER OF COMPETITIVE BIDDING; AND PROVIDING FOR AN EFFECTIVE DATE

IX. **END OF CONSENT AGENDA**

X. RESOLUTIONS

- A. Resolution Approving the Ranking and Recommendation of the RFP 26-03 Evaluation Committee and Authorization to Enter into an Agreement with Beefree LLC for On-Demand Electric Vehicle Ridesharing Services **TAB 4** Peter Frezza, Environmental Resources Manager

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE FINAL RANKINGS AND RECOMMENDATIONS OF THE RFP 26-03 EVALUATION COMMITTEE FOR SELECTION OF A CONTRACTOR FOR ON-DEMAND ELECTRIC VEHICLE RIDESHARING SERVICES; AUTHORIZING THE VILLAGE MANAGER AND VILLAGE ATTORNEY TO NEGOTIATE AN AGREEMENT FOR THE SERVICES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING AN EFFECTIVE DATE

- B. Resolution Approving the Ranking and Recommendation of the RFP 26-04 Evaluation Committee and Authorization to Enter into an Agreement for Grant Writing, Consulting, and Support Services **TAB 5** Peter Frezza, Environmental Resources Manager

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE FINAL RANKINGS AND RECOMMENDATIONS OF THE RFP 26-04 EVALUATION COMMITTEE FOR SELECTION OF A

CONTRACTOR FOR GRANT WRITING, CONSULTING, AND SUPPORT SERVICES; AUTHORIZING THE VILLAGE MANAGER AND VILLAGE ATTORNEY TO NEGOTIATE AN AGREEMENT FOR THE SERVICES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING AN EFFECTIVE DATE

- C. Preliminary Rate Resolution for FY 2026-2027 Solid Waste Assessment **TAB 6** (Hatti Jenkins, Finance Director)
A PRELIMINARY RATE RESOLUTION OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, RELATING TO THE COLLECTION AND DISPOSAL OF SOLID WASTE WITHIN THE VILLAGE FOR FISCAL YEAR 2026-2027 ESTABLISHING THE ESTIMATED ASSESSMENT RATE FOR SOLID WASTE SERVICE AGAINST ASSESSED PROPERTY LOCATED WITHIN ISLAMORADA, VILLAGE OF ISLANDS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2026 THROUGH SEPTEMBER 30, 2027; DIRECTING THE PREPARATION OF AN ASSESSMENT ROLL; PROVIDING FOR PUBLIC HEARING AND NOTICE THEREOF; AND PROVIDING FOR AN EFFECTIVE DATE
- D. Resolution Approving Amendment to Agreement with Early Alert Inc. for Emergency Management Consulting Servicing **TAB 7** Terry Abel, Fire Chief
A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING A CONTINUING SERVICES AGREEMENT; FISCAL YEAR 2025-2026 EXPENDITURES FROM EARLY ALERT INC. FOR EMERGENCY MANAGEMENT CONSULTING SERVICES; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND FUNDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AND PROVIDING FOR AN EFFECTIVE DATE

XI. ORDINANCES

- A. Ordinance Amending Section 2-236, Purchasing - **Second Reading TAB 8** (Hatti Jenkins, Finance Director)
AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 2 "ADMINISTRATION", ARTICLE 2-IV "FINANCE", DIVISION 2-IV-2 "PURCHASING", AMENDING SECTION 2-236 "AUTHORITY OF VILLAGE MANAGER" TO UPDATE THE SIGNING AUTHORITY OF CHECKS; AMENDING SECTION 2-237 "GUIDELINES" TO PROVIDE FOR INCREASED AMOUNTS IN PURCHASING AUTHORITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

- B. Ordinance Creating Chapter 66 "Waterways", Article 1 "In General", Section 66-4 "Restricted Activities in Public and Private Marinas" Regarding No Swimming in Marinas - **Second Reading TAB 9**
AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CREATING CHAPTER 66 "WATERWAYS", ARTICLE I "IN GENERAL", SECTION 66-4 "RESTRICTED ACTIVITES IN PUBLIC AND PRIVATE MARINAS" OF THE VILLAGE CODE TO CREATE A NON-VESSEL ACTIVITY EXCLUSION ZONE IN PUBLIC AND PRIVATE MARINAS; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

- C. Ordinance of Islamorada, Village Of Islands, Florida, Amending Chapter 14 "Elections", Article I "In General", Creating Section 14-2 "Vacancy in Candidacy"; Providing for Severability; Providing for Inclusion in the Code; and Providing for an Effective Date - **First Reading TAB 10**

John Quick, Interim Village Attorney

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 14 "ELECTIONS", ARTICLE I "IN GENERAL", CREATING SECTION 14-2 "VACANCY IN CANDIDACY"; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

- D. Ordinance Concerning a Charter Amendment Related to Three-Year Staggered Terms - **First Reading TAB 11** John Quick, Interim Village Attorney

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER RELATING TO THREE-YEAR STAGGERED TERMS OF OFFICE WITH THREE TERM LIMIT; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

- E. Ordinance Concerning a Charter Amendment Related to Council Compensation - **First Reading TAB 12** John Quick, Interim Village Attorney

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A

**PROPOSED AMENDMENT TO THE VILLAGE CHARTER
RELATING TO COUNCIL SALARIES; PROVIDING FOR
PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE
BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION;
PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND
FOR VILLAGE CANVASSING BOARD; PROVIDING FOR
SEVERABILITY; PROVIDING FOR INCLUSION IN THE
CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING
FOR AN EFFECTIVE DATE**

- F. Ordinance Concerning a Charter Amendment Related to the Filing of Vacancies on Council - **First Reading TAB 13** John Quick, Interim Village Attorney

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER PERTAINING TO COUNCILMEMBER VACANCIES; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

- G. Ordinance Concerning a Charter Amendment Related to Super-Majority Voting in Certain Instances - **First Reading TAB 14** John Quick, Interim Village Attorney

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER PERTAINING TO SUPER-MAJORITY VOTING; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

XII. MOTIONS

XIII. ADJOURNMENT

XIV. STATUS UPDATE/AFTER ACTION REPORT

Options for Viewing the Village Council Meeting:

The public is encouraged to watch the meeting on Monroe County's MCTV Comcast Channel

77. Alternatively, the public may view the meeting streamed live on the Village website from their personal computer, tablet or phone via the following link:

https://www.islamorada.fl.us/departments/communications/live_village_broadcast_meeting.php

Public Participation through Public Comment:

The public may provide public comment on items of a general nature or items specific to the agenda. Below are the guidelines for submitting public comments:

Option 1: Email your comments.

1. Public comment should be submitted via email to: public.comment@islamorada.fl.us
2. The email should contain "Public Comment" in the subject line.
3. The name and address of the submitter shall be included in the email.
4. Public comment should be submitted by 9 a.m. the day before the meeting. Public comment will be sent to the Village Councilmembers for consideration prior to the meeting. Public comments will not be read during the meeting.

Option 2: Call in During the Meeting.

1. If phoning in, dial 305-224-1968 and enter the webinar ID: **911 0656 4166** followed by #. When the Mayor opens public comment pertaining to the agenda item you are interested in dial *9 to be recognized by the Zoom meeting monitor. The Monitor will call you by the last four digits of your phone number. **Please be sure to unmute your phone when you are called upon.**
2. If watching online via Zoom: Open the Zoom webinar link <https://zoom.us/j/91106564166> and follow the prompts to join the webinar. When the Mayor opens public comment use the "raise your hand" feature to be recognized by the meeting monitor. Public comments will be heard in the order in which they are received.

ADA Assistance:

These meetings are open to the public. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact the ADA Coordinator at (305) 664-6448 or by email at ADA@islamorada.fl.us at least 48 hours before the scheduled meeting.



Council Communication

To: Mayor and Village Council
From:
Date: June 9, 2026
SUBJECT: Village Staff Service Awards

Background:

Terry, Jamie	04/19/2021	5
Valdes-Diaz, Carlos	05/09/2021	5
Engelmeyer, Andrew J.	02/08/2016	10
Ardila, Andres F.	02/25/2016	10
Ordenana, Raidel	01/24/2016	10
Mendoza, Anselmo	11/23/2010	15
Herzberg, Gunther	02/06/2006	20
Cabrales, Angel	03/07/2001	25

Analysis:

Budget Impact:

Staff Impact:

Recommendation:

Attachments: None



Council Communication

To: Mayor and Village Council
From:
Date: June 9, 2026
SUBJECT: Federal Lobbyist Jim Davenport via Zoom

Background:

Analysis:

Budget Impact:

Staff Impact:

Recommendation:

Attachments: None

**Islamorada, Village of Islands
Tentative FY 2025-2026 Budget Calendar**

Tuesday, June 9, 2026	5:30PM Regular Village Council Meeting Adopt Preliminary Solid Waste Assessment Resolution
Wednesday, July 1, 2026	Property Appraiser's Office distributes DR-420 certifying taxable value for budget process
<i>Friday, July 3, 2026</i>	<i>Independence Day (Observed) – Village Administrative Offices closed</i>
Tuesday, July 7, 2026	5:30PM Regular Village Council Meeting Village Council adopts resolution to: <ul style="list-style-type: none"> ◦ Set a tentative millage rate for publication on 2026 TRIM notices ◦ Select the date, time and location of the FY 2026-2027 First (Tentative) Public Budget Hearing for publication on 2027 TRIM notices Proposed date: ◦ Select the date, time and location of the FY 2026-2027 Second (Final) Public Budget Hearing Proposed date: ◦ Establish Preliminary Solid Waste & Non-Ad Valorem Assessment Resolution <p>Shortened deadline to submit completed DR-420 to the Monroe County Property Appraiser's Office providing tentative millage rate for inclusion on TRIM notices and date, time and location of the FY 2026-2027 First (Tentative) Budget Hearing (deadline is normally August 4th each year; however, the Monroe County Property Appraiser's Office has shortened the deadline due to their processing needs.)</p>
<i>Monday, August 3, 2026</i>	<i>5:05pm Monroe County School Board - First Budget Hearing</i>

BUDGET WORKSHOPS – AUGUST 3, 2026 THROUGH AUGUST 7, 2026

Tuesday, August 4, 2026	3:00 PM Village Council Workshop #1 Establish FY 2026-2027 Budget Goals and Priorities; Discuss FY 2026-2027 Personnel Changes, Cost of Living Increases, Merit Raises, Cost of Benefits, Millage Rate Scenarios; Discuss General Fund Budget
Wednesday, August 5, 2026	3:00 PM Village Council Workshop #2 Discuss FY 2026-2027 Special Revenue Fund Budgets, Debt Service Fund Budget, Enterprise Fund Budgets and Capital Improvement Plan
Thursday, August 6, 2026	3:00 PM Village Council Workshop #3 Discuss FY 2026-2027 Continue discussions if needed
Tuesday, August 18, 2026	5:30 PM Regular Village Council Meeting Adoption of Final Annual Solid Waste, Stormwater and Wastewater Non-Ad Valorem Assessment Resolutions
<i>Thursday, August 27, 2026</i>	<i>Last day for Monroe County Property Appraiser to mail TRIM notices to property owners</i>
Monday, September 7, 2026	<i>Labor Day – Village Administrative Offices closed</i>
<i>Tuesday, September 8, 2026</i>	<i>5:05 PM Monroe County School Board - Final Budget Hearing</i>
Wednesday, September 9, 2026	<i>5:05 PM Monroe County Board of County Commissioners – First (Tentative) Public Budget Hearing</i>
Thursday, September 10, 2026 or Friday, September 11, 2026	5:30 PM Special Call Village Council Meeting – First (Tentative) Public Budget Hearing Review entire tentative FY 2026-2027 budget and proposed millage rate; Village Council adopts resolution resolution to approve and adopt tentative FY 2026-2027 budget and millage rate
Monday, September 14, 2026	<i>5:05 PM Monroe County Board of County Commissioners – Second (Final) Public Budget Hearing</i>
Wednesday, September 16, 2026 or Thursday, September 17, 2026	5:30 PM Special Call Village Council Meeting – Second (Final) Public Budget Hearing Village Council adopts resolution to approve and adopt final FY 2026-2027 millage rate and budget



Council Communication

To: Mayor and Village Council
From:
Date: June 9, 2026
SUBJECT: Village-Owned Properties Discussion

Background:

Analysis:

Budget Impact:

Staff Impact:

Recommendation:

Attachments: None



Council Communication

To: Mayor and Village Council
From:
Date: June 9, 2026
SUBJECT: **May 12, 2026 Regular Village Council Meeting Minutes TAB 1**

Background:

Analysis:

Budget Impact:

Staff Impact:

Recommendation:

Attachments: 1. 05 12 2026_RVCM Minutes



Islamorada, Village of Islands

REGULAR VILLAGE COUNCIL MEETING

May 12, 2026 - 5:30 PM
Founders Park Community Center
87000 Overseas Highway
Islamorada, FL 33036

MINUTES

I. CALL TO ORDER / ROLL CALL

Mayor Don Horton called the meeting to order at 05:30 PM

PRESENT: Mayor Don Horton, Vice Mayor Sharon Mahoney, Council Member Steve Friedman, Council Member Deb Gillis, Council Member Anna Richards

ABSENT:

II. PLEDGE OF ALLEGIANCE

Greg Dully led the Pledge of Allegiance.

III. AGENDA: Requests for Deletion / Emergency Additions

Added: Recognition of graduating Youth Council members

Removed: Tab 13 (Rideshare RFP) moved to June meeting

Consensus: Quasi-judicial items to follow the Consent Agenda

IV. REPORTS, PRESENTATIONS AND ANNOUNCEMENTS

Council recognized graduating Youth Council members for their service.

A. FCAA Transmission Main Replacement Project Update — Aaron Cutler
FCAA Project Manager Aaron Cutler noted that the project installation was complete and remaining restoration and paving would continue through summer.

B. Plates & Plans Update

Planning Director Jennifer DeBoisbriand provided a report on the Plates & Plans workshop, noting good turnout and participation. She indicated that future events would be planned with cross-department coordination.

V. CITIZENS' ADVISORY COMMITTEE REPORTS & APPOINTMENTS

A. Appointments to Expiring Seats and Council Liaison Appointments **TAB 1**

Council reviewed the slate of applicants and reappointments. Appointees were decided via a straw ballot.

No changes were made to Council liaison assignments.

B. Charter Review Committee Report **TAB 2**

Council provided consensus direction on potential charter amendments:

- Terms: General support for voter consideration of 3-year staggered terms.
- Term limits: Conversion from years to number of terms supported for ballot consideration.
- Salary adjustment: Supported for voter consideration.
- Vacancy during qualifying: Consensus to proceed via ordinance rather than charter amendment.
- Postponement of agenda items: Consensus not to move forward.
- Special elections / vacancies / supermajority for property sales: General consensus to allow voters to decide, subject to limiting ballot length.

C. Land Acquisition Advisory Committee Report - Chair Greg Dully
Chair Greg Dully reported on recent activities of the committee.

D. Near Shore Water Regulation Committee Report — Chair Dianne Harbough
Chair Dianne Harbaugh reported on recent activities of the committee.

VI. MAYOR / COUNCIL COMMUNICATIONS

Discussion included the format of the after-action report and moving forward with the Comp Plan update.

VII. VILLAGE ATTORNEY / VILLAGE MANAGER COMMUNICATIONS

Village Attorney John Quick provided an update on the Yates litigation. He noted the breach of contract claim had been dismissed, but the remaining ethics-related matter was scheduled for trial in October.

A. Report from Tom Brzezinski of Wade Trim

Tom Brzezinski of Wade Trim provided updates on the proposed Consent Order compliance measures.

B. Discussion on Anglers Reef Parking

Village Manager Ron Saunders noted he received direction in September to enter into a non-exclusive parking agreement with Anglers Reef.

Concerns were raised regarding the scope of the agreement and potential costs.

Mayor Don Horton opened public comment.

Speakers included:

Ken Thomas

Sue Miller, representing Islamorada Community Alliance

Cheryl Culberson

Joe Wischmeier

Ty Harris

Thad

There being no further speakers, Mayor Horton closed public comment.

ACTION: Motion to Approve to move forward with the agreement item VII.B. by Sharon Mahoney second by Anna Richards;

Motion Passed with a 3:2 vote
AYES: Don Horton, Sharon Mahoney, Anna Richards
NAYS: Steve Friedman, Deb Gillis
ABSTAIN: None

VIII. PUBLIC COMMENT

This is general public comment. It provides an opportunity for the public to speak about matters that are pertinent to the Village but not scheduled elsewhere on the agenda. The mayor opens public comment on agenda items throughout the meeting.)

Mayor Don Horton opened public comment.

Speakers included:

Tony Hammon

Joe Wischmeier

Jamie Engel

Sue Miller, representing Islamorada Community Alliance

There being no one else wishing to speak, Mayor Horton closed public comment.

IX. CONSENT AGENDA

Mayor Don Horton opened public comment.

Speakers included:

Joe Wischmeier

Sue Miller, representing Islamorada Community Alliance

There being no one else wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item IX. by Deb Gillis second by Sharon Mahoney;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

A. Approval of April 7, 2026 Regular Council Meeting Minutes **TAB 3**

B. Resolution Approving the Second Amendment to the TDC Beach Cleaning and Maintenance Agreement ID#2500 **TAB 4** Alyssa Panzer, Grants and Environmental Coordinator

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA APPROVING THE 2ND AMENDMENT TO GRANT AGREEMENT ID#2500 BETWEEN THE VILLAGE AND MONROE COUNTY FOR BEACH MAINTENANCE SERVICES; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AMENDMENT; AUTHORIZING THE VILLAGE MANAGER

TO EXECUTE THE AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

- C. Resolution Approving New Turf and Landscape Agreement with the Florida Department Of Transportation **TAB 5**

(A.J. Engelmeyer, Public Works Director)

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING A NEW TURF AND LANDSCAPE MAINTENANCE AGREEMENT BETWEEN THE FLORIDA DEPARTMENT OF TRANSPORTATION AND ISLAMORADA, VILLAGE OF ISLANDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE VILLAGE MANAGER TO TAKE NECESSARY ACTION; AND PROVIDING FOR AN EFFECTIVE DATE

- D. Resolution Approving an Agreement with Premier Lakes for the Repair of the Village's Canal Air Curtain Systems **TAB 6** Peter Frezza, Environmental Resources Manager

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING A WORK AGREEMENT FOR THE REPAIR OF THE VILLAGE'S CANAL AIR CURTAIN SYSTEMS FROM PREMIER LAKES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE NECESSARY DOCUMENTS; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; APPROVING THE WAIVER OF COMPETITIVE BIDDING; AND PROVIDING FOR AN EFFECTIVE DATE

- E. Resolution Authorizing Application for Florida Boating Improvement Program SFY26 **TAB 7** Peter Frezza, Environmental Resources Manager, Alyssa Panzer, Grants and Environmental Coordinator

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AUTHORIZING THE SUBMISSION OF AN APPLICATION TO THE FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION FLORIDA BOATING IMPROVEMENT PROGRAM FOR GRANT FUNDING TO SUPPORT THE DESIGN, ENGINEERING, AND PERMITTING OF THE FOUNDERS PARK BOAT RAMP RENOVATION AND EXPANSION PROJECT; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE ALL DOCUMENTS NECESSARY IN CONNECTION THEREWITH; AND PROVIDING AN EFFECTIVE DATE.

- F. Resolution Adopting Title VI/Nondiscrimination Policy and Plan in Compliance with State/Federal Funding Requirements **TAB 8**
Alyssa Panzer, Grants and Environmental Coordinator

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, ADOPTING A TITLE VI / NONDISCRIMINATION POLICY AND PLAN IN COMPLIANCE WITH FEDERAL AND STATE REQUIREMENTS; PROVIDING FOR AUTHORIZATION; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.

- G. Resolution Approving the Purchase of 2 Portable Light Towers under the FSA Contract for the Wastewater Department **TAB 9** A.J. Engelmeyer, Public Works Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE PURCHASE OF TWO (2) BOBCAT PL80 PORTABLE LIGHT TOWERS FOR THE VILLAGE WASTEWATER DEPARTMENT BY PIGGYBACKING THE FLORIDA SHERIFF'S ASSOCIATION CONTRACT NO. FSA23-EQU21.1; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE NECESSARY DOCUMENTS; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE

- H. Resolution Approving a Fifth Amendment to the Agreement Between Island Pride Cleaning and Lawn Services, Inc., and the Village for Janitorial Services **TAB 10**

Maria Bagiotti, Founders Park Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING A FIFTH AMENDMENT TO AGREEMENT BETWEEN ISLAND PRIDE CLEANING AND LAWN SERVICES, INC. AND ISLAMORADA, VILLAGE OF ISLANDS FOR JANITORIAL SERVICES; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AMENDMENTS; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AMENDMENTS; AND PROVIDING FOR AN EFFECTIVE DATE

X. ****END OF CONSENT AGENDA****

XI. **QUASI-JUDICIAL**

- A. Administrative Relief for 125 Mockingbird Road **TAB 23** (Jennifer DeBoisbriand , Planning Director)

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CONSIDERING THE REQUEST BY MORALES REV LIVING TRUST AGR 2/16/2017 FOR ADMINISTRATIVE RELIEF FROM THE VILLAGE BUILDING PERMIT ALLOCATION SYSTEM (BPAS) FOR PROPERTY LOCATED AT 125 MOCKINGBIRD ROAD, PLANTATION KEY, AS LEGALLY DESCRIBED IN EXHIBIT "A"; PROVIDING FOR TRANSMITTAL TO THE DEPARTMENT OF COMMERCE; AND PROVIDING FOR AN EFFECTIVE DATE.

Council was asked to disclose any ex parte communications:
Council Member Steve Friedman - none
Council Member Deb Gillis - none
Council Member Anna Richards - none
Vice Mayor Sharon Mahoney - none
Mayor Don Horton - none

Planning Director Jennifer DeBoisbriand introduced the item, noting that staff recommend awarding an administrative relief allocation.

Mayor Horton called for testimony first from speakers in favor of the requests and then from those opposed:

In favor: none

Opposed: none

There being no one else wishing to provide testimony, Mayor Horton closed public testimony.

ACTION: Motion to Approve item XIII.A. by Deb Gillis second by Anna Richards;

Motion Passed with a 0:0 vote

AYES: None

NAYS: None

ABSTAIN: None

- B. Administrative Relief for 113 Venetian Way **TAB 24** Jennifer DeBoisbriand , Planning Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CONSIDERING THE REQUEST BY GRETCHEN GREGORY ON BEHALF OF RICHARD SIMPSON, BARBARA WHITEHILL, GENE ALLIGOOD JR., GABRIELA DORIA AND GRETCHEN GREGORY FOR ADMINISTRATIVE RELIEF FROM THE VILLAGE BUILDING PERMIT ALLOCATION SYSTEM (BPAS) FOR PROPERTY

LOCATED AT 113 VENETIAN WAY, PLANTATION KEY, AS LEGALLY DESCRIBED IN EXHIBIT "A"; PROVIDING FOR TRANSMITTAL TO THE DEPARTMENT OF COMMERCE; AND PROVIDING FOR AN EFFECTIVE DATE.

Council was asked to disclose any ex parte communications:

Council Member Steve Friedman - none

Council Member Deb Gillis - none

Council Member Anna Richards - none

Vice Mayor Sharon Mahoney - none

Mayor Don Horton - none

Planning Director Jennifer DeBoisbriand introduced the item, noting that staff recommend awarding an administrative relief allocation.

Mayor Horton called for testimony first from speakers in favor of the requests and then from those opposed:

In favor: none

Opposed: none

There being no one else wishing to provide testimony, Mayor Horton closed public testimony.

ACTION: Motion to Approve item XIII.B. by Anna Richards second by Deb Gillis;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

C. Administrative Relief for 148 Tequesta Street TAB 25 (Jennifer DeBoisbriand , Planning Director)

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CONSIDERING THE REQUEST BY JAMES FERGUSON FOR ADMINISTRATIVE RELIEF FROM THE VILLAGE BUILDING PERMIT ALLOCATION SYSTEM (BPAS) FOR PROPERTY LOCATED AT 148 TEQUESTA STREET, PLANTATION KEY, AS LEGALLY DESCRIBED IN EXHIBIT "A"; PROVIDING FOR TRANSMITTAL TO THE DEPARTMENT OF COMMERCE; AND PROVIDING FOR AN EFFECTIVE DATE.

Council was asked to disclose any ex parte communications:

Council Member Steve Friedman - none

Council Member Deb Gillis - none

Council Member Anna Richards - none

Vice Mayor Sharon Mahoney - none

Mayor Don Horton - none

Planning Director Jennifer DeBoisbriand introduced the item, noting that staff recommend awarding an administrative relief allocation.

Mayor Horton called for testimony first from speakers in favor of the requests and then from those opposed:

In favor: none

Opposed: none

There being no one else wishing to provide testimony, Mayor Horton closed public testimony.

ACTION: Motion to Approve item XIII.C. by Deb Gillis second by Anna Richards;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- D. Major Conditional Use - Transfer Station/Recycling Center - 86550 Overseas Highway **TAB 26** Jennifer DeBoisbriand , Planning Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CONSIDERING THE REQUEST OF TY HARRIS PA, AGENT FOR CABRERA GEORGINA REVOCABLE TRUST 08/26/2022 FOR A MAJOR CONDITIONAL USE APPROVAL TO ALLOW FOR A TRANSFER STATION/RECYCLING CENTER FOR PROPERTY LOCATED AT 86550 OVERSEAS HIGHWAY ON PLANTATION KEY, WITH REAL ESTATE NUMBER 00092010-000100, AS LEGALLY DESCRIBED HEREIN; PROVIDING FOR THE TRANSMITTAL OF THIS RESOLUTION TO THE FLORIDA DEPARTMENT OF COMMERCE; AND PROVIDING AN EFFECTIVE DATE.

Council Member Steve Friedman - none

Council Member Deb Gillis - Ty Harris

Council Member Anna Richards - Ty Harris and Frank Cabrera

Vice Mayor Sharon Mahoney - Ty Harris

Mayor Don Horton - Ty Harris, Frank Cabrera, and Brian Lindback

Planning Director Jennifer DeBoisbriand introduced the request, noting that staff has reviewed the request for Major Conditional Use Approval and determined that the site plan is consistent with the goals, objectives, and policies of the comprehensive plan and complies with applicable provisions of the Code of Ordinances.

Staff recommended approval of the proposed Major Conditional Use application, subject to the following Conditions:

1. Maximum EDU's allowed is 2. Identify all equivalent dwelling units (EDUs) prior to sewer connection permit approval.
2. Residential unit on property is limited to one dwelling unit only.
3. Stormwater shall be retained on site throughout the entire construction period and upon completion of project.
4. No outdoor lighting this permit.
5. Sewer connection permit must be issued within 60 days of final approval of this resolution.
6. The Village reserves the right to rescind in whole or part any aspect of this Major Conditional Use in the event violation of these conditions occurs.
7. All conditions shall be enforceable through all the powers of the Village Attorney's Office and the Village reserves the right after due public hearing, to rescind in whole or part, this Major Conditional Use, if violation of the conditions persists.

Mayor Horton called for testimony first from speakers in favor of the requests and then from those opposed:

In favor: none

Opposed: none

There being no one else wishing to provide testimony, Mayor Horton closed public testimony.

ACTION: Motion to Approve item XIII.D. by Anna Richards second by Sharon Mahoney;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

XII. RESOLUTIONS

Mayor Horton called for a brief recess at 9:01 p.m. and reconvened the meeting at 9:08 p.m.

- A.** Resolution Approving Work Authorization No. 1 with Cummins Cederberg for Conceptual Design of the Founders Park Boat Ramp and Parking **TAB 11** Peter Frezza, Environmental Resources Manager

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING WORK AUTHORIZATION NO. 1 WITH CUMMINS CEDERBERG, INC. FOR THE FOUNDERS PARK BOAT RAMP AND PARKING CONCEPTUAL DESIGN PROJECT; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF

WORK AUTHORIZATION NO. 1; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE PROJECT AGREEMENT FOR WORK AUTHORIZATION NO. 1; AND PROVIDING FOR AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

Speakers included:
Sue Miller

There being no one else wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.A. by Sharon Mahoney second by Steve Friedman;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- B.** Resolution Approving the Ranking and Recommendation of the RFQ 26-01 Evaluation Committee and Authorization to Negotiate a Groundlease **TAB 12**

Jennifer DeBoisbriand , Planning Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA APPROVING THE SELECTION OF ANF GROUP, INC., IN RESPONSE TO RFQ 26-01 FOR AFFORDABLE/WORKFORCE HOUSING DEVELOPMENT SERVICES; AUTHORIZING THE VILLAGE MANAGER AND VILLAGE ATTORNEY TO NEGOTIATE A GROUND LEASE AGREEMENT; AND PROVIDING FOR AN EFFECTIVE DATE

Planning Director Jennifer DeBoisbriand introduced the item, noting that adoption of the proposed Resolution would approve the ranking of the RFQ 26-01 Evaluation Committee, the recommended selection of ANF Group Inc to conduct the Services and authorize the Village Manager and the Village Attorney to negotiate a groundlease.

Mayor Horton opined that the Village should wait until the Monroe County workforce housing study has been completed and moved to reject all bids.

Mayor Don Horton opened public comment.

Speakers included:
Dave Helwig, representing Habitat for Humanity
Joe Wischmeier
Tony Hammon

At 9:57 p.m. Council Member Anna Richards made a motion to extend the meeting for 30 minutes.

Sue Miller, representing Islamorada Community Alliance
Scott Goss
Angela Rowe
Richard Black
Jenn Marble
Samantha Mowery

There being no one else wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Reject all bids item XI.B. by Don Horton second by Sharon Mahoney;
Motion Passed with a 4:1 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Anna Richards

NAYS: Deb Gillis

ABSTAIN: None

- C. MOVED TO JUNE 9 AGENDA - Rideshare RFP Resolution**
Approving the Ranking and Recommendation of the RFP 26-03 Evaluation Committee and Authorization to Enter into an Agreement with Beefree LLC for On-Demand Electric Ridesharing Services **Tab 13**

- D. Resolution Approving and Ratifying FY 2025-2026 Purchases from Precision Electronics Services Inc. for the Wastewater Department **TAB 14** A.J. Engelmeyer, Public Works Director**

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING A PURCHASE FROM PRECISION ELECTRONIC SERVICES, INC. FOR 2 VARIABLE FREQUENCY DRIVES (VFDS) & RATIFYING EXPENDITURES INCURRED FROM PRECISION ELECTRONIC SERVICES, INC. FOR PURCHASES TO DATE AND APPROVAL OF ADDITIONAL EXPENSES; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE WORK AUTHORIZATIONS; AND PROVIDING FOR AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.C. by Deb Gillis second by Anna Richards;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- E. Resolution Approving and Ratifying FY 2025-2026 Purchases from Fortiline for the Wastewater Department **TAB 15** A.J. Engelmeyer, Public Works Director

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, RATIFYING PURCHASES FROM FORTILINE WATERWORKS FROM THE BEGINNING OF FY 2025-2026 THROUGH APRIL 2026; AUTHORIZING ADDITIONAL PURCHASES THROUGH THE END OF FY 2025-2026; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; APPROVING A WAIVER OF COMPETITIVE BIDDING; AND PROVIDING FOR AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.D. by Deb Gillis second by Anna Richards;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- F. Approval of Grant Agreement # FM 1246 with Florida Department of Financial Services for Purchase of Fire Boat **TAB 16** Alyssa Panzer, Grants and Environmental Coordinator

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA APPROVING THE GRANT AWARD AGREEMENT #FM 1246 BETWEEN ISLAMORADA, VILLAGE OF ISLANDS AND THE FLORIDA DEPARTMENT OF FINANCIAL SERVICES TO PROVIDE REIMBURSEMENT FUNDING UP TO \$360,000 FOR THE PURCHASE OF A FIRE BOAT; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.E. by Anna Richards second by Sharon Mahoney;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- G.** Approval of 1st Quarter 2026 Residential Market Rate Building Permit Allocation System (BPAS) **TAB 17** (Jennifer DeBoisbriand , Planning Director)

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING RESIDENTIAL BUILDING PERMIT ALLOCATION SYSTEM (“BPAS”) RANKINGS AND AWARDED RESIDENTIAL BUILDING PERMIT ALLOCATIONS FOR QUARTER 1 OF 2026; AND PROVIDING FOR AN EFFECTIVE DATE.

Mayor Don Horton opened public comment.

Speakers included:
Sue Miller

There being no one else wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.F. by Anna Richards second by Deb Gillis;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- H.** Approval of 1st Quarter 2026 Nonresidential Building Permit Allocations **TAB 18** (Jennifer DeBoisbriand , Planning Director)

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING NONRESIDENTIAL BUILDING PERMIT ALLOCATION SYSTEM (“BPAS”) RANKINGS AND AWARDED NONRESIDENTIAL BUILDING PERMIT ALLOCATIONS FOR QUARTER 1 OF 2026; AND PROVIDING FOR AN EFFECTIVE DATE

At 10:29 p.m. Council Member Anna Richards moved to extend the meeting by 15 minutes.

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XI.G. by Deb Gillis second by Anna Richards;

Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

XIII. ORDINANCES

- A.** Ordinance Amending Section 2-236, Purchasing - **First Reading TAB 19** (Hatti Jenkins, Finance Director)

ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 2 "ADMINISTRATION", ARTICLE 2-IV "FINANCE", DIVISION 2-IV-2 "PURCHASING", AMENDING SECTION 2-236 "AUTHORITY OF VILLAGE MANAGER" TO UPDATE THE SIGNING AUTHORITY OF CHECKS; AMENDING SECTION 2-237 "GUIDELINES" TO PROVIDE FOR INCREASED AMOUNTS IN PURCHASING AUTHORITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Approve item XII.A. by Deb Gillis second by Anna Richards;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- B.** Ordinance Creating No Swimming and Human-Powered Vessel Zones in Marinas - **First Reading TAB 20** John Quick, Interim Village Attorney, Jennifer DeBoisbriand , Planning Director

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CREATING CHAPTER 66 "WATERWAYS", ARTICLE I "IN GENERAL", SECTION 66-4 "RESTRICTED ACTIVITIES IN PUBLIC AND PRIVATE MARINAS" OF THE VILLAGE CODE TO CREATE A HUMAN-POWERED VESSEL AND NON-VESSEL ACTIVITY EXCLUSION ZONE IN PUBLIC AND PRIVATE MARINAS; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

Mayor Don Horton opened public comment.

There being no one wishing to speak, Mayor Horton closed public comment.

Council directed staff to revise the ordinance to remove potentially unenforceable provisions related to human-powered vessels.

ACTION: Motion to Approve and exclude human powered vessels item XII.B. by Anna Richards second by Deb Gillis;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards
NAYS: None
ABSTAIN: None

- C. Ordinance to Amend Policy 1-3.1.3 - TDR Banking - **First Reading**
TAB 21 Jennifer DeBoisbriand , Planning Director

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING POLICY 1-3.1.3: INSTITUTE A PROGRAM FOR TRANSFER OF DEVELOPMENT RIGHTS OF THE ISLAMORADA COMPREHENSIVE PLAN BY AMENDING PROCEDURES AND ELIGIBILITY CRITERIA FOR THE TRANSFER OF DEVELOPMENT RIGHTS; PROVIDING FOR THE TRANSMITTAL OF THIS ORDINANCE TO THE STATE DEPARTMENT OF COMMERCE; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE UPON APPROVAL OF THIS ORDINANCE BY THE STATE DEPARTMENT OF COMMERCE.

At 10:44 p.m. Council Member Deb Gillis made a motion to extend the meeting by 10 minutes.

At 10:52 p.m. Council Member Anna Richards made a motion to extend the meeting to 11 p.m.

Mayor Don Horton opened public comment.

Speakers included:
Sue Miller, representing Islamorada Community Alliance

There being no one else wishing to speak, Mayor Horton closed public comment.

ACTION: Motion to Defer and continue with internal conversations item XII.C. by Don Horton second by Anna Richards;
Motion Passed with a 5:0 vote

AYES: Don Horton, Sharon Mahoney, Steve Friedman, Deb Gillis, Anna Richards

NAYS: None

ABSTAIN: None

- D. Ordinance Amending Section 30-504 of the Village Code - TDR Banking - **First Reading** **TAB 22** Jennifer DeBoisbriand , Planning Director

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING VILLAGE CODE SECTIONS 30-504, "TRANSFER PROCEDURE," TO AMEND PROCEDURES AND ELIGIBILITY CRITERIA FOR THE TRANSFER OF DEVELOPMENT RIGHTS (TDRS); PROVIDING FOR THE

**TRANSMITTAL OF THIS ORDINANCE TO THE STATE
DEPARTMENT OF COMMERCE; PROVIDING FOR
SEVERABILITY; PROVIDING FOR CONFLICTS; PROVIDING
FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN
EFFECTIVE DATE UPON APPROVAL OF THIS ORDINANCE BY
THE STATE DEPARTMENT OF COMMERCE.**

Item was not discussed.

XIV. MOTIONS

XV. ADJOURNMENT

There being no further business, the meeting was adjourned at 11:00 p.m.

XVI. STATUS UPDATE

- A. Council Direction Status Report - May 2026



Council Communication

To: Mayor and Village Council
From: Lisa Watts, Marina Manager
Date: June 9, 2026
SUBJECT: **Resolution Approving Interlocal Agreement with Monroe County for Florida Boating Improvement Funds TAB 2**

Background:

Since 2004, Islamorada has operated a buoy maintenance program to maintain a Florida Uniform Waterway Marker compliant system of 135 navigational buoys and a series of fixed regulatory, recreational and informational markers within the Village's 1200' offshore jurisdiction. The Florida Boating Improvement Funds (BIF) are allocated to Monroe County for County-wide use for boat ramps, launching facilities, docks, derelict vessel removal, boating education, channel markers, other uniform waterway markers, and other local boating related activities that enhance boating access. In 2012, the County began soliciting applications from municipalities for annual consideration by Monroe BOCC for the allocation of County boating Improvement Funds in the following fiscal year. The Village has utilized this funding stream since then.

Analysis:

On March 12, 2026, the Village submitted an application to Monroe County for consideration of an award up to \$30,000 for FY 27. This amount represented an increase from the previous few years of awards. The projected program cost is estimated by a marine contractor prior to application, and an increased amount was requested to account for an increase in material and maintenance costs over the past few years. At their BOCC meeting on May 20, 2026, Monroe County approved the Village's request for an award of up to \$14,000.

Budget Impact:

The Village budgets for the full program through the PYH Marina Fund. The Boating Improvement Funds would reimburse the Village for work performed between October 1, 2026–September 30, 2027, up to \$14,000.

Staff Impact:

Marina staff will continue to coordinate the maintenance of the buoy program. Marina staff will work with the Grants Coordinator to compile the reimbursement request.

Recommendation:

Staff recommend the Village Council approve the Agreement between Monroe County and the Village for the reimbursement of Fiscal Year 2026-2027 Project costs from Boating Improvement Funds, attached hereto as Exhibit "A".

- Attachments:**
1. Resolution_MoCo_BIF_ILA_2027
 2. Exhibit A_ILA Islamorada_FY27

RESOLUTION NO. 26-XX

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE INTERLOCAL AGREEMENT BETWEEN MONROE COUNTY, FLORIDA, AND ISLAMORADA, VILLAGE OF ISLANDS, TO PROVIDE REIMBURSEMENT FUNDING FROM BOATING IMPROVEMENT FUNDS DURING FISCAL YEAR 2026-2027; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, since 2004, Islamorada, Village of Islands (the "Village") has operated a buoy maintenance program ("Program"), thereby maintaining a Florida Uniform Waterway Marker compliant system of 135 navigational buoys and a series of fixed regulatory, recreational and informational markers within the Village's 1200' offshore jurisdiction in the Atlantic Ocean and Gulf of Mexico to aid in boater navigation and facilitate preservation of nearshore waters, flats and reefs; and

WHEREAS, Florida Boating Improvement Funds ("BIF") are allocated to Monroe County (the "County") for County-wide use for boat ramps, lifts and hoists, marine railways, and other public launching facilities; piers, docks and other mooring facilities; recreational channel marking and other uniform waterway markers; derelict vessel removal; boating education; economic development initiatives that promote boating; and other local boating-related activities that enhance boating access for recreational boaters; and

WHEREAS, beginning in 2012, the County began soliciting applications from municipalities for submission by April 1 of each year for consideration by the Monroe County Board of County Commissioners ("BOCC") for the allocation of County Boating Improvement Funds in the following fiscal year; and

WHEREAS, on March 12, 2026, the Village submitted a Municipality Funding Request to the County requesting Thirty Thousand Dollars (\$30,000.00) for reimbursement of Program costs expended during Fiscal Year 2026-2027, which include operation and maintenance of the Village's existing 1200' offshore buoy maintenance program, labor and supplies for the buoy installation at newly permitted locations as the need arises, and for printing and distribution of educational materials advising boaters about boating safety issues and waterway marker information; and

WHEREAS, on May 20, 2026, the BOCC approved the Village's BIF Municipality Funding Request for FY 2026-2027 in the amount of Fourteen Thousand Dollars (\$14,000.00); and

WHEREAS, Monroe County staff has prepared an Interlocal Agreement ("Agreement") providing the terms and conditions for reimbursement to the Village of approved Fiscal Year 2026-2027 expenditures in an amount not to exceed Fourteen Thousand Dollars (\$14,000.00); and

WHEREAS, the Village Council finds that approval of the Agreement between Monroe County and the Village is in the best interest of the Village and its residents.

NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this Reference.

Section 2. **Approval of Agreement.** The Village Council hereby approves the Agreement between Monroe County and the Village for the reimbursement of Fiscal Year 2026-2027 Project costs from Boating Improvement Funds, attached hereto as Exhibit "A", together with such non-material changes as may be acceptable to the Village Manager and approved as to form and legality by the Village Attorney.

Section 3. Authorization of Village Officials. The Village Manager and/or his designee and the Village Attorney are authorized to take all actions necessary to implement the terms and conditions of the Agreement.

Section 4. Execution of Agreement. The Village Manager is authorized to execute the Agreement on behalf of the Village, to execute any required agreements and/or documents to implement the terms and conditions of the Agreement and to execute any extensions and/or amendments to the Agreement, subject to the approval as to form and legality by the Village Attorney.

Section 5. Authorization of Fund Expenditures. Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is hereby authorized to expend budgeted funds for the Program.

Section 6. Effective Date. This Resolution shall become effective immediately upon its adoption.

Remainder of this page intentionally left blank.

Motion to adopt by _____, seconded by _____.

FINAL VOTE AT ADOPTION

VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS

Mayor Don Horton _____

Vice Mayor Sharon Mahoney _____

Councilman Steve Freidman _____

Councilwoman Deb Gillis _____

Councilwoman Anna Richards _____

PASSED AND ADOPTED THIS ____ DAY OF _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE EXCLUSIVE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY

INTERLOCAL AGREEMENT

THIS INTERLOCAL AGREEMENT (Agreement) is entered into as of this ____ day of _____, 2026, between the Board of County Commissioners of Monroe County, Florida, a political subdivision of the State of Florida (the “COUNTY” or “BOCC”) and Islamorada, Village of Islands, a municipal corporation organized and existing under the laws of the State of Florida (the “VILLAGE” or the “CONTRACTOR”).

WITNESSETH:

WHEREAS, the COUNTY routinely uses State Boating Improvement Funds (BIF) for recreational boating related projects within the various municipalities; and

WHEREAS, the VILLAGE has requested that the COUNTY provide reimbursement funding in the amount of \$14,000 from BIF for costs to be incurred during FY’27 for regulatory buoy maintenance; and

WHEREAS, the above expenditures are qualified expenditures from the State BIF; and

WHEREAS, at the May 20, 2026, regular BOCC meeting the Board of County Commissioners of Monroe County, Florida, approved the selection of the BIF funding request submitted by the VILLAGE and to provide funding in the amount of \$14,000;

NOW THEREFORE, in consideration of the mutual promises and covenants herein contained, it is agreed between the COUNTY and the VILLAGE as follows:

Section 1. Payment. The COUNTY agrees to reimburse the VILLAGE for costs incurred in FY’26 as follows:

- 1.1 The foregoing recitals are true and correct and are hereby incorporated as if fully stated herein.
- 1.2 Payment in an amount not to exceed \$14,000 for regulatory buoy maintenance.
- 1.3 To receive payment, the VILLAGE shall submit all requests for payment and applicable invoices to the Senior Administrator of the COUNTY’s Marine Resources Office by September 1, 2027. The invoices must describe the services performed, together with proof that payment has been made to the VILLAGE’S sub-contractor(s). All documentation shall be forwarded to the County Clerk for payment. Any other documentation requested by the Clerk shall be provided.
- 1.4 By submitting a request for payment the VILLAGE represents that it has complied with all of its purchasing requirements.
- 1.5 Funding of this Agreement is contingent upon an annual appropriation by the COUNTY.

Section 2. Term.

- 2.1 This Agreement shall become effective upon execution by both parties.
- 2.2 If such Notice of Termination as specified in Section 3 is given, this Agreement shall terminate within five (5) days thereof.

Section 3. Termination and Default.

- 3.1 In the event of any failure of compliance by either party hereto with any of its material obligations to the other party as provided for herein such action shall constitute a default under this Agreement.
- 3.2 Upon any such default, the non-defaulting party shall provide to the defaulting party a written Notice of such default, which Notice (Default Notice) shall state in reasonable detail the actions the defaulting party must take to cure the same.
- 3.3 The defaulting party shall cure any such default, within 30 days following the date of the Default Notice.
- 3.4 Notwithstanding the provisions of this Section, if any such default by the defaulting party remains uncured at the conclusion of any specified 30 day cure period, and if the nature of the defaulting party's obligations are such that more than 30 days is required to effect cure, then the defaulting party shall not be in default hereunder and the non-defaulting party shall not have the right to exercise its termination rights granted herein as a result of any such default, if the defaulting party commences cure within the applicable cure period and thereafter diligently pursues cure to completion of performance.
- 3.5 In the event the defaulting party fails to affect any required cure as provided for herein, the defaulting party shall be deemed to be in uncured default hereunder, and the non-defaulting party shall have the right, but shall not be obligated, upon written Notice to the defaulting party, to terminate this Agreement.
- 3.6 If such Notice is given, this Agreement shall terminate on the date set forth in the Notice and the parties shall be relieved of all rights and obligations hereunder, except for any rights and obligations that expressly survive termination.

Section 4. Indemnification.

- 4.1 To the extent permitted by law and subject to the provisions and monetary limitations of Section 768.28, Florida Statutes, the VILLAGE, to the extent of the COUNTY'S potential liability pursuant to section 768.28, Florida Statutes, does hereby agree to defend, indemnify and hold the COUNTY, its officers, agents, or employees, harmless from and against any and all liability, damages, costs or expenses (including reasonable attorneys' fees, costs, and expenses at

both the trial and appellate levels) arising from the acts or omissions of the VILLAGE or any third party vendor contracted by the VILLAGE in connection with this Agreement.

Section 5. Notices.

5.1 All notices, requests, demands, elections, consents, approvals and other communications hereunder must be in writing and addressed as follows, or to any other address which either party may designate to the other party by mail:

If to Monroe County: Christine Hurley
County Administrator
Monroe County
Historic Gato Building
1100 Simonton Street
Key West, Florida 33040

With a copy to: Robert B. Shillinger, Esq.
Monroe County Attorney's Office
1111 12th Street, Suite 408
P.O. Box 1026
Key West, Florida 33041-1026

If to Village: Ron Saunders
Village Manager
Islamorada, Village of Islands
86800 Overseas Highway
Islamorada, FL 33036

With a copy to: Village Attorney
Islamorada, Village of Islands
86800 Overseas Highway
Islamorada, FL 33036

Any Notice required by this Agreement to be given or made within a specified period of time, or on or before a date certain, shall be deemed to have been duly given if sent by certified mail, return receipt requested, postage and fees prepaid; hand delivered; or sent by overnight delivery service.

Section 6. Regulatory Powers.

6.1 Nothing contained herein shall be construed as waiving either party's regulatory approval or enforcement rights or obligations as it may relate to regulations of general applicability, which may govern the Agreement.

6.2 Nothing herein shall be deemed to create an affirmative duty of either party to abrogate its sovereign right to exercise its police powers and governmental

powers by approving or disapproving or taking any other action in accordance with ordinances, rules and regulations, federal laws and regulations and state laws and regulations.

Section 7. Attorneys Fees and Waiver of Jury Trial.

- 7.1 In the event of any litigation arising out of this Agreement, the prevailing party shall be entitled to recover its attorneys' fees and costs, including the fees and expenses of any paralegals, law clerks and legal assistants, and including fees and expenses charged for representation at both the trial and appellate levels.
- 7.2 In the event of any litigation arising out of this Agreement, each party hereby knowingly, irrevocably, voluntarily and intentionally waives its right to trial by jury.

Section 8. Governing Law.

- 8.1 This Agreement shall be construed in accordance with and governed by the laws of the State of Florida. Exclusive venue for any litigation or mediation arising out of this Agreement shall be in the 16th Judicial Circuit in and for Monroe County, Florida. This Agreement is not subject to arbitration.

Section 9. Access to Records and Audits.

- 9.1 The VILLAGE shall comply with all public records and records retention requirements mandated by Section 24, Article I, of the Florida Constitution, and Chapter 119, Florida Statutes, and shall keep such records as are necessary to document the performance of the Agreement and expenses as incurred, and give access to these records at the request of COUNTY, the State of Florida, the Federal Government, or authorized agents and representatives of said government bodies. VILLAGE shall also provide access to the personal property reports, permits, and equipment purchased or utilized under this Agreement. It is the responsibility of VILLAGE to maintain appropriate records in accordance with generally accepted accounting principles consistently applied to insure a proper accounting of all funds and expenditures. Records shall be kept for a period of five (5) years following execution of this Agreement. VILLAGE understands that it shall be responsible for repayment of any and all audit exceptions which are identified by the Auditor General for the State of Florida, the Clerk of Court for Monroe County, the Board of County Commissioners for Monroe County, or their agents and representatives. COUNTY shall bill VILLAGE for the amount of the audit exception and VILLAGE shall promptly repay any audit exception. However, COUNTY warrants and represents that it has full authority to fund the Project under the terms and conditions specified herein. The COUNTY and VILLAGE shall allow and permit reasonable access to, and inspection of, all documents, papers, letters or other materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes,

and made or received by the COUNTY and VILLAGE in conjunction with this Agreement; and the COUNTY shall have the right to unilaterally cancel this Agreement upon violation of this provision by VILLAGE.

- 9.2 The COUNTY may cancel this Agreement for refusal by the VILLAGE, or the VILLAGE's subcontractor, to allow access by the County Administrator or his designee to any Records pertaining to work performed under this Agreement that are subject to the provisions of Chapter 119, Florida Statutes.
- 9.3 The term "public records" and "records" shall be the same as such term has been defined in Chapter 119, Florida Statutes, including but not limited to any documents, books, data (electronic or hard copy), papers and financial records that result from the VILLAGE or its subcontractors performance of the Services provided in this Agreement.
- 9.4 If the inspection or audit discloses that COUNTY funds paid to the VILLAGE under this Agreement were used for a purpose not authorized by this Agreement, then the VILLAGE must refund the funds improperly spent with interest calculated pursuant to Section 55.03, Florida Statutes, with interest running from the date the COUNTY paid the improperly spent funds to the VILLAGE. This paragraph will survive the termination of this Agreement.
- 9.5 The COUNTY and CONTRACTOR shall allow and permit reasonable access to, and inspection of, all documents, records, papers, letters, or other "public record" materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes, and made or received by the COUNTY and CONTRACTOR in conjunction with and in connection with this Agreement and related to Agreement performance. The COUNTY shall have the right to unilaterally cancel this Agreement upon violation of this provision by the CONTRACTOR. Failure of the CONTRACTOR to abide by the terms of this provision shall be deemed a material breach of this Agreement and the COUNTY may enforce the terms of this provision in the form of a court proceeding and shall, as a prevailing party, be entitled to reimbursement of all attorney's fees and costs associated with that proceeding. This provision shall survive any termination or expiration of the Agreement.
- 9.6 The CONTRACTOR is encouraged to consult with its advisors about Florida Public Records Law in order to comply with this provision. Pursuant to F.S. 119.0701 and the terms and conditions of this Agreement, the CONTRACTOR is required to:
 - (1) Keep and maintain public records that would be required by the COUNTY to perform the service.
 - (2) Upon receipt from the COUNTY's custodian of records, provide the COUNTY with a copy of the requested records or allow the records to be

inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

- (3) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the CONTRACTOR does not transfer the records to the COUNTY.
- (4) Upon completion of the Agreement, transfer, at no cost, to the COUNTY all public records in possession of the CONTRACTOR or keep and maintain public records that would be required by the COUNTY to perform the service. If the CONTRACTOR transfers all public records to the COUNTY upon completion of the Agreement, the CONTRACTOR shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the CONTRACTOR keeps and maintains public records upon completion of the Agreement, the CONTRACTOR shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the COUNTY, upon request from the COUNTY's custodian of records, in a format that is compatible with the information technology systems of the COUNTY.
- (5) A request to inspect or copy public records relating to a COUNTY Agreement must be made directly to the COUNTY, but if the COUNTY does not possess the requested records, the COUNTY shall immediately notify the CONTRACTOR of the request, and the CONTRACTOR must provide the records to the COUNTY or allow the records to be inspected or copied within a reasonable time.

If the CONTRACTOR does not comply with the COUNTY's request for records, the COUNTY shall enforce the public records Agreement provisions in accordance with the Agreement, notwithstanding the COUNTY's option and right to unilaterally cancel this Agreement upon violation of this provision by the CONTRACTOR. A CONTRACTOR who fails to provide the public records to the COUNTY or pursuant to a valid public records request within a reasonable time may be subject to penalties under Chapter 119, Florida Statutes.

The CONTRACTOR shall not transfer custody, release, alter, destroy or otherwise dispose of any public records unless or otherwise provided in this provision or as otherwise provided by law.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO

PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, BRIAN BRADLEY AT PHONE# 305-292-3470 BRADLEY-BRIAN@MONROECOUNTY-FL.GOV, MONROE COUNTY ATTORNEY'S OFFICE 1111 12TH Street, SUITE 408, KEY WEST, FL 33040.

Section 10. Non-Assignability

- 10.1 This Agreement shall not be assignable by either party unless such assignment is first approved by both parties.

Section 11. No Third-Party Beneficiaries.

- 11.1 Nothing contained herein shall create any relationship, contractual or otherwise, with or any rights in favor of, any third party. No person or entity shall be entitled to rely upon the terms, or any of them, of this Agreement to enforce or attempt to enforce any third-party claim or entitlement to or benefit of any service or program contemplated hereunder, and the VILLAGE and the COUNTY agree that neither the VILLAGE nor the COUNTY or any agent, officer, or employee of either shall have the authority to inform, counsel, or otherwise indicate that any particular individual or group of individuals, entity or entities, have entitlements or benefits under this Agreement separate and apart, inferior to, or superior to the community in general or for the purposes contemplated in this Agreement.

Section 12. Non-Waiver of Immunity.

- 12.1 Notwithstanding the provisions of Section 768.28, Florida Statutes, the participation of the VILLAGE and the COUNTY in this Agreement and the acquisition of any commercial liability insurance coverage, self-insurance coverage, or local government liability insurance pool coverage shall not be deemed a waiver of immunity to the extent of liability coverage, nor shall any contract entered into by the VILLAGE or COUNTY be required to contain any provision for waiver.

Section 13. Privileges and Immunities.

- 13.1 All of the privileges and immunities from liability, exemptions from laws, ordinances, and rules and pensions and relief, disability, workers' compensation, and other benefits which apply to the activity of officers, agents, or employees of any public agents or employees of the COUNTY, when performing their respective functions under this Agreement within the territorial limits of the COUNTY shall apply to the same degree and extent to the performance of such functions and duties of such officers, agents, volunteers, or employees outside the territorial limits of the COUNTY.

Section 14. Independent Contractor.

14.1 The VILLAGE and its employees, volunteers, agents, vendors and subcontractors shall be and remain independent contractor and not agents or employees of the COUNTY with respect to all of the acts and services performed by and under the terms of this Agreement. This Agreement shall not in any way be construed to create a partnership, association or any other kind of joint undertaking, enterprise or venture between the parties.

Section 15. Severability.

15.1 If any term, covenant, condition or provision of this Agreement (or the application thereof to any circumstance or person) shall be declared invalid or unenforceable to any extent by a court of competent jurisdiction, the remaining terms, covenants, conditions and provisions of this Agreement, shall not be affected thereby; and each remaining term, covenant, condition and provision of this Agreement shall be valid and shall be enforceable to the fullest extent permitted by law unless the enforcement of the remaining terms, covenants, conditions and provisions of this Agreement would prevent the accomplishment of the original intent of this Agreement. The COUNTY and VILLAGE agree to reform the Agreement to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision.

Section 16. Survival of Provisions.

16.1 Any terms or conditions of either this Agreement that require acts beyond the date of the term of the Agreement, shall survive termination of the Agreement, shall remain in full force and effect unless and until the terms or conditions are completed and shall be fully enforceable by either party.

Section 17. Waiver.

17.1 The failure of either party to this Agreement to object to or to take affirmative action with respect to any conduct of the other which is in violation of the terms of this Agreement shall not be construed as a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

Section 18. Funding.

18.1 The parties agree that the COUNTY's responsibility under this Agreement is to provide funding only.

Section 19. Authority.

- 19.1 Each party represents and warrants to the other that the execution, delivery and performance of this Agreement have been duly authorized by all necessary County and corporate action, as required by law.

Section 20. Section Headings.

- 20.1 Section headings have been inserted in this Agreement as a matter of convenience of reference only, and it is agreed that such section headings are not a part of this Agreement and will not be used in the interpretation of any provision of this Agreement.

Section 21. Execution in Counterparts.

- 21.1 This Agreement may be executed in any number of counterparts, each of which shall be regarded as an original, all of which taken together shall constitute one and the same instrument and any of the parties hereto may execute this Agreement by signing any such counterpart..

Section 22. Entire Agreement/Modification/Amendment.

- 22.1 This writing contains the entire Agreement of the parties and supersedes any prior oral or written representations. No representations were made or relied upon by either party, other than those that are expressly set forth herein.
- 22.2 No agent, employee, or other representative of either party is empowered to modify or amend the terms of this Agreement, unless executed with the same formality as the parties' preceding duly-executed Agreement.

[THE REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK.]

In Witness Whereof, the parties have executed this contract as indicated below.

BOARD OF COUNTY COMMISSIONERS
OF MONROE COUNTY, FLORIDA

BY: _____
Mayor Michelle Lincoln

(SEAL)

ATTEST: Kevin Madok, Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY BY:

BY: _____
As Deputy Clerk

Assistant County Attorney

ISLAMORADA, VILLAGE OF ISLANDS,
FLORIDA

Ron Saunders, City Manager
Date: _____

(SEAL)

ATTEST: Marne McGrath, Village Clerk

APPROVED AS TO FORM AND
LEGALITY FOR THE USE AND
RELIANCE OF ISLAMORADA,
VILLAGE OF ISLANDS, FLORIDA
ONLY:

BY: _____
Clerk

BY: _____
Printed Name: _____



Council Communication

To: Mayor and Village Council
From: Terry Abel, Fire Chief
Date: June 9, 2026
SUBJECT: **Resolution Approving Fiscal Year 2025-2026 Purchases from Bound Tree Medical LLC and Florida Keys EVR for Fire and Rescue TAB 3**

Background:

As part of the continued development and maintenance of Fire Rescue Services, Islamorada, Village of Islands ("Village") must make regular purchases from multiple specialized vendors. The Village relies upon Bound Tree Medical and Florida Keys EVR for operating supplies, repairs, and maintenance for the fire department. In October of 2025 Council approved Resolution 25-10-99 for these vendors in the amount of \$50,000.00 for Bound Tree Medical and \$120,000.00 for Florida Keys EVR. It was recently noted that the amount was not enough for purchases and repairs through the end of the fiscal year.

Pursuant to Section 2-327 of the Village's Code of Ordinances relating to the Village's purchasing guidelines, the Village Manager has the authority to make purchases or enter into contracts for purchases of materials, supplies, equipment, improvements, or services where the total amount expended is less than \$25,000.00 and the aggregate total for any single vendor in any single year is less than \$25,000.00. Purchases of or contracts for purchases of materials, supplies, equipment improvements, or services where the total amount expended is \$25,000.00 or more shall be awarded by the Village Council. Purchases arising because of emergencies are exempt from Village Council approval. However, the Village Manager must notify each Council Member of the type and amount of the emergency purchase within 24 hours.

Analysis:

The proposed resolution would authorize the expenditures from the Fire Rescue in the authorized amount indicated below for Fiscal Year 2025-2026, and the proposed resolution would approve a waiver of competitive bidding, if applicable, for these purchases. Orders are placed with the vendor on an as-needed basis. Purchase orders would be created for the vendor for the not to exceed amount approved by the Village Council, and invoices would be applied to the purchase order when goods are received, or services are performed. As the amounts of the purchase orders are reached, staff would request authorization to increase not-to-exceed amounts from the Village Council as needed and as the fiscal year progresses.

Bound Tree Medical and Florida Keys EVR are either sole source providers for specific materials, supplies, parts, and equipment for the department or is the vendor already under contract with the Village.

Vendor: Bound Tree Medical

Location: Dublin, OH
Goods or Services: Medical Supplies
Authorization: \$60,000.00

Vendor: Florida Keys EVR
Location: Key Largo, FL
Good and Services: Vehicle maintenance and repairs
Authorization: \$140,000.00

Budget Impact:

The Village's FY 2025-2026 proposed budget for the Fire Rescue Operational Budget includes \$348,484.00 for Operating Supplies and \$360,500.00 for Repairs and Maintenance expenses. Purchases from the Fire Rescue Vendor would be coded to these accounts as appropriate and stays within current budget. On a future meeting a budget amendment would have to occur to accurately track the transfer of funds from one line item to another the cover expenses.

Staff Impact:

No change in staffing levels would occur as a result of passage and adoption of the attached Resolution.

Recommendation:

Staff recommends approval and adoption of the attached Resolution thereby authorizing expenditures from Bound Tree and Florida Keys EVR in the above-listed authorized amounts during Fiscal Year 2025-2026 and if applicable, approve waiver of competitive bidding.

Attachments: 1. 2026 -Reso Bound Tree - FL Keys EVR

RESOLUTION NO. 26-

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING FISCAL YEAR 2025-2026 EXPENDITURES WITH BOUND TREE MEDICAL AND FLORIDA KEYS EMERGENCY VEHICLE REPAIRS, FOR THE SUPPLIES, OPERATION AND MAINTENANCE OF THE VILLAGE'S FIRE RESCUE; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AUTHORIZING A WAIVER OF COMPETITIVE BIDDING; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, as part of development and maintenance of its Fire Rescue Services, Islamorada, Village of Islands ("Village") makes regular purchases from specialized vendors; and

WHEREAS, the Village relies upon Bound Tree Medical and Florida Keys Emergency Vehicle Repairs (EVR) for operating supplies, materials, repairs, and maintenance for the Fire Department; and

WHEREAS, Bound Tree Medical and Florida Keys EVR, are providers of service and supplies for the fire department; and

WHEREAS, pursuant to Section 2-327(c)(4) of the Village's Code of Ordinances, competitive bidding shall apply to purchase of or contracts for materials, supplies, equipment, improvements or services where the anticipated cost is estimated to exceed \$25,000.00 for each of the Fire Rescue Vendors during Fiscal Year 2025-2026; and

WHEREAS, pursuant to Section 2-238 of the Village Code, the requirements of Section 2-327(c)(4) of the Village's Code of Ordinances relating to competitive bidding may be waived by the following provisions as they relate to the Fire Rescue Vendors:

(a) By the Village Council upon a documented finding that the purchase of the particular goods or services without competitive bidding is in the best interests of the Village;

* * *

(c) When only one vendor possesses the unique and singularly available capability to meet the requirements of the solicitation, such as technical qualifications, ability to deliver at a particular time, or services from a public utility;

* * *

(e) In the event of an emergency situation which requires the immediate purchase of goods or supplies, which shall not be subject to competitive bidding; and

WHEREAS, the Village Council finds that approval of Fiscal Year 2025-2026 not to exceed amounts for goods and services from the Fire Rescue Vendors for operation and maintenance of the Fire Department and waiver of competitive bidding in accordance with Section 2-238 of the Village Code is in the best interest of the Village.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and incorporated into this Resolution by this reference.

Section 2. Approval of Fiscal Year Expenditures. The Village Council hereby approves the following purchase: Bound Tree Medical, in an amount not to exceed Sixty Thousand Dollars (\$60,000.00); and Florida Keys EVR in the amount not to exceed One Hundred Forty Thousand Dollars (\$140,000.00).

Section 3. Authorization of Fund Expenditure. Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is authorized to expend budgeted funds to implement the terms and conditions of the purchases.

Section 4. Approval of Waiver of Competitive Bidding. In accordance with Section 2-238(a), (c), and (e) of the Village Code, the Village Council waives the competitive bidding provisions of the Village Code to utilize the Fire Rescue Vendors for these purchases, as applicable.

Section 5. Effective Date. This Resolution shall take effect immediately upon adoption.

Remainder of Page Left Blank

Motion to adopt by _____, second by _____ .

FINAL VOTE AT ADOPTION

VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED ON THIS _____ DAY OF _____ , 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND
LEGALITY FOR THE EXCLUSIVE USE AND BENEFIT
OF ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: Peter Frezza, Environmental Resources Manager
Date: June 9, 2026
SUBJECT: **Resolution Approving the Ranking and Recommendation of the RFP 26-03 Evaluation Committee and Authorization to Enter into an Agreement with Beefree LLC for On-Demand Electric Vehicle Ridesharing Services TAB 4**

Background:

The Village began an electric vehicle ridesharing services pilot program in “Downtown Islamorada” in 2018 utilizing golf-cart style vehicles that could not travel on the highway or across bridges. The Village continued and expanded the on-demand ridesharing services program due to its popularity and the desire to provide the services to the entire Village. The golf cart style vehicles were replaced with electric passenger vans and Tesla vehicles capable of traveling on the highway and across the bridges. The services were further expanded to allow riders to access businesses immediately north of the Village boundary near Mile Marker 91.5 in Tavernier.

The services currently in place are two Tesla Y vehicles and an electric van that can accommodate a wheelchair. The three vehicles operate between the hours of 7:00 am and 12:00 am Monday through Sunday for a total of 357 service hours per week. In 2024 the Village was awarded a Florida Department of Transportation (“FDOT”) Transit Development Services Grant for the expansion of service hours to provide the three vehicles currently in operation seven days a week from 7:00 a.m. to 12:00 a.m. The FDOT Grant covers 50% of program costs after any rider fees are deducted (currently operating the service free of charge).

The agreement with the current provider is nearing completion. At present, the Village desires to consider other on-demand electric vehicle ridesharing services for potential cost savings. The Village will transfer the FDOT Grant to a new provider; service levels should remain the same. To that extent, the Village sought proposals from qualified contractors for provision of the on-demand ridesharing services with a \$2.00 fare to be paid by all riders for each use of the services.

Analysis:

On March 12, 2026, the Village issued RFP 26-03 to solicit proposals from qualified proposers to provide a Village-wide on-demand ridesharing services program utilizing electric vehicles, (the “Services”). RFP 26-03 was issued in accordance with Sec. 2-327(b) and (c)(4) of the Village’s Purchasing Guidelines in the Village Code of Ordinances. RFP 26-03 was published on DemandStar.com and on the Village’s website from March 12, 2026, through the submittal deadline of April 13, 2026, and notices were posted on the Village’s Facebook page and in a

local newspaper. To answer questions posed about the RFP, Addendum No. 1 was published on March 18, 2026, and, thereafter, Addendum No. 2 was published on March 31, 2026.

The Village received a total of two (2) proposals in response to RFP 26-03. The two proposals which include their bid tabulations are provided as Exhibit "A". To evaluate and rank the proposals, an Evaluation Committee (the "Committee") was established by the Village Manager. The evaluation committee was comprised of Founders Park Director Maria Bagiotti, Planning Director Jennifer DeBoibriand, Chief Building Official Sheila Denoncourt, Environmental Resources Manager Peter Frezza and Finance Director Hatti Jenkins. Cost is not the only factor considered during an evaluation. Consideration is also given to each firm's organization, experience with similar services, qualifications, and proposed timeline for completion of the Services.

The two responsive proposals were reviewed and scored by the Committee in a publicly noticed meeting on April 27, 2026. A maximum of 100 points were available in the scoring system per Committee member, for a total maximum score by the Committee of 500 points. The minutes from the evaluation committees meeting are provided as Exhibit "B". The Committee ranked the proposals as follows according to the criteria and point system provided in the RFP.

Rank	Proposer/Firm Name	Points	Total Cost Proposal
1	Beefree LLC	474	\$530,000
2	Circuit Transit Inc.	398	\$581,583

Adoption of the proposed Resolution would approve the ranking of the RFP 26-03 Evaluation Committee, the recommended selection of Beefree LLC d/b/a Freebee ("Freebee") to conduct the Services and authorize the Village Manager to enter into an Agreement with Freebee to complete the Services.

Budget Impact:

The proposed cost for the Services is \$530,000. The Village budgeted funds in FY 25/26 for on demand rideshare services and will budget for the program in FY 26/27 utilizing the Village's Transportation Fund. The Village funds 50% of the current services through the FDOT Public Transportation Service Development Grant Program, an up-to-3-year grant program. Since the grant is reimbursement-based, the Village must budget for the full annual program cost and submit for 50% reimbursement, less any rider fares collected, from FDOT.

As of April 1, 2026, there is \$373,539.83 remaining on the current FDOT grant balance. This balance includes the recent addition of the year-3 funding awarded to the Village. The addition of a rider fare could reduce monthly invoices and extend the life of the FDOT grant and local matching funds (the length of extension contingent on the selected fare rate and ridership numbers). Based on current rider numbers, a rider fare of \$2 could reduce annual program costs by an estimated \$70,000. Annual program costs are currently \$553,330. Projected program costs will be similar.

The Village was notified by FDOT of SFY 27 award of \$276,665.00 through the FDOT Public Transportation Service Development grant program to cover 50% reimbursement for the total annual budget of \$553,330 for an additional year of service, pending available funds in the state budget. This grant award would extend the program about another year beyond the

current grant agreement, contingent on availability of funds in the state budget and service cost variables, such as rider fares.

Staff Impact:

Village staff would move forward with finalizing the Agreement for the Services. Village staff, led by the Grants and Environmental Coordinator, would communicate with Frebee to coordinate the timing of the services and ensure efficient operation. The Village Finance Department and Project Manager would track expenditures. Estimated staff time on this project is four hours per week.

Recommendation:

It is recommended that the Village Council adopt the proposed resolution thereby approving the recommended selection of Frebee for the Services and authorizing the Village Manager to enter into an Agreement with Frebee at a future date.

- Attachments:**
1. Resolution_RFP 26-03_Ridesharing Services_051226 RVCM
 2. Exhibit A_Freebee & Circuit proposals
 3. Exhibit B_Minutes-evaluation_committee_RFP_26-03

RESOLUTION NO. 26-

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE FINAL RANKINGS AND RECOMMENDATIONS OF THE RFP 26-03 EVALUATION COMMITTEE FOR SELECTION OF A CONTRACTOR FOR ON-DEMAND ELECTRIC VEHICLE RIDESHARING SERVICES; AUTHORIZING THE VILLAGE MANAGER AND VILLAGE ATTORNEY TO NEGOTIATE AN AGREEMENT FOR THE SERVICES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, Islamorada, Village of Islands (the "Village"), began an electric vehicle ridesharing services pilot program in "Downtown Islamorada" in 2018 utilizing golf-cart style vehicles; and

WHEREAS, the Village continued and expanded the on-demand ridesharing services program due to its popularity and the desire to provide the services to the entire Village; and

WHEREAS, the agreement with the current provider of these services is ending on June 30, 2026, and the Village desires to continue providing these services and to consider other on-demand electric vehicle ridesharing services for potential cost savings; and

WHEREAS, on March 12, 2026, the Village issued Request for Proposals (RFP) 26-03 to solicit proposals from qualified proposers to provide a Village-wide on-demand ridesharing services program utilizing electric vehicles, (the "Services"); and

WHEREAS, RFP 26-03 was issued in accordance with Sec. 2-327(b) and (c)(4) of the Village's Purchasing Guidelines in the Village Code of Ordinances; and

WHEREAS, the Village received a total of two (2) responsive proposals in connection with

RFP 26-03 following the advertisement period; and

WHEREAS, the Village Manager established an Evaluation Committee (the "Committee") to review responsive proposals and make a recommendation to the Village Council for the selection of a Contractor to complete the Services; and

WHEREAS, the Committee reviewed the two responsive proposals received using the selection criteria detailed in RFP 26-03 and recommends selection of the highest-ranked proposal from Beefree LLC for completion of the Services for an amount not to exceed Five Hundred Thirty Thousand Dollars (\$530,000.00); and

WHEREAS, the Village Council finds that approval and selection of Beefree LLC for the Services is in the best interest of the Village and its residents.

NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this Reference.

Section 2. **Approval of Selection.** The Village Council hereby approves of the ranking of the proposals as provided by the Committee and approves the selection of Beefree LLC to complete the Services.

Section 3. **Authorization of Village Officials.** The Village Manager or designee and the Village Attorney are authorized to execute the Agreement with Beefree LLC on behalf of the Village.

Section 4. **Execution of Agreement.** The Village Manager is authorized to execute an Agreement with Beefree LLC on behalf of the Village, to execute any other required documents

to implement the terms and conditions of the Agreement, and to execute any extension or amendments to the Agreement, subject to approval as to form and legality by the Village Attorney. If such negotiations are unsuccessful, then the Village Manager or designee and the Village Attorney are authorized to negotiate with the second ranked contractor.

Section 5. **Authorization of Fund Expenditures.** Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is hereby authorized to expend budgeted funds for the Project.

Section 6. **Effective Date.** This Resolution shall become effective immediately upon its adoption.

Remainder of the page intentionally left blank.

Motion to adopt by _____, seconded by _____.

**FINAL VOTE AT ADOPTION
VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS**

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED THIS ____ DAY OF _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE EXCLUSIVE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY

Exhibit A



POWERING THE FUTURE, ONE RIDE AT A TIME!



RFP Title:

ON-DEMAND ELECTRIC VEHICLE
RIDESHARING SERVICES

RFP Number: RFP 26-03

Name of Firm: Beefree LLC d/b/a Freebee

Mailing Address: 371 NE 61st St Miami FL,
33137

Primary Contact Person: Jason Spiegel

Email: Jason@ridefreebee.com

Telephone Number: 305.330.9450

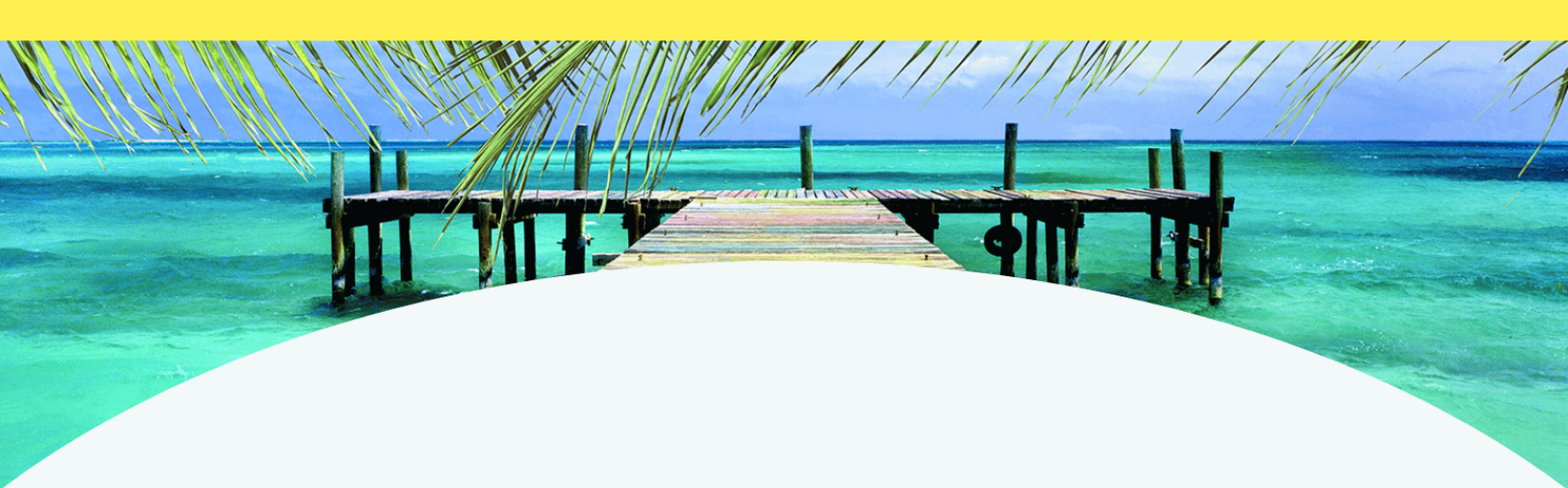
April 13th, 2026





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1. Cover Letter

Cover Letter

Dear Islamorada, Village of Islands:

This letter is in response to RFP 26-03 On Demand Electric Vehicle Ridesharing Services.

Freebee respectfully submits this proposal as the longstanding microtransit provider for the Village of Islamorada, where we have proudly delivered service since 2018. Freebee's proven, seven-plus-year track record of successful service delivery within one of the most unique operating environments in Florida has created what is today one of the highest-rated services among residents in the state. This speaks volumes to the personalized relationships and cultural integration Freebee has developed with the stakeholders of the village. Islamorada is unlike any other community. Its geography, visitor economy, eclectic culture, limited workforce availability, and distinct mobility patterns requires a provider with established local knowledge, operational flexibility, and a demonstrated ability to perform consistently over time.

Since 2018, Freebee has built a deep foundation of operational data in Islamorada, enabling us to drive meaningful cost efficiencies, enhance service performance, and continuously refine the program based on real rider behavior and evolving community needs. This long-standing presence provides the Village with a distinct advantage. Rather than introducing a new system, platform, or operator unfamiliar with the local environment, Freebee delivers continuity, institutional knowledge, and a proven operating model already optimized for Islamorada's unique transportation landscape. Our experience serving both residents and visitors has allowed us to fine-tune service delivery in a way that prioritizes affordability, reliability, and seamless integration with the Village's broader mobility objectives.

Freebee's success in Islamorada is particularly meaningful because it reflects our ability to operate effectively in a market that cannot be served with a one-size-fits-all approach. The Village's limited workforce and constrained labor pool create real challenges—not only in recruiting staff, but in building, retaining, and motivating a high-quality team over time. Freebee has already proven its ability to overcome these challenges. Over the course of our 7+ year partnership with Islamorada, we have built a stable, community-oriented workforce that understands the local environment and consistently delivers a high level of service. Our drivers are more than operators, they serve as community ambassadors with deep local ties, helping create a rider experience that authentically reflects the values and character of the Village.

As the incumbent provider, Freebee delivers meaningful operational and financial advantages to the Village. Our long-term presence has allowed us to structure service with grandfathered, below-market pricing while maintaining a high level of service readiness, including dedicated spare vehicle capacity. These efficiencies are not theoretical—they are the direct result of sustained local operations,



disciplined resource planning, and years of both financial and community investment in Islamorada. The Village benefits from a partner that is already embedded, already performing, and fully equipped to continue service without disruption.

Equally important, Freebee has built strong trust and brand equity within the community since launching in 2018. The program has earned consistent praise from residents, local businesses, and especially seniors who rely on dependable, accessible transportation. The platform is already familiar –riders have downloaded the app, repeat visitors understand how to use the service, and the community has already developed the behavioral patterns and mobility literacy needed for adoption. That familiarity significantly reduces barriers to use and delivers immediate value that would take a new provider years to replicate.

Freebee’s relationship with Islamorada is not transactional; it is longstanding, tested, and deeply rooted in the community. This proposal is therefore not simply a promise of what Freebee could do. It is a continuation of what Freebee has already been doing successfully for more than seven years.

Built on this proven foundation, Freebee is uniquely positioned to continue delivering a cost-effective, community-centered, and operationally resilient microtransit service for Islamorada under the current DOT application. Our experience since 2018, combined with our deeply embedded local presence and demonstrated ability to perform in a uniquely challenging market, makes Freebee exceptionally well-suited to remain the Village’s trusted long-term mobility partner.

Freebee appreciates your time and thoughtful review of our submission. We are fully available to answer any questions or provide clarification on any aspect of the proposal.

Sincerely,



Jason Spiegel, CEO
Beefree, LLC. (DBA) Freebee
Jason@ridefreebee.com



Company Overview

Freebee, founded in 2012 and headquartered in Miami, Florida, is one of the nation's premier providers of turnkey, on-demand microtransit and multimodal mobility solutions for municipalities, community redevelopment agencies, universities, and transportation partners. Over more than a decade of dedicated service, Freebee has established itself as a market leader and one of the largest dedicated municipal microtransit operators in the United States.

Today, Freebee operates a fleet of more than 300 electric and low-emission vehicles, provides over 2 million passenger trips annually, and supports more than 55 municipal, university, and community partners across Florida and the United States. With more than 600 team members, the majority based in South Florida, Freebee brings unmatched regional knowledge, strong local relationships, and highly responsive operational support.

Freebee is distinguished by its exclusive focus on designing, deploying, and operating fully turnkey microtransit systems that integrate seamlessly with existing public transportation networks. Every aspect of service delivery is managed in-house, including fleet procurement and maintenance, technology development and administration, driver recruitment and training, dispatch, customer service, marketing, and performance reporting. This fully integrated model enables exceptional service quality, accountability, and operational excellence across every market we serve.

As the current and longstanding service provider here in Islamorada, Freebee is already deeply ingrained in the fabric of the community and the local economy. Having proudly served the Village of Islands, we possess an intimate, firsthand understanding of the area's unique geographic and transit needs, and we have built strong, lasting connections with local businesses, community leaders, and the daily riders who rely on us. We know this community inside and out, successfully managing a program that supports both the local tourism-driven market and the everyday connectivity needs of those who live and work here. Because our team is already embedded and operating on the ground in Islamorada, we offer an unparalleled foundation for continued service delivery, ensuring seamless, uninterrupted access for residents and visitors while continuing to complement the Village's broader infrastructure.

This success is particularly noteworthy given the scale and layout of the service area. Across a corridor spanning approximately 17 miles, serving over 50,000 riders annually while maintaining average wait times of 20 minutes or less represents a significant operational achievement and a clear demonstration of Freebee's ability to deliver efficient, high-quality service in a geographically complex environment.



Equally important, the program has earned exceptional feedback from the people who rely on it every day. Freebee is proud to maintain some of the highest rider ratings among comparable services in Florida, underscoring that our success in Islamorada extends beyond operations to the overall rider experience. The service is valued because it is dependable, intuitive, and thoughtfully aligned with how the community actually moves.

Because our team is already embedded and operating on the ground in Islamorada, Freebee offers an unparalleled foundation for continued service delivery. We are building on a proven, highly successful program with established trust, exceptional performance, and a demonstrated ability to connect residents and visitors across the Village efficiently and reliably.

Vendor Qualifications

Freebee is uniquely qualified as a leader in the microtransit industry, combining deep operational expertise with a fully integrated, proprietary technology platform to deliver true end-to-end mobility solutions. Our core strength lies in providing a complete, full-stack service—where technology, operations, and customer experience are developed, managed, and continuously optimized within one unified system.

At the center of this capability is Freebee’s purpose-built microtransit technology ecosystem. Unlike providers that rely on third-party software, Freebee owns and operates its entire platform, including rider applications, driver interfaces, dispatch and routing systems, and real-time analytics dashboards. This vertical integration enables dynamic routing, highly accurate ETAs, demand balancing, and continuous performance optimization—directly improving service reliability, efficiency, and overall rider experience.

Equally important is Freebee’s operational expertise in deploying and managing these systems in real-world environments. Technology alone does not drive outcomes—execution does. Freebee has built a disciplined, field-tested operating model that translates data into action, ensuring that fleet utilization, routing logic, and driver performance are continuously refined. This ability to seamlessly bridge technology with day-to-day operations is a key differentiator and a primary driver of our consistent service performance across markets.

Freebee’s in-house structure is fundamental to this success. Dedicated teams manage every critical function including operations, dispatch, customer service, maintenance, and technology; working in close coordination to deliver a seamless and high-quality experience. We believe this integrated approach is essential not only to strong program execution, but also to attracting and retaining a highly qualified, committed workforce. The result is a cohesive organization where every division operates in alignment, ensuring a first-class experience for both riders and the communities we serve.



Freebee has assembled a senior management team with extensive experience in transportation, turnkey program implementation, and mobility technology development. This leadership team brings a deep understanding of public-sector partnerships and a commitment to continuous improvement that has consistently elevated service quality beyond industry standards. The team supporting this program has worked together in Islamorada for over 7 years, and has earned a reputation as one of the nation's leading experts in community-focused, dynamically routed, on-demand transportation.

Our qualifications are further strengthened by our local operational presence. Team members responsible for day-to-day service delivery are based locally, bringing firsthand knowledge of the community and ensuring responsiveness, accountability, and strong stakeholder engagement. This local foundation, combined with national-scale expertise, allows Freebee to deliver both consistency and customization in every market we serve.

In total, Freebee's combination of proprietary technology, fully integrated operations, experienced leadership, and localized execution positions us as a true expert in the microtransit space. We are not simply a service provider, we are a technology-enabled mobility partner with the proven capability to deliver high-performing, scalable, and community-centered transportation solutions.

Unique Qualifications

Freebee's qualifications extend well beyond the delivery of traditional transportation service. What distinctly sets Freebee apart is our ability to provide a fully integrated mobility, technology, and economic development platform that is purpose-built to generate measurable community impact while delivering an exceptional rider experience.

Mobility Platform Designed to Drive Economic Impact

Unlike conventional microtransit providers that focus solely on moving passengers, Freebee's model is intentionally structured to drive positive economic activity within the communities we serve. Our proprietary platform functions not only as a transportation solution, but also as a localized digital community hub that promotes local businesses, events, and initiatives directly within the rider experience.

Through integrated business listings, geo-targeted sponsorship opportunities, promotional partnerships, and in-app engagement tools, Freebee actively connects riders to commercial corridors and neighborhood destinations. This approach transforms the microtransit system into a measurable economic engine that supports local businesses, strengthens Islamorada's initiatives, and maximizes return on public investment.



Proprietary, Best-in-Class Technology Stack

Freebee's fully proprietary technology platform represents one of the most advanced municipal microtransit systems operating today. Because our technology is developed and managed entirely in-house, we are able to continuously innovate, adapt, and enhance functionality in direct collaboration with our municipal partners.

Our AI-driven optimization engine dynamically matches riders to vehicles, continuously replans routes in real time, and intelligently pools passengers to maximize efficiency while maintaining exceptional service quality and ADA accessibility. The platform is supported by a robust operations ecosystem including live dispatch tools, performance dashboards, workforce management systems, and a comprehensive administrative portal.

This end-to-end ownership of our technology stack allows Freebee to deliver capabilities and responsiveness that cannot be achieved through off-the-shelf or third-party platforms.

Customized Technology & Program Design at No Additional Cost

Freebee views each municipal deployment as a true partnership. As part of this commitment, our in-house development team works directly with stakeholders to design and implement custom technology features tailored to local goals at no additional cost.

This collaborative approach enables Islamorada to benefit from a continuously evolving mobility platform that adapts to Village priorities rather than requiring the Village to conform to a fixed software product.

First-Class Rider Experience & Community-Focused Service Model

Freebee is committed to delivering a first-class experience before, during, and after every ride. From intuitive booking and real-time vehicle tracking to professional Community Ambassador interactions and responsive customer support, every element of the service is designed to be safe, convenient, and welcoming for riders of all ages and abilities.

Our W-2 Community Ambassadors serve as trained mobility concierges and community representatives, ensuring that riders receive assistance, information, and a consistently high level of service. This human-centered approach, combined with advanced technology and real-time monitoring, results in industry-leading customer satisfaction and strong community adoption.



A True Municipal Partner

Perhaps most importantly, Freebee approaches each deployment as a long-term partnership rather than a vendor relationship. We work hand-in-hand with municipal staff to continuously refine service delivery, respond to evolving community needs, and pursue new opportunities to enhance mobility outcomes. Our team consistently goes above and beyond contractual requirements, supporting special events, adjusting service parameters, implementing new features, and collaborating on initiatives that advances The Village's goals.

With a proven track record of delivering measurable results across diverse community types, a proprietary technology platform that extends far beyond transportation, and an unwavering commitment to collaboration and service excellence, Freebee is uniquely positioned to continue to deliver a transportation program for Islamorada that sets the standard for performance, innovation, and community impact.

Similar Services

Freebee's work in Islamorada represents more than a successful deployment, it reflects a deeply embedded, long-term partnership built on consistent performance in one of the most operationally unique environments in the country. Delivering reliable microtransit service in the Keys requires far more than vehicles and drivers; it demands an understanding of constrained labor markets, fluctuating tourism demand, geographic limitations, and the day-to-day mobility needs of a diverse rider base. Since 2018, Freebee has demonstrated the ability to navigate these complexities, evolving the program into a high-performing, dependable service that the community relies on daily.

This experience is not isolated—it is directly transferable. Freebee has successfully deployed and scaled similar microtransit programs across **more than 55 communities**, including municipalities, counties, universities, and redevelopment districts. Our portfolio spans a wide range of environments, including tourism-driven markets, low-density suburban areas, urban cores, and economically diverse communities, many of which face challenges comparable to Islamorada such as workforce constraints, seasonal demand variability, and the need for affordable, first/last-mile connectivity.

Notably, within the Florida Keys, Freebee was also selected by Monroe County to operate the Conch Connect program in Key West and Stock Island, validating our expert ability to deliver in geographically constrained environments that require precision, adaptability, and operational discipline. Across these markets, Freebee has consistently demonstrated the ability to launch efficiently, stabilize quickly, and continuously optimize service to meet evolving community needs.



In Islamorada specifically, Freebee brings the added advantage of continuity. The program is already established, operationally refined, and widely adopted by both residents and visitors. Maintaining this service preserves not only performance, but also the underlying system familiarity, rider behavior, and community trust that have been built over time.

Freebee's proven success in Islamorada and its broader experience across comparable markets uniquely position the company to continue delivering reliable, efficient, and community-aligned microtransit service at a high level.

Areas We Serve

PROUDLY SERVING

-  **KEY BISCAIYNE** FDOT
December 2016
-  **CORAL GABLES** FDOT
June 2017
-  **MIAMI LAKES** FDOT
January 2018
-  **COCONUT GROVE**
February 2018
-  **ISLAMORADA** FDOT
November 2018
-  **PINECREST** FDOT
January 2019
-  **MIAMI BEACH** FDOT
June 2019
-  **PALMETTO BAY** FDOT
July 2019
-  **DELRAY BEACH**
September 2019
-  **DORAL**
November 2019
-  **NORTH BAY VILLAGE**
December 2019
-  **ST. PETE BEACH**
December 2019
-  **WEST MIAMI** FDOT
August 2020
-  **FIU**
September 2020

-  **DOWNTOWN MIAMI**
October 2020
-  **AVENTURA**
May 2021
-  **FLORIDA CITY**
July 2021
-  **HIALEAH** FDOT
August 2021
-  **BISCAIYNE PARK** FDOT
April 2022
-  **TRI-RAIL (CCS)** FDOT
June 2022
-  **NORTH MIAMI BEACH**
August 2022
-  **SUNRISE** FDOT
August 2022
-  **BAY HARBOR ISLANDS** FDOT
November 2022
-  **BAL HARBOUR**
December 2022
-  **FORT PIERCE** FDOT
February 2023
-  **KISSIMMEE**
March 2024
-  **GC4K BROWARD COUNTY**
May 2023
-  **NORTH MIAMI**
October 2023

PROUDLY SERVING

-  **DUNEDIN**
November 2023
-  **MIAMI DDA**
November 2024
-  **HOMESTEAD**
December 2023
-  **BRADENTON**
January 2024
-  **AVENTURA FIXED-ROUTE**
February 2024
-  **DEERFIELD BEACH**
March 2024
-  **SURFSIDE**
April 2024
-  **DORAL SENIOR SERVICE**
April 2024
-  **WELLINGTON**
May 2024
-  **GC4K MIAMI-DADE COUNTY**
May 2024
-  **CONCH CONNECT**
MONROE COUNTY - KEY WEST
July 2024
-  **UNIVERSITY OF MIAMI**
August 2024
-  **MIAMI SPICE MONTHS**
August 2024
-  **MEDLEY**
September 2024

-  **MOUNT DORA**
October 2024
-  **SOUTHPARK, NC**
November 2024
-  **OPA LOCKA**
March 2025
-  **BRADENTON - PALMETTO**
March 2025
-  **BALLANTYNE, NC**
April 2025
-  **CITY OF MIAMI DISTRICT 1**
ALLAPATTAH
April 2025
-  **PLANTATION**
July 2025
-  **WYNWOOD**
August 2025
-  **MIAMI GARDENS**
Q4 2025
-  **SEMINOLE COUNTY SCOUT**
Q4 2025
-  **HOLLY SPRINGS, NC**
January 2025

On-Demand Transportation Case Studies

While Freebee has successfully operated many service areas similar to Islamorada, it is equally important to highlight our ability to execute in even more complex and demanding environments. The following project examples demonstrate our experience delivering high-performing, highly tailored microtransit solutions across a broad range of operating conditions:

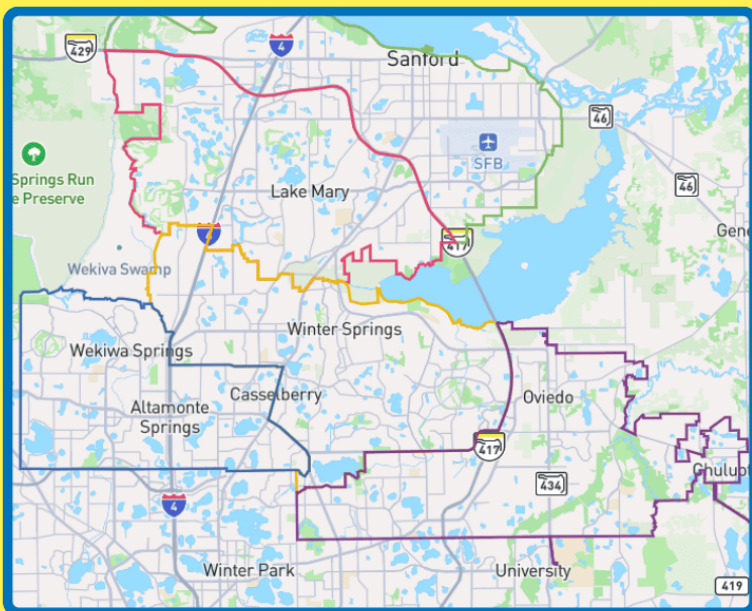


Seminole County



Freebee has completely transformed the public transportation landscape in Seminole County by replacing an underperforming fixed-route system with an expansive, on-demand microtransit solution covering over 190 square miles. This strategic transition has generated millions of dollars in cost savings for the county while significantly broadening mobility access.

- Service Area Size:** 190 square miles
- Fleet Size:** 42 Vehicles
- Ridership:** 400,000+ annual passengers
- Population:** 505,307
- Contract Dates:** 10/15/25 - 10/15/35



By expanding the service area well beyond the limitations of the historical fixed-route model, the program drove an immediate and sustained increase in overall ridership. While the service continues to provide a vital lifeline for transit-dependent populations, its enhanced coverage, convenience, and reliability have successfully attracted a broad new demographic; remarkably, 75% of the system's current users did not previously utilize public transit. Freebee's innovative approach in Seminole County demonstrates how modernizing transit networks can simultaneously reduce operational costs, expand community access, and drive mass transit adoption.



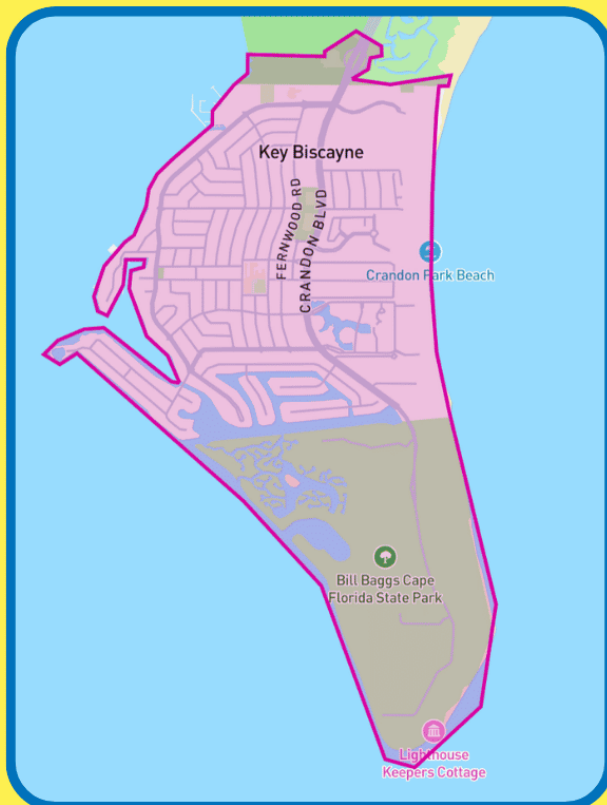
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Freebee on the Key



Freebee has provided the Village of Key Biscayne with 100% electric, on-demand microtransit since December 2016, becoming a core part of the community's mobility network. With a dedicated fleet of 9 vehicles operating seven days a week and serving all residents and visitors, Freebee's flexible, door-to-door model has dramatically reduced local car trips, alleviated congestion, and eased parking constraints across the island

- Service Area Size:** 1.4 square miles
- Fleet Size:** 9 vehicles
- Ridership:** 120,000+ annual passengers
- Population:** 14,815
- Contract Dates:** Dec 2016 -Aug 2028



Funded by the Village and supported through advertising revenue, Freebee leverages a user-friendly app and a full-service call center to ensure accessibility for all ages and abilities. The service is recognized for its significant contribution to sustainability, eliminating emissions, and improving quality of life for Key Biscayne residents. Freebee's partnership with the Village stands out for its adaptability, community-centric approach.



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Miami - Downtown/Brickell



Freebee has become a foundational mobility service for Downtown Miami through the evolution of its program from a circulator into a fully on-demand service. Today, it delivers comprehensive mobility throughout Brickell, downtown Miami, and the Arts and Entertainment District, creating a flexible and connected transportation network that better matches how residents, workers, and visitors move through the urban core.

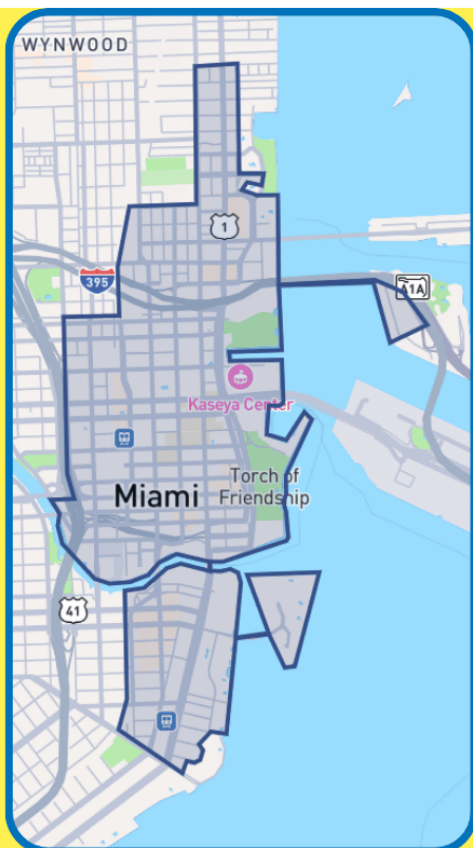
Service Area Size:

Fleet Size:

Ridership:

Population:

Contract Dates:



As one of downtown Miami's core mobility offerings, the service is designed to connect riders to all forms of transit while making it easy to travel to businesses, meetings, and destinations without relying on a personal car. Operated with a fleet of six ID. Buzz vehicles and one ADA Toyota Sienna, the program has been described as a "super successful" and even "magical" service, reflecting both its operational impact and the strong positive response it has generated within the community.



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References

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City of Miami - Miami Downtown Development Authority

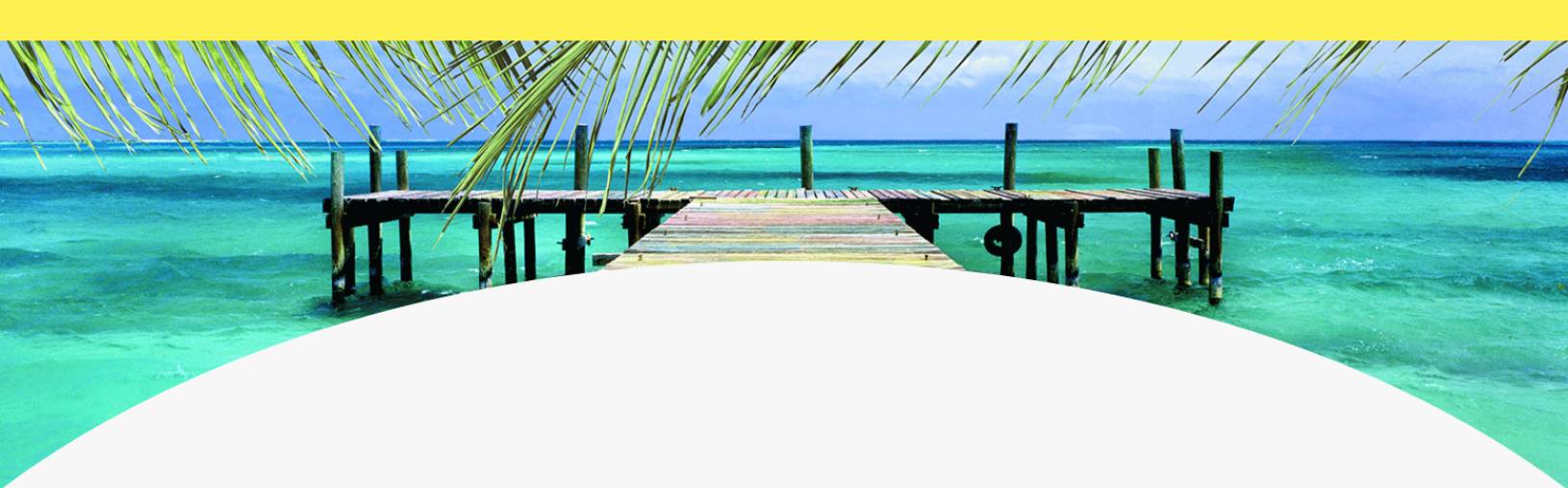
Name: Neal Schafers

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2. Operational Plan

Operational & Service Delivery Approach

When we stepped in to help build and transition Islamorada's mobility program in 2018, we committed to being a dedicated operational partner, not just a vendor. Today, the results of that commitment are measurable. Freebee now safely moves 50,000 to 60,000 riders annually, a remarkable milestone for a village of just a few thousand residents, and average ridership has roughly doubled since 2024. We have optimized this program from the ground up, delivering consistent, high-level operational excellence year after year.

This success did not happen by chance. Over the years, Freebee has gone through numerous internal iterations—testing, modeling, and simulating alternative service delivery approaches to ensure we were deploying the most effective system possible. For example, we evaluated breaking the Village into three separate zones with a dedicated vehicle in each. However, based on our data, the constraint of only three vehicles, and the actual travel patterns of riders across Islamorada, this approach proved operationally infeasible and would have significantly degraded service levels. This was one of many strategies we rigorously analyzed before ultimately refining and implementing the current operating model, which has since proven to be highly effective and well-suited to the community's needs.

As part of this proposal, and if permitted under the FDOT grant framework, Freebee would like to introduce an optimized service model based on years of data analysis, and work hand-in-hand with the Village to evaluate its implementation. We believe this approach presents meaningful cost savings that should remain eligible under the grant and may help extend the impact of current funding. Building on our operational insights, we have developed a fully optimized service schedule for each day of the week, dynamically adjusting the number of vehicles in operation based on real demand patterns by hour. This model is designed to continue growing ridership while more efficiently aligning service delivery with actual usage—reducing unnecessary service hours, improving fleet utilization, and lowering overall program costs without compromising reliability or rider experience.

Our relationship with the Village has always been defined by a willingness to go above and beyond contract requirements. We operate on the principle of providing continuous added value without ever "nickel-and-diming" the community. Over the years, this has meant honoring grandfathered, below-market pricing and proactively maintaining additional spare vehicles to guarantee operational readiness, all without passing extra charges onto the Village. In that sense, Freebee has the unique capability and functionality to quickly and seamlessly implement a community trusted payment option for ridership into this service.



We recognize that in the Keys, transportation access and affordability are critical daily necessities. By delivering a highly reliable service, Freebee has become an essential lifeline. We have built deep trust and goodwill across all stakeholders, earning an overwhelmingly positive response from residents, local businesses, the daily workforce, seniors, and transit-dependent riders who rely on us for their mobility.

A major driver of this success is our long-tenured team on the ground. Because most of our drivers are local residents who have been with the program for years, they bring a level of familiarity and reliability that an outside workforce simply cannot replicate. They are the primary reason the program succeeds, providing safe, consistent transit for locals and serving as a welcoming staple for returning visitors who recognize and utilize our service season after season.

This deep-rooted connection to Islamorada extends throughout our entire organization. It is a bond personal enough that one of our founders even chose the Village as the destination for his wedding. That genuine, human investment in the community reflects how we manage our operations every day.

Because of this longstanding history, there is substantial brand equity already established in the Village. People know Freebee, they know our platform, and a significant portion of the community already has the app downloaded on their phones. Retaining Freebee as your operator ensures a seamless experience that preserves:

- **Operational continuity** without the growing pains of a new deployment
- **Rider familiarity** and established daily routines
- **Widespread app adoption** that is already fully integrated into the community
- **Brand recognition** for both locals and annual visitors
- **Community trust** that has been earned over half a decade

Ultimately, Freebee is the proven, trusted, and community-embedded operator that helped build this service. We understand the program's intricacies because we lived them, and we stand ready to continue delivering this essential service at the highest possible level.

This operational plan is our continued promise. We cherish the deep roots we've put down in Islamorada and the beautiful relationships we've built with residents, workers, seniors, and visitors alike. Our goal is to preserve the magic of what we've built together, using everything we've learned to deliver a service that is as reliable, efficient, and deeply devoted to Islamorada as ever.



General Scope and Deliverables

Freebee understands the Village's objective to deliver a fully turnkey, on-demand microtransit service that operates seven days per week with a minimum dedicated electric fleet and defined service hours under the FDOT grant framework. This includes full responsibility for all aspects of service delivery—vehicles, drivers, dispatch, charging infrastructure and associated utilities, maintenance, insurance, and day-to-day operations—while ensuring strict compliance with all applicable federal, state, county, and local requirements. As part of this program, Freebee will implement a \$2 fare per passenger, seamlessly integrated into the existing platform to support revenue generation while maintaining ease of use for riders. Freebee will provide the complete management, technical, and operational support necessary to successfully operate and continuously coordinate the Village's on-demand, Village-wide transportation system in alignment with the Village's oversight.

Freebee's operational approach is firmly grounded in this framework, ensuring full compliance while delivering a reliable, high-quality service tailored to Islamorada's unique transit environment. As the current operator, we are fully committed to maintaining seamless daily operations, supported by rigorous performance monitoring and data analysis to ensure each ride meets the Village's standards of excellence. Having already integrated into the fabric of the community, Freebee approaches ongoing service delivery with a high level of discipline, accountability, and attention to detail.

Importantly, our longstanding presence means we are no longer in a discovery phase. Years of historical operating data allow us to move beyond baseline service delivery and into continuous optimization. Leveraging these insights, Freebee has identified opportunities to further refine service in a way that enhances efficiency and reduces overall program costs while maintaining—or improving—service quality. As part of this proposal, and during negotiations if aligned with FDOT guidelines, we would welcome the opportunity to work collaboratively with the Village to introduce an optimized service delivery plan. This approach would maintain compliance with required service parameters while strategically adjusting vehicle deployment throughout the day to better match real demand, ultimately driving additional value and extending the impact of available funding.

In addition, Freebee sees a strong opportunity to further enhance the Village's mobility ecosystem through complementary multimodal solutions. We welcome the opportunity to engage in discussions around introducing both human-driven and autonomous fixed-route services that could integrate with and support the existing on-demand system. Freebee maintains an exclusive partnership with Beep, Inc., a leader in autonomous mobility, enabling the deployment of various autonomous shuttle configurations in appropriate service environments. These solutions could serve as a future enhancement to provide additional connectivity along key corridors, improve system efficiency, and create a more robust, multimodal transportation network for residents and visitors alike.



i. Total Number of Vehicles

The total fleet allocated to this service consists of three (3) Tesla Sedan (or VW ID Buzz) vehicles and one (1) Toyota Sienna designated for ADA-accessible service, for a total of four (4) active service vehicles. Within this fleet configuration, Freebee maintains a minimum of one (1) spare vehicle, and typically two (2) on standby, to ensure uninterrupted operations and provide added flexibility to respond to real-time service needs.

ii. Staff

Freebee will continue to deploy a fully integrated and professionally managed operations team dedicated to the Village of Islamorada. Because we are already the current service provider, the program is supported by an established local team that is already operating successfully within the community, backed by Freebee's broader organizational infrastructure to ensure consistent service quality, performance oversight, and rapid responsiveness.

The Islamorada service is anchored by a team of highly trained Community Ambassador drivers, supported by on-the-ground leadership and operational oversight. As the current provider, Freebee already has personnel familiar with the Village's unique service patterns, roadway network, rider expectations, and community dynamics. This existing local presence allows us to deliver seamless continuity of service without startup delays or operational disruption.

On-the-Ground Staffing & Operational Support Structure:

Dedicated Team Leaders responsible for day-to-day field supervision, driver support, safety oversight, and service reliability

Dedicated Performance Manager responsible for monitoring system performance, reviewing key metrics, coordinating with Islamorada staff, and ensuring that all service-level expectations are consistently achieved

This local structure ensures that Islamorada benefits from direct operational oversight, proactive performance management, and a continuous improvement approach focused on maintaining the highest level of service quality.



Centralized Operational & Organizational Support

In addition to the dedicated local team, the Islamorada program will be fully supported by Freebee's centralized operational infrastructure and executive leadership. This integrated support model allows the Village to benefit from the depth and expertise of a large, established mobility organization while maintaining the responsiveness of a local operator.

Centralized support functions include:

- **Dispatch & Workforce Management** ("eye-in-the-sky" monitoring) providing real-time service oversight, ride monitoring, and operational adjustments
- **Fleet Maintenance & Asset Management** ensuring vehicle readiness, preventative maintenance, and rapid response to any service interruptions
- **Customer Service & Rider Support** including multilingual rider assistance and issue resolution
- **Marketing & Community Engagement** supporting rider education, outreach, and local business integration
- **Economic Development Integration** coordinating local promotions, partnerships, and community activation
- **Human Resources & Training** ensuring continuous workforce development and compliance
- **Technology & Data Analytics** maintaining platform performance, reporting dashboards, and service optimization

This layered staffing model, combining a dedicated local operations team with the full support of Freebee's broader organization, ensures that the Islamorada program operates at the highest level and continues to evolve through proactive management, real-time monitoring, and continuous collaboration with Islamorada staff.

A detailed overview of Freebee's local team, including key personnel assignments and individual resumes, is provided in **Section 3: Local Administration and Marketing**. This section further outlines our on-the-ground management structure, driver supervision approach, and ongoing marketing and advertising strategy, including the frequency of in-person support within the Village.



2.1 Vehicles

Freebee's current fleet deployed in Islamorada consists of three (3) Tesla sedans, each accommodating up to five passengers including the driver, along with one (1) ADA-compliant Toyota Sienna to ensure full accessibility. This configuration has been carefully selected and refined over time to meet the Village's unique operating conditions, balancing rider comfort, efficiency, and sustainability while supporting consistent, reliable service delivery.

To ensure inclusive, uninterrupted service, the ADA Toyota Sienna is fully wheelchair accessible and equipped with a lift or ramp, wheelchair securement systems, and all required emergency backup features in full compliance with applicable ADA and FTA requirements. All vehicles deployed under this contract meet or exceed federal, state, county, and local safety and mechanical standards, supported by disciplined, in-house maintenance protocols that ensure each vehicle remains safe, compliant, and service-ready at all times.

Freebee maintains full responsibility for fleet operations, including licensing, maintenance, and performance oversight. Every vehicle is properly registered and authorized to operate on public streets and rights-of-way in the State of Florida. Through proactive, in-house maintenance, Freebee ensures the fleet remains in peak condition, delivering a dependable, clean, and consistent transportation experience for the community. Vehicles are also selected with the local environment in mind—designed to be approachable, aesthetically aligned with a neighborhood setting, and reflective of the quality of service the Village expects.

Each vehicle is equipped with advanced GPS and ridership data technology, enabling real-time tracking for riders and providing the operational insights necessary to continuously optimize service performance. This data-driven approach allows Freebee to refine routing, improve efficiency, and enhance the overall rider experience over time.

Looking ahead, Freebee would welcome the opportunity to discuss potential fleet enhancements with the Village, including the introduction of the new Volkswagen ID. Buzz. This next-generation electric vehicle, which Freebee has begun deploying in select markets, offers increased passenger capacity, improved accessibility, and a distinctive, community-friendly design. As part of service, the ID. Buzz could serve as a strong upgrade to the existing fleet, elevating both the rider experience and operational efficiency of the program. We are excited to bring this option forward.



Fleet

Our fleet consists exclusively of vehicles that meet or exceed all Federal Motor Vehicle Safety Standards (FMVSS), ensuring the highest levels of safety, reliability, and passenger comfort. Each vehicle has been thoughtfully selected to align with the Village's service needs, balancing efficiency, accessibility, and overall rider experience. Below is an overview of the vehicles currently deployed, including key features, specifications, and photos to provide a clear understanding of the fleet supporting Islamorada's service.

To further enhance the program, Freebee is also prepared to transition the fleet to the all-new, fully electric Volkswagen ID. Buzz—already being deployed in select markets—at no additional cost to the Village, should the Village elect to pursue this option. A photo and description of the ID. Buzz vehicle are included below for reference.

Tesla Sedan

The Tesla Sedan is one of the safest SUVs ever built and provides a unique experience for anyone who steps foot within the vehicle. This all-electric luxury SUV has an interior with spacious seating with the largest all-glass panoramic windshield in production. The vehicle is rated highly for safety with a 5 out of 5 by the National Highway and Traffic Safety Administration (NHTSA). Tesla's powertrain is the best in class and delivers unparalleled performance in all weather conditions. The Tesla will allow for top operating capacity, with a battery range of over 250+ miles and the ability to recharge 50% of the battery within only 15 minutes.

- Long Range Battery: 250+ mile range
- Air Conditioning
- Charging: 250kw max
- Interactive iPad and 17" In-Car Touch Screen
- 5 Passenger capacity
- Low, easy access into the vehicle
- 3 pt safety belts
- Integrated Backup Camera
- LED Headlights
- LED brake lights and signals
- Self-canceling turn signals
- Spill kits
- First Aid Kit
- Fire Extinguisher
- Safety triangles
- Custom passenger-facing digital signage screen



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Toyota Sienna Hybrid 2023 XSE

The bold accents and athletic stance of the 2023 XSE Toyota Sienna will show passengers that functionality and style aren't mutually exclusive. Passengers who request accommodations will receive the same level of luxury service they deserve and should expect to receive. The 2023 Toyota Sienna is currently the only AWS hybrid vehicle within the US that meets and exceeds ADA compliance with the FMTS compliance standards requirements for the National Mobility Equipment Dealers Association (NMED).

- 4 ambulatory passenger seats
- Air Conditioning
- Integrated backup camera
- Pre-collision automatic braking
- Low easy access side loading for wheelchair accommodations
- Oxygen tank holder
- WC-18 wheelchair restraints & adjustable shoulder/lap belt
- Restraints for Walkers and Canes
- Fire Extinguisher
- Spill kits
- First Aid Kit
- Safety triangles
- Black-heated power outside-mirrors with blind spot warning indicators
- Hands-free dual power-sliding side-doors with jam protection
- Retractable row for additional seating when not in use for wheelchair accommodation.



ID Buzz

The Volkswagen ID. Buzz is an all-electric vehicle that seamlessly blends sustainability with cutting-edge technology, offering a long-range battery of over 250 miles and zero local CO₂ emissions. Its flexible space concept accommodates up to seven passengers and includes features like sliding doors on both sides for easy access. With advanced amenities such as a 12.9-inch touchscreen navigation system and adaptive cruise control with stop-and-go functionality, the ID. Buzz is perfectly suited for micro-transit applications, offering efficient, comfortable, and sustainable solutions for urban and short-distance passenger transport.

- Long Range Battery: 250+ mile range.
- Charging: 11 kW AC charging power (alternating current).
- Electric Motor: Rear-mounted, zero local CO₂ emissions.
- Autonomous Emergency Braking: Front Assist with Pedestrian and Cyclist Monitoring.
- Proactive Passenger Protection System.
- Lane Assist & Park Assist Plus: With memory function and Park Distance Control.
- Swerve Support & Oncoming Vehicle Braking: When turning.
- First Aid Kit: Includes warning triangle and safety vest.
- Anti-Theft Alarm System: With interior monitoring, back-up horn, and towing protection.
- Seven-passenger seating.
- Sliding Doors: On both sides of the vehicle.
- Power Tailgate: Easy Open and Easy Close function.
- Two-Zone Climatronic: Enhanced air filter and stationary air conditioning.



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2.2 Operation & Service Times

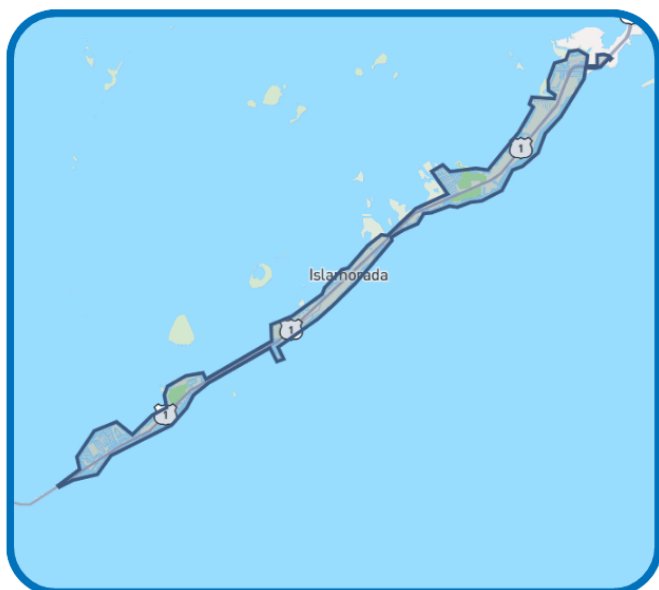
To meet the mobility needs of the Village Service Area, Freebee will operate service seven (7) days per week from 7:00 a.m. to 12:00 a.m., ensuring consistent and reliable access to transportation for both residents and visitors. All trips will originate and terminate within the defined service boundaries, maintaining full compliance with the program requirements.

Freebee will maintain a minimum of three (3) vehicles in continuous operation throughout all service hours, with fleet management protocols in place to ensure optimal coverage. Driver scheduling is carefully structured to align breaks with natural periods of lower demand, minimizing any impact on service availability and maintaining a high level of operational efficiency.

While fully adhering to the required operating hours and fleet minimums, Freebee also brings a unique advantage in its ability to further optimize service delivery over time. Based on years of historical data in Islamorada, combined with our in-house AI and machine learning tools, we have developed advanced models that analyze real-time and historical ridership patterns to determine the most efficient deployment of vehicles throughout the day.

As part of this proposal, Freebee would welcome the opportunity to collaborate with the Village during negotiations to review these insights and explore a more optimized service schedule. This could include strategically adjusting vehicle deployment during specific time periods—while maintaining compliance with FDOT requirements—to improve efficiency, reduce unnecessary service hours, and extend the overall impact of available funding. Our goal is to not only meet the program requirements, but to continuously refine and enhance service delivery to achieve the best possible outcome for the Village.

Current Service Area



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2.3 Performance & Reporting

Freebee understands that transparent, data-driven performance management is critical to the long-term success of the Village’s microtransit program. Since 2024, Islamorada has had access to Freebee’s reporting dashboard and monthly performance reports. As part of this proposal, Freebee will be significantly enhancing and upgrading this platform—providing the Village with a more advanced, intuitive, and comprehensive data and analytics experience that goes well beyond historical reporting capabilities.

The upgraded dashboard will provide real-time visibility into all aspects of system performance, paired with deeper historical analytics and improved visualization tools. Village staff will have access to a centralized platform that includes live vehicle tracking, dynamic heat maps, customizable reporting, and downloadable datasets. This enhanced interface is designed to make it easier to monitor performance, identify trends, and make informed, data-driven decisions with greater speed and clarity.

In addition to the dashboard, Freebee will continue to provide detailed monthly reports in full compliance with FDOT and Village requirements. These reports will include all required performance metrics—such as ridership breakdowns, utilization, wait times, trip completion rates, vehicle miles and hours, and service reliability—presented in a clear, structured format alongside insights and trend analysis. The combination of real-time dashboard access and formal monthly reporting ensures both immediate visibility and consistent, standardized performance tracking.

What distinguishes Freebee’s platform is the depth and intelligence of the data being captured and analyzed. The upgraded system provides comprehensive insights across key operational and rider experience metrics, including but not limited to:

- Real-time and historical ridership trends
- Demographic insights (including seniors, residents vs. visitors, and WAV users)
- Origin and destination heat mapping
- Trip duration, distance, and request methods
- Vehicle utilization, miles traveled, and hours of operation
- Average wait times, pickup accuracy, and service reliability
- Cancellation, no-show, and missed opportunity tracking
- Peak and off-peak demand analysis
- Fleet performance, battery usage, and maintenance tracking
- Customer satisfaction ratings and feedback trends
- Cost per ride and overall system efficiency
- Environmental impact metrics, including estimated emissions reduction



Beyond reporting, this platform is a core operational tool. Freebee’s internal team actively uses these insights—supported by in-house analytics, AI, and machine learning models—to continuously refine routing, fleet deployment, and service design. This ensures that the program is not only being monitored, but actively optimized in real time to improve efficiency, reduce costs, and enhance the rider experience.

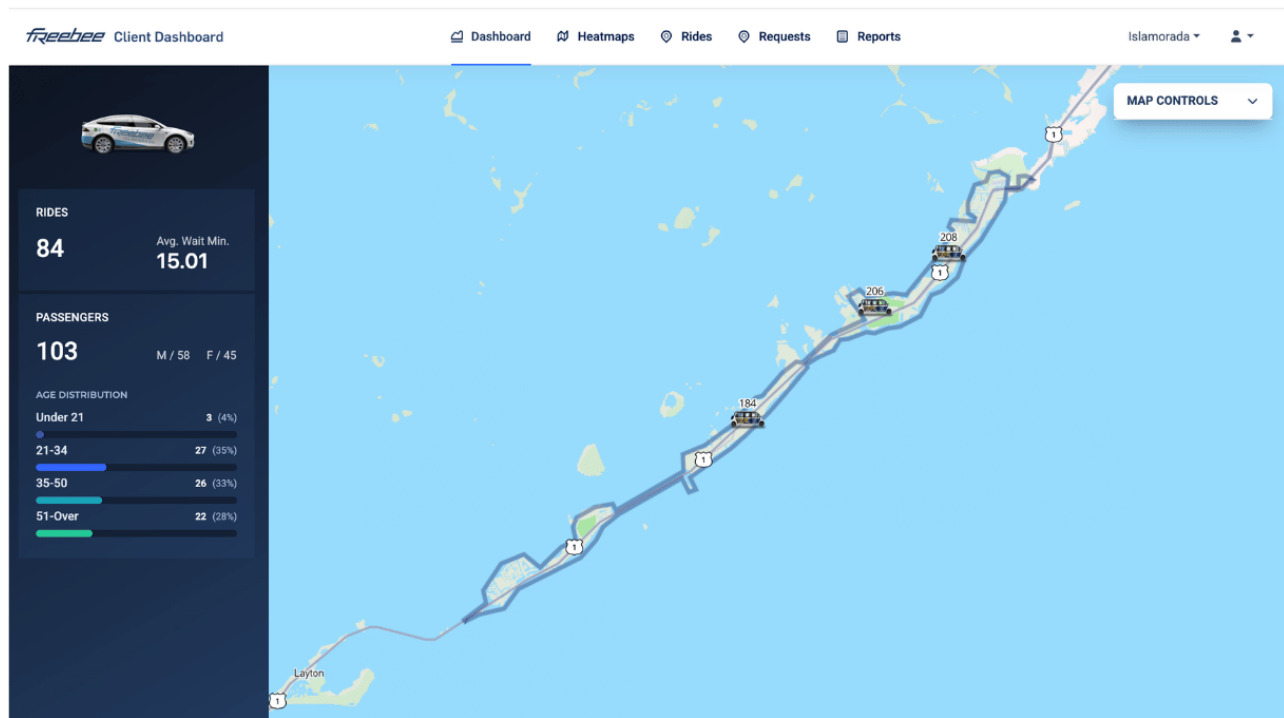
Freebee also maintains the highest standards of data privacy and security. All reporting is fully anonymized, with strict safeguards in place to ensure that no personally identifiable information is exposed or accessible, while still providing meaningful, actionable insights to the Village.

Ultimately, this upgraded performance and reporting framework provides Islamorada with significantly greater visibility, control, and strategic insight into its transportation system—transforming data from a reporting requirement into a powerful tool for continuous improvement and long-term program success.

Below represents a visual of the upgraded data dashboard:

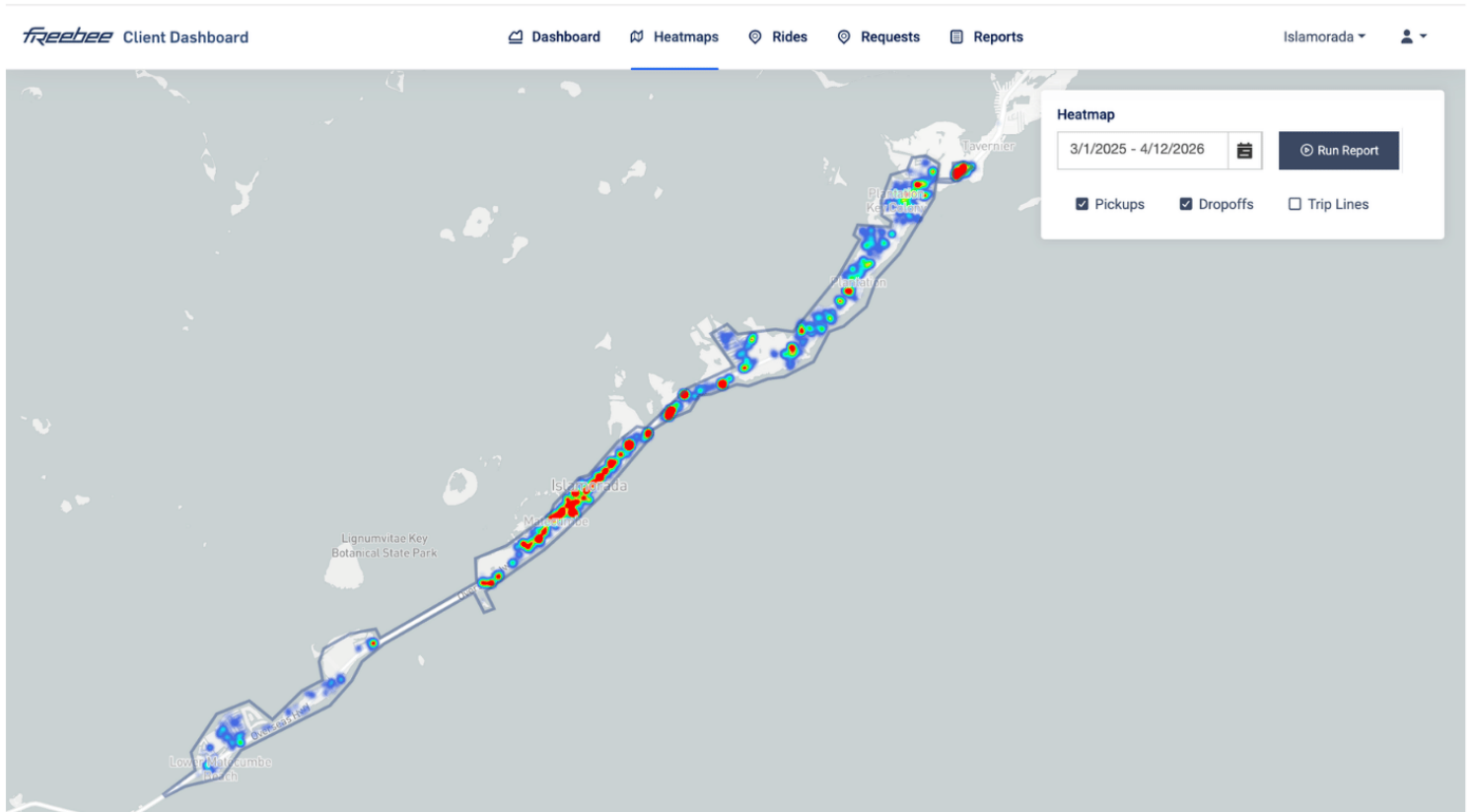
Dashboard

The central hub, serving as the homepage, provides real-time tracking of all vehicles. It offers a comprehensive overview of key daily statistics, including ridership, wait times, male/female count, and age distribution, providing a dynamic and insightful snapshot of the system's daily performance.



Heatmaps

Within this tab, an intricate display unfolds, revealing all pickup and drop-off hotspots within a customizable date range. This feature provides a visually intuitive representation, offering valuable insights into user behavior and service utilization patterns.



Rides

Within the rides tab, a comprehensive history of every completed ride request is meticulously detailed for any chosen date range. This granular data, rich in information for each ride, can be seamlessly exported to Excel, facilitating streamlined reporting and analysis.

Freebee Client Dashboard Dashboard Heatmaps Rides Requests Reports Islamorada

Rides 4/1/2026 - 4/12/2026 [Run Report](#)

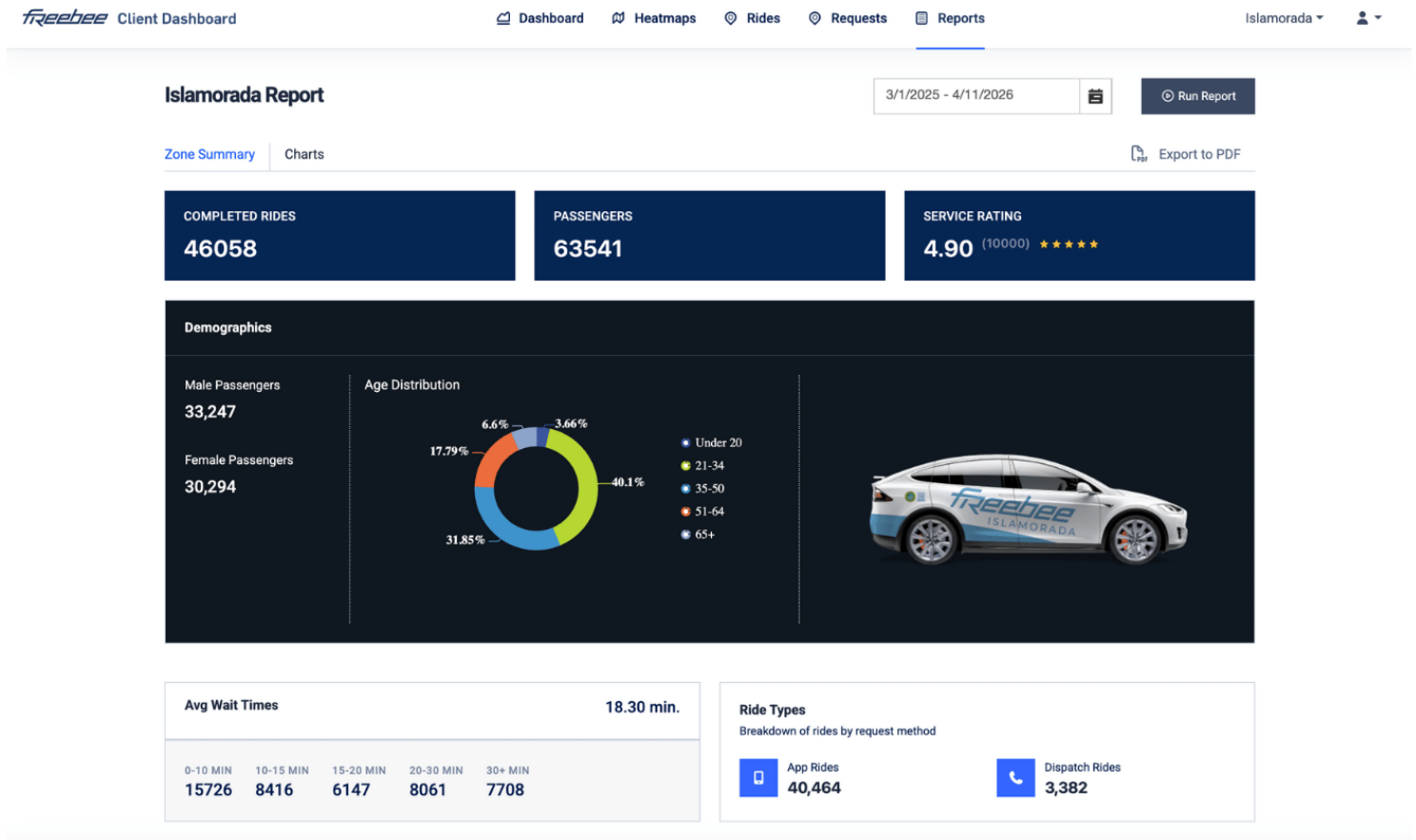
View all rides for the selected date range [Export to Excel](#)

Ride ID	Vehicle Number	Created	Pickup	Dropoff	Request to Pickup (min)	Drop off Time	Passengers	Start Location	End Location
9895683	208	04/01/2026 07:00:19 AM	134 Harbor Drive, ...	83292 Overseas Hi...	17	04/01/2026 07:36:...	1	-80.534003499999...	-80.616137296
9895684	208	04/01/2026 07:00:20 AM	183 Venetian Way, ...	Circuit Court Judg...	3	04/01/2026 07:11:...	1	-80.582198999999...	-80.5505503,2
9895689	206	04/01/2026 07:00:22 AM	84771 Overseas Hi...	Key Roots, Overse...	19	04/01/2026 07:29:...	1	-80.6007943,24.94...	-80.644894298
9895694	206	04/01/2026 07:00:26 AM	102 Tequesta Stre...	84001 Overseas Hwy	6	04/01/2026 07:22:...	1	-80.5449055,24.98...	-80.6058121,2
9895745	208	04/01/2026 07:03:29 AM	90230 Overseas Hi...	200 Treasure Harb...	17	04/01/2026 07:30:...	1	-80.5379285,24.99...	-80.5720863,2
9895772	206	04/01/2026 07:05:34 AM	118 Parker Drive, I...	186 Kahiki Dr	24	04/01/2026 07:49:...	1	-80.6425202,24.91...	-80.5324937,2
9895780	208	04/01/2026 07:06:36 AM	113 Carroll Street, ...	Papa Joe's Waterfr...	32	04/01/2026 07:44:...	1	-80.6321989,24.91...	-80.6596399,2
9895819	206	04/01/2026 07:12:03 AM	86500 Overseas Hi...	82788 Overseas Hi...	4	04/01/2026 07:25:...	1	-80.576336199999...	-80.6235064,2
9895876	208	04/01/2026 07:21:07 AM	208 Dogwood Lan...	87889 Overseas Hi...	33	04/01/2026 08:10:...	1	-80.6271147,24.92...	-80.5590677,2
9895916	206	04/01/2026 07:27:45 AM	194 Azalea Street, ...	Treasure Village M...	31	04/01/2026 08:10:...	2	-80.539652099999...	-80.5718802,2
9895965	208	04/01/2026 07:35:10 AM	80951 Old State Hi...	Mangrove Mike's, ...	12	04/01/2026 07:52:...	1	-80.6455872,24.90...	-80.629648898
9895990	206	04/01/2026 07:39:42 AM	131 Bessie Road, ...	The Oceanview Inn...	14	04/01/2026 08:16:...	1	-80.5349236,25.00...	-80.6019111,2
9896009	208	04/01/2026 07:41:54 AM	Green Turtle Inn, O...	Mariners Hospital ...	7	04/01/2026 08:10:...	1	-80.6412989,24.91...	-80.5221692,2
9896020	206	04/01/2026 07:43:28 AM	81902 Overseas Hi...	152 Navajo Street	37	04/01/2026 08:36:...	2	-80.633906199999...	-80.5487705,2
9896215	206	04/01/2026 08:05:36 AM	1 Mastic Street, Isl...	McDonald's remod...	16	04/01/2026 08:42:...	1	-80.634851299999...	-80.5226742,2



Reports

Within the reports tab unfolds a visually appealing and comprehensive presentation of all high-level Key Performance Indicators (KPIs) for any designated date range. This report mirrors the detailed monthly reporting provided to the Village, offering a sophisticated and user-friendly analysis of the essential metrics.



We consider ourselves an extension of your team. That's why a trained Freebee specialist will be on hand during designated hours specifically to assist Village staff with any technical needs. Out on the road, our operators and dispatchers react to ride requests in real-time, ensuring residents and visitors can always secure a trip when they need one. We also have proactive measures in place to swiftly handle unexpected vehicle issues, keeping our fleet moving without missing a beat. More than just a transportation provider, Freebee is deeply invested in building a true partnership that perfectly aligns with the unique character and lifestyle of the Islamorada community.



2.4 Technology Solutions

Freebee utilizes a fully integrated, proprietary technology platform designed specifically to support demand-responsive microtransit operations. At the core of this system is the Ride Freebee mobile application, which enables users to seamlessly book rides, view accurate estimated wait times, and track vehicles in real time. The platform provides a user-friendly, intuitive interface that ensures accessibility for riders of all ages and experience levels, while also offering built-in customer support features such as service notifications, lost-and-found reporting, and direct in-app communication with drivers and support staff.

To ensure equitable access for all users, Freebee also maintains a dedicated dispatch telephone line for individuals who prefer not to use a smartphone or mobile application. This call-in option allows riders to request trips, receive estimated arrival times, and interact with live support staff, ensuring that the service remains fully accessible to seniors, visitors, and anyone less comfortable with digital platforms.

On the operational side, Freebee’s platform includes a robust dispatch and routing engine that dynamically assigns trips and optimizes vehicle movements in real time. This system is supported by advanced analytics and remote monitoring tools, allowing Freebee’s operations team—and the Village—to maintain full visibility into system performance at all times. Key performance indicators, fleet activity, and service levels can be tracked live through an administrative dashboard, enabling proactive decision-making and continuous service optimization.

Beyond transportation, the Ride Freebee app also serves as a digital gateway to the Village, connecting residents, employees, and visitors to local businesses, dining, events, parks, and community assets. This creates an integrated mobility and economic engagement platform that enhances both rider experience and local economic activity.

A key differentiator is that Freebee owns and develops its technology entirely in-house. This allows for ongoing enhancements, rapid iteration, and the ability to customize the platform specifically for Islamorada at no additional cost. As a result, the Village benefits from a technology solution that is not only highly functional and reliable, but also tailored to reflect the unique character and needs of the community.



The Ride Freebee App Interface



The Rider Experience – Mobile App

REQUESTING A RIDE

Requesting a ride is effortless.



Interactive map for selecting pickup and drop-off within the zone boundary



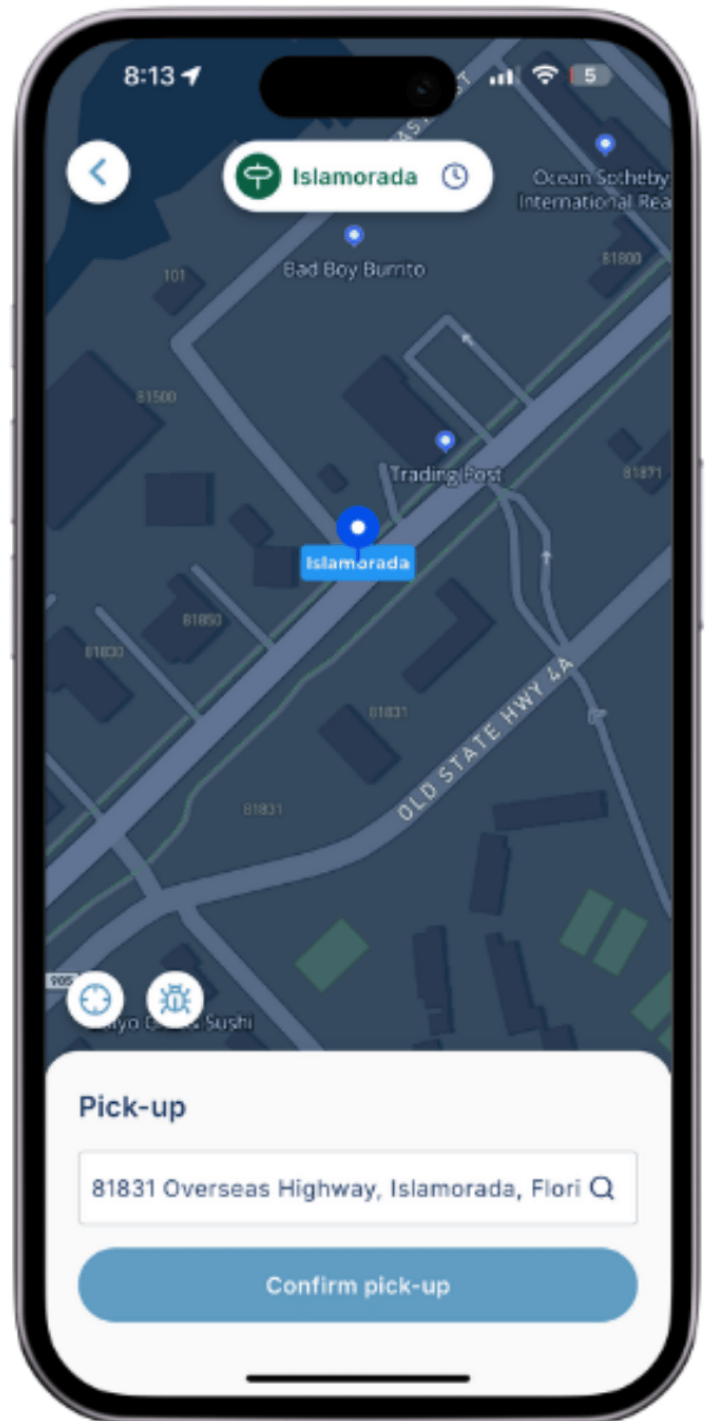
Accessibility options
Wheelchair-accessible vehicles, infant/toddler seats, hearing accommodations, and free-text special needs



Fare transparency
Riders see any applicable fare estimate upfront and customized discount configuration

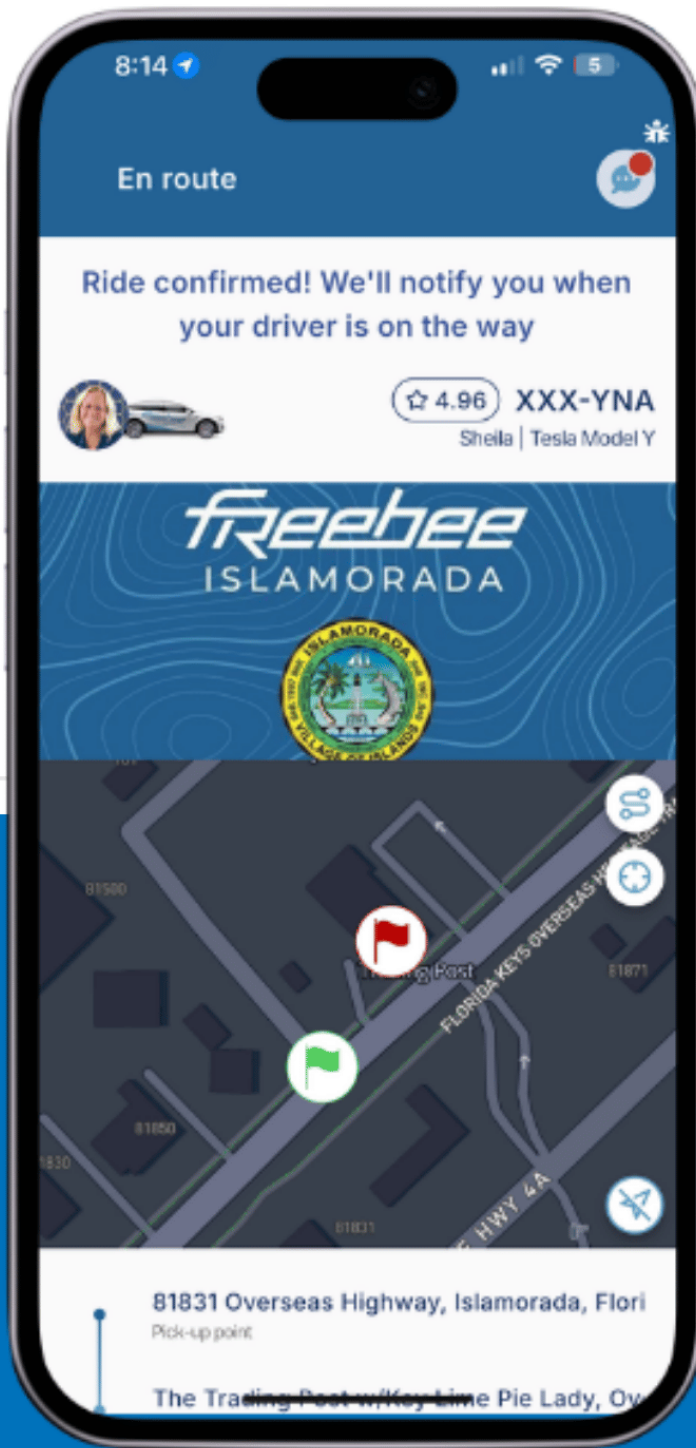


Zone access controls
Password-protected zones, membership verification, and minimum age checks – all configurable per community



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The Rider Experience – Mobile App



LIVE RIDE TRACKING

- Real-time driver location on the map
- ETA updates with driver name and vehicle details
- In-ride chat with automatic translation between languages



The Rider Experience – Mobile App

AFTER THE RIDE

- Driver/service Star rating and the option to provide additional feedback
- Full ride history with route, duration, and fare breakdown accommodations, and free-text special needs



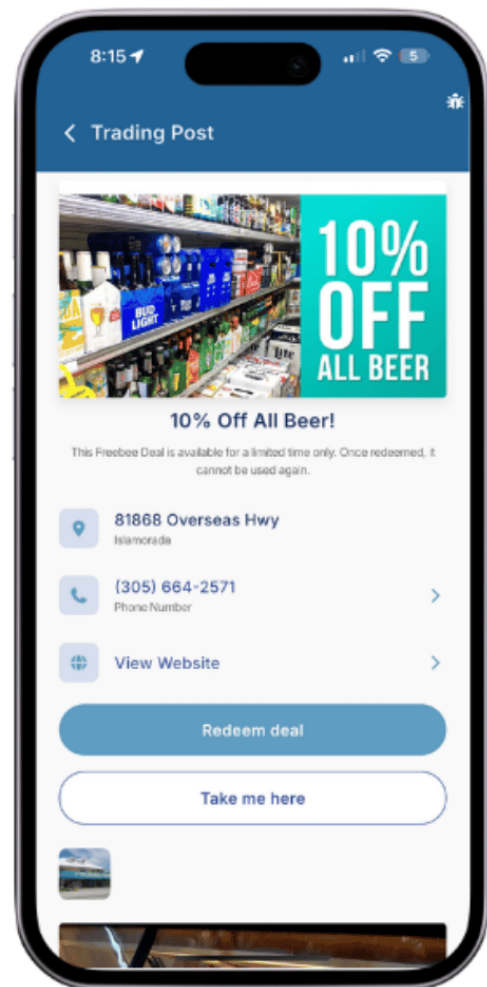
Zone-Specific Credits (for fare based service)

- Cities and organizations can issue ride credits to residents
- Credits are managed per zone with full transaction history
- Riders can apply credits at checkout – when fully covered, no payment method is needed



Local Business Support

Each business has the capability to offer riders exclusive deals and discounts on the platform, which in turn, helps to physically drive traffic back to their locations again. This promotion is free to all local businesses and communicated that it is provided courtesy of the Village of Islamorada. The Freebee platform provides the same value in promoting public services like parks, farmers' markets, special events like ribbon cuttings, health services, and rapid transit connectivity. This strategy in turn provides a compounding effect by utilizing the marketing influence of all partnering local businesses to promote the Freebee microtransit service and increase ridership.



2.5 Service Standards

Vehicle Standards

Freebee is committed to providing a fleet that meets all applicable local, State, and Federal codes, safety standards, and legal requirements, while also meeting or exceeding the manufacturer's safety and mechanical standards for each vehicle model used under this contract. We understand that the quality, condition, and presentation of the vehicles are critical to the overall rider experience and to the Village's expectations for a safe, reliable, and community-oriented transportation program.

To that end, Freebee approaches vehicle standards holistically, ensuring that every vehicle deployed in Islamorada reflects the highest levels of safety, operational readiness, cleanliness, comfort, and visual quality. Our fleet practices are designed to support a dependable and professional mobility service that aligns with the Village's character, operational priorities, and commitment to public safety.

Branding

We are more than happy to work hand-in-hand with the Village to develop a fully custom-branded name and identity for this program. We want this service to feel like a true extension of Islamorada, and we can seamlessly integrate your chosen brand across all rider touchpoints—from the exterior of the vehicles down to the mobile app interface itself.

Functionally, this operates as a white-label solution. The Village receives a distinct, community-specific app and service identity that is reliably "powered by Freebee".

Maintenance and Operational Condition:

All vehicles and associated equipment will be consistently maintained in full operational condition, adhering to the manufacturer's recommended maintenance guidelines. Anytime a vehicle does not meet these standards, it will be pulled from operations and replaced with a spare vehicle until fixed.

Exterior Appearance

Vehicles provided will maintain an exterior that is free from grime, oil, or other substances. The exterior will be devoid of cracks, breaks, dents, and damaged paint that significantly diminish the overall appearance of the vehicle.



Interior Cleanliness and Comfort

The interior of all vehicles will be clean and free from torn floor coverings, damaged or broken seats, and protruding sharp edges. Seats will be adequately padded and comfortable for passengers.

Traffic Management

To ensure safe and efficient passenger pickups in Islamorada, where US 1 is a major thoroughfare, Freebee drivers are trained in specific best practices tailored to the area. Given the busy nature of US 1 and the limited availability of safe stopping points on this route, drivers are instructed to utilize side streets or less congested areas for passenger pickups and drop-offs. They leverage GPS tools to pinpoint optimal nearby locations for these activities, thereby minimizing disruptions along US 1. Effective communication with passengers through the Freebee app is emphasized, guiding them to convenient and secure pickup locations just a short walk from US 1. This approach helps to avoid unsafe stops on the busy road and reduces the potential for accidents or traffic congestion. Freebee places a strong emphasis on regular driver training, focusing on local traffic patterns and the paramount importance of safety, ensuring that the service in Islamorada is both reliable and respectful of the area's traffic dynamics and safety concerns.

Adherence to Advertisement Guidelines

Freebee fully understands the importance of upholding Islamorada's unique character and aesthetics. In strict adherence to your requirements, any advertisements or promotional materials proposed for the exterior or interior of the vehicles will be submitted to Village staff for review and explicit prior approval before being posted.

We are committed to working collaboratively with the Village to ensure that all fleet messaging strictly complies with local standards, aligns perfectly with community values, and maintains the cohesive, custom-branded visual identity of the program.



Service Reliability

Freebee will maintain service reliability and route efficiency throughout the Islamorada Area despite ongoing construction activity and capital improvement projects. Through active dispatch oversight, real-time driver communication, and dynamic routing adjustments, Freebee will respond promptly to roadway closures, detours, and changing traffic conditions in order to minimize service disruption and maintain an efficient rider experience. Freebee understands that the Village will provide information regarding closures and construction updates as they occur, and Freebee will incorporate those updates into daily operations and route planning to support safe, reliable, and efficient service delivery. This approach is consistent with Freebee's established service interruption and operational response procedures, which are designed to address changing roadway conditions while maintaining continuity of service.

Driver Standards

Freebee will deliver this service with fully qualified, safety-focused, and customer-oriented operators and community ambassadors who meet all applicable licensing and regulatory requirements and, as the Village's current provider, bring the advantage of direct operational experience, established familiarity with the service area, and a proven ability to provide reliable, professional, and accessible transportation service.

The biggest key to the success of Freebee is the Freebee team. Our Drivers are the public-facing members of the organization and receive perfect 5-star reviews over 98% of the time. We do not hire and coach them to simply be "drivers." Instead, we hire and coach them to be "Ambassadors!"

Freebee's drivers and customer-facing personnel are trained in operational procedures, defensive driving, traffic regulations, customer service, and the safe transportation of elderly and disabled passengers, including wheelchair boarding assistance and securement, and are expected to maintain professional appearance, punctuality, courtesy, and ambassador-level knowledge of Village destinations.

The following sections outline the procedures, maintenance practices, safety protocols, and operational standards Freebee will implement to support this commitment.



Vehicle Operators (Drivers) Training

Freebee team members throughout the Freebee matrix are provided a diverse range of training strategies and techniques to help enable them to excel in their service to the community. In addition to the in-person and classroom-style training, there is also a virtual learning management system (LMS) that we have created. The LMS allows Freebee staff the opportunity to train on-demand wherever they choose while also having familiar and easily recallable content they can return to at any time.

There is a base set of courses orchestrated for all Freebee staff members to complete before they get behind the wheel of a Freebee. Some courses are created by us internally, while partners in the industry design the majority of the courses. A passing score of 85% is required to receive a certificate of completion. Additional roadmaps for continued professional development and training are available for team members who wish to advance their knowledge and increase their potential for career advancement. In addition, when company-wide time-dependent training becomes urgent, we are able to push the course out to the entire team and ensure everyone has what they need to verify comprehension of the information.

Our partners and recognized third-party certification bodies currently include:

- Q'straint, a worldwide leader in wheelchair securements and accommodations for transit providers.
- The Center of Urban Transportation Research at FSU (CUTR)
- Esafety, an online OSHA training platform with a focus on public transportation.
- The Red Cross
- National Aging and Disability Transportation Center.

The five tiers of training are as follows:

Tier 1 - Freebee Community Ambassador: This tier includes the core courses required to operate a Freebee vehicle as a public transportation operator.

Tier 2 - The Continued Education: This tier is open-ended without a deadline and open to team members employed for over 90 days to incrementally enhance their skills and knowledge. We will require our staff to complete a few courses each month within this tier relative to their interest.

Tier 3 - Team Leader: This tier is hand-selected by each manager based on service area needs and also to develop leadership skills and more detailed Freebee operations required of a Freebee Team Leader



The Freebee Community Ambassador courses include:

- Q'straint Securement
- Freebee XL Wheelchair Lift Safety
- Disability Etiquette
- De-Escalation
- Curbing Transit Distracted Driving
- How to Clean a Freebee
- Fire Extinguisher Safety
- Active Shooter training
- Driver Safety

The Continued Education courses include:

- Back Safety
- Accessibility
- Climate Action Communication
- Paratransit and non-medical transit t
- Battery and Charger Safety
- Diversity in the Workplace
- Electrical Safety
- Ethics in the Workplace
- Heat-Related Illness Awareness
- HIPAA Awareness
- Personal Protective Equipment
- Respect in the Workplace
- Safety and Substance Abuse
- Severe Weather Awareness
- Sexual Harassment Awareness
- Title IX
- Violence in the Workplace

The Team Leader courses include:

- Monitor Prep
- How to be a content creator with Freebee
- Lead in the Workplace
- Leadership in the workplace
- Commitment to Safety
- Adult and Pediatric First Aid/CPR/AED training with the Red Cross
- Community Emergency Response Training (CERT)
- The Management courses include:
 - Emergency Planning
 - OSHA record keeping
 - Access to Employee Medical Records
 - Accident Investigation



Standard Operating Procedures

Freebee dedicates the success of its operations to the service's commitment to a more connected, safe, and complete community. In the nature of this commitment, Freebee has adopted many principles from the Vision Zero initiatives and applies them to Freebee operations and policies. Through the implementation of these policies and driver training, Freebee operations serve as a catalyst toward a more calm and safe street network by removing a vast number of personal-use vehicle operators from the right of way and replacing them with professional drivers who are trained and retrained on defensive driving techniques.

Below are Freebee's current written procedures for operation of the service:

Operating Decision Makers:

- Jason Spiegel, Managing Partner - 215-370-5699
- Kristopher Kimball, COO - 215-694-5065
- Justin Lackatas, Regional Performance Manager - 941-391-7297

Accident Review Procedures

Freebee has established concise Accident Review Procedures, overseen by a dedicated Accident Review Committee, to ensure a systematic and efficient response to any accidents involving its vehicles. This procedure prioritizes immediate safety measures and notification of the incident to the management and the Accident Review Committee. It mandates a thorough investigation, led by the committee with support from safety, operations, and legal teams, to identify the root cause and implement corrective actions. The procedure includes detailed documentation and communication of findings, regular analysis of accident trends, and compliance with legal standards. Additionally, it emphasizes the importance of ongoing training for employees, regular procedure reviews, and updates to adapt to new safety practices and regulations. This approach ensures a commitment to safety, compliance, and continuous improvement in response to any accidents at Freebee.



Description of Operator Training

Freebee prioritizes comprehensive training for its team members, employing a diverse range of strategies to ensure excellence in community service. The training encompasses in-person, classroom-style sessions, and a virtual Learning Management System (LMS) that allows on-demand training with easily recallable content. All Freebee staff members undergo a set of core courses, covering topics like wheelchair securements, safety protocols, and community engagement. Recognized third-party certifications from organizations like Q'straint, FSU's Center of Urban Transportation Research, Esafety, the Red Cross, and the National Aging and Disability Transportation Center further validate our commitment to excellence. The training program consists of five tiers, including Freebee Community Ambassador, Continued Education, Team Leader, and Management, each offering specialized courses to enhance skills and ensure the highest standards in public transportation operation and management. From vehicle operation essentials to leadership development and emergency preparedness, Freebee's training program is designed to foster continuous improvement and career advancement.

Quality Assurance Maintenance Procedures

Daily Preventative Maintenance checks designed as Pre and Post shift Vehicle Inspection checklists are built into the driver side of the Freebee app that must be completed before the driver can access ride requests. The checklist is designed to ascertain that the vehicles are in safe and proper working condition. In addition to the checklist, all Freebee staff are trained on how to clean and sanitize the vehicle at the beginning and end of every shift.

No vehicle may be taken out of service without previous notice if the action would cause a service disruption. In addition, a more thorough Performance Maintenance check will be performed quarterly on all vehicles by a trained staff member. All maintenance, incident, and mechanical activity are logged within the Freebee platform and transparently shared with partnering municipal staff. In the event of an incident or mechanical issue with a Freebee vehicle. A spare vehicle will be dispatched within the same day or the following day relative to the time of the incident.

Freebee has established the following goals to provide ongoing transportation services with a high standard of system safety that is reliable and efficient while meeting industry standards and state and federal requirements.



The objectives for attaining this goal include:

- Identifying any potentially unsafe conditions.
- Identification of hazards such as other vehicles, pedestrians, signs, and signals.
- Prediction of future hazards.
- Controlling unintentional skids.
- Reactions to adverse driving conditions such as dust, smoke, fog, rain, and any other conditions that cause reduced visibility.
- Avoidance of collisions and always maintain speeds at or below the speed limit.
- Proper distance control.
- Slow Right on Red Light turns and walkway awareness
- Proper mirror usage and blind spot awareness.
- Proper backing and parking techniques.
- Safe passing techniques and applicable passing laws
- Sharing the road with pedestrians and cyclists.
- Always allowing a biker or micro-mobility user a full lane, exceeding the three-foot requirement.
- Always allowing pedestrians ample time to pass
- Avoidance of distractions such as texting, eating, drinking, grooming, and other actions that are unnecessary and unlawful while operating a moving vehicle.
- Physical and emotional fatigue awareness.
- Prohibited drugs and alcohol usage policy.
- Continue to monitor and control all safety risks.

Community-Scale Safety

A major part of the training includes collision prevention and strategies toward Vision Zero and Safe Streets initiatives. Freebee Community Ambassadors are trained not to see Freebee transportation as a quick way to get from point-to-point but as a pleasant experience adding value to their passengers' quality of life. These training strategies originate from the Center of Urban Transportation Research (CUTR) at The University of South Florida (USF) under the support of DOT. Freebee expands on these courses to build driving habits that allow Freebee to serve as an additional street calming tool, slowing traffic and encouraging drivers to expand their field of vision to a more panoramic, observant, and aware state. all priorities that Freebee can safely assist with now within the existing infrastructure without raising one shovel.



Contingency: Service interruption, accident, and incident procedures

Freebee is aimed at streamlining responses to various events that may affect operations. In case of service interruption, staff members who become aware of the issue are required to alert the control center, which then evaluates the situation and communicates the details to drivers. Drivers are responsible for relaying this information to passengers and providing alternatives, if available. In the event of an accident involving a Freebee vehicle, drivers must first ensure the safety of everyone involved, contact emergency services if needed, and report the accident to the control center. Drivers are also tasked with setting up safety measures at the scene and gathering pertinent information for documentation. For incidents that could impact safety, operations, or Freebee's reputation, employees are to promptly notify the control center which will then coordinate the response depending on the nature of the incident. All information about the incident will be documented and maintained as outlined in the Freebee SSPP. Furthermore, Freebee emphasizes regular training for all employees to ensure preparedness. The plan will be reviewed and updated annually, and all records will be securely maintained in compliance with the DOT and company policies. Moreover, consistent communication of the plan is essential to ensure familiarity with roles and responsibilities. All incidents, accidents, or service interruptions will be communicated to all stakeholders as soon as technically possible and no longer than 24 hours. A compilation of all incidents, accidents, and service interruptions, if any, will be communicated with all stakeholders at or before each monthly reporting period.

Procedures for Driver Scheduling

Community Ambassadors (Drivers) are scheduled through an advanced system that considers factors like driving hours regulations, rest periods, and individual availability, ensuring a well-rested and alert driving team. This system also allows for real-time adjustments in response to unforeseen circumstances, maintaining service reliability. Regular training sessions are conducted for drivers, focusing on safety protocols, customer service, and local traffic regulations. The procedure emphasizes the importance of safety and professionalism, with performance monitoring and feedback mechanisms in place. Freebee's approach to vehicle operation and driver scheduling is geared towards providing high-quality, dependable service while prioritizing the safety of both its employees and customers.



Procedures for Handling Customer Service

Freebee's Procedures for Handling Customer Service are designed to address and resolve issues efficiently, with an all-encompassing approach to receiving complaints through various mediums, including personal messages, social media, and in-app reviews. Once a complaint is received, it's immediately logged into the customer service system, ensuring that every concern is tracked and addressed. The customer service team, trained to handle inquiries from all these channels, prioritizes prompt and empathetic responses. Complex issues are escalated to senior staff, ensuring specialized attention where needed. This procedure is geared towards maintaining a positive customer experience, with a strong focus on understanding and addressing the concerns raised across diverse platforms. Post-resolution, customer feedback is sought to gauge satisfaction and identify areas for service improvement. This inclusive and responsive approach to customer service highlights Freebee's commitment to accessibility and excellence in customer relations, ensuring that every voice is heard and acted upon.

Disciplinary Procedures for Operator Misconduct

The Disciplinary Procedures for Operator Misconduct are structured to ensure fair and consistent handling of any violations. Upon an incident of misconduct, the case is first reviewed by the Accident or Incident Review Committee, which assesses the severity and context. Depending on the findings, the operator may be subject to retraining programs aimed at correcting behavior and enhancing safety awareness. The process includes a system of marks; accumulation of these marks due to repeated offenses or severe misconduct can lead to removal from the job. This stepwise approach ensures that operators are given opportunities for improvement and rehabilitation while maintaining strict standards for safety and professional conduct. The procedure emphasizes accountability and the importance of adhering to Freebee's operational and safety standards, ultimately safeguarding the well-being of both employees and users.

Supervision and Performance Manager Procedures

The Supervision and Performance Manager Procedures are enhanced by the integration of a specialized dashboard used by managers to streamline and organize reporting. This comprehensive system enables managers to document employee progress, set and track performance goals, and record evaluations. The dashboard facilitates real-time monitoring of individual and team achievements, allowing for prompt recognition of accomplishments and early identification of areas needing improvement. It also serves as a centralized platform for storing developmental feedback, training records, and performance improvement plans. This digital tool fosters a data-driven approach to performance management, ensuring that all supervisory activities are accurately recorded and easily accessible, thereby contributing to a transparent, efficient, and effective management process within Freebee.



Drug and Alcohol Testing Program

Beyond pre-employment drug and alcohol testing, Freebee surpasses FDOT regulations with a comprehensive Drug and Alcohol Testing Program. Annually, over 50% of our workforce undergoes random follow-up testing, a commitment that extends not only to routine screenings but also triggered by any incidents, ensuring a stringent and thorough approach to maintaining a safe and substance-free workplace. Employees involved in accidents or safety-sensitive incidents are immediately required to undergo drug and alcohol testing, typically within two hours. Pending test results, these employees are temporarily suspended from any safety-sensitive duties. All incidents and test outcomes are promptly reported to the FDOT, following their specific guidelines. In cases of positive tests, disciplinary actions, up to termination, are taken, and the employees are provided access to substance abuse treatment and counseling resources. The entire process, from the incident to the final resolution, is carefully documented to ensure full compliance and transparency, upholding the highest standards of safety and responsibility in alignment with FDOT requirements.

Customer Service

Freebee's Procedures for Handling Customer Service is designed to address and resolve issues efficiently, with an all-encompassing approach to receiving complaints through various mediums, including personal messages, social media, and in-app reviews. Once a complaint is received, it's immediately logged into the customer service system, ensuring that every concern is tracked and addressed. The customer service team, trained to handle inquiries from all these channels, prioritizes prompt and empathetic responses. Complex issues are escalated to senior staff, ensuring specialized attention where needed. This procedure is geared towards maintaining a positive customer experience, with a strong focus on understanding and addressing the concerns raised across diverse platforms. Post-resolution, customer feedback is sought to gauge satisfaction and identify areas for service improvement. This inclusive and responsive approach to customer service highlights Freebee's commitment to accessibility and excellence in customer relations, ensuring that every voice is heard and acted upon.

One of the biggest keys to the success of Freebee Customer Service is the Freebee Community Ambassador. Our Drivers are the public-facing representatives of the Village's commitment to their residents. An "Ambassador" is someone who represents the community and serves as a vital pillar of the social infrastructure in the community. Our Freebee Community Ambassadors are both hand-picked and trained to exceed expectations and, to date, have received perfect 5-star reviews over 98% of the time. This makes it important for us to hire locally. Locals take pride in their hometowns and can teach us as much as we teach them. Freebee's Ambassadors will be educated on the history of the community and all that the area has to offer. We also create a directory of local businesses on our mobile app to assist Freebee Ambassadors in learning about the local restaurants and other local businesses. Freebee Ambassadors are trained to have the knowledge of a tour guide and to be as helpful as a concierge on wheels.

Call Center

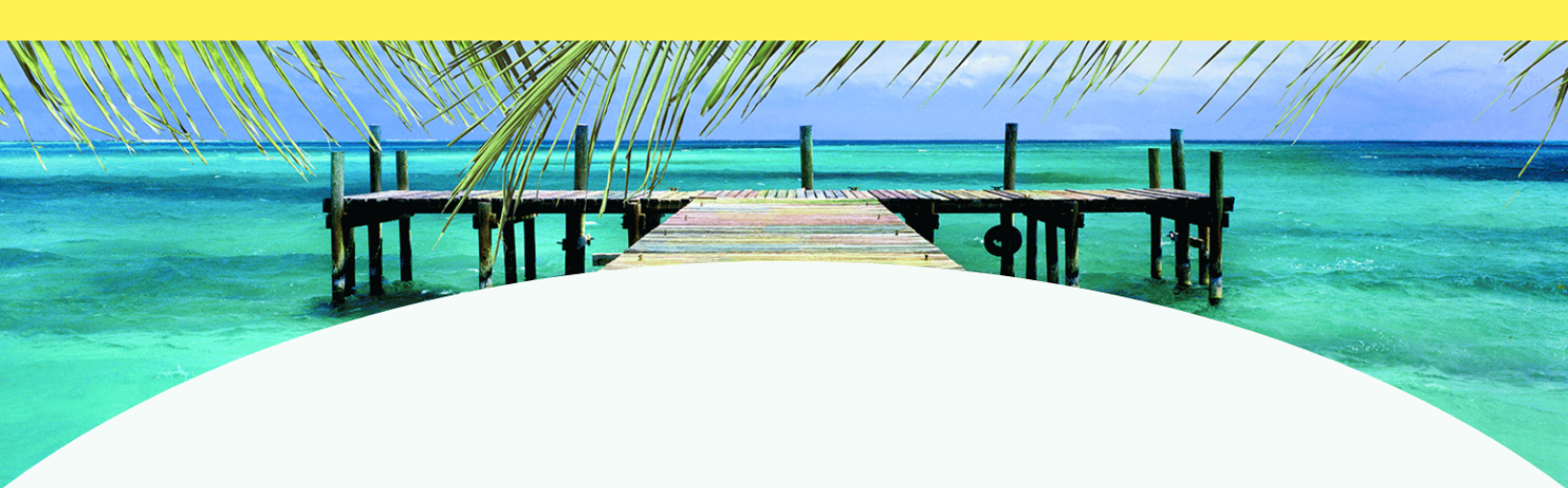


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Call Center

For those who do not have a smartphone, are unable to use one, or prefer not to use the app, a Freebee call-center number is available for dispatch. This in-house call center is designed to provide a seamless and efficient experience, eliminating the need to transfer calls to another service. The Freebee dispatch serves as a full-service alternative to the app and offers support in both English and Spanish. The call-in option is available during service hours for trip requests, lost and found, and other customer service needs. To ensure accessibility, the centralized dispatch platform automatically prioritizes requests for Wheelchair Accessible Vehicle (WAV) rides over standard ride requests. Standard rides will be serviced by Tesla Sedans, allowing the Toyota Sienna to focus on accessibility and high-volume demands.





3. Local Administration and Marketing

Freebee is committed to delivering a thorough, hands-on approach to program administration. Our plan includes assigning dedicated staff to oversee local drivers, manage ongoing marketing initiatives, and support all other functions within the organization to operate at a high level. Rather than relying solely on remote support, our team will maintain a physical presence in the Village and remain readily available to address community needs. By scheduling staff to be on-site for a designated number of days each week or month, we ensure consistent support, responsiveness, and meaningful engagement with local priorities and goals.

Our commitment to the Village of Islands extends beyond transportation. We aim to remain an active and invested community partner, supported by a comprehensive team structure designed to ensure direct oversight and program success. Our carefully selected and trained in-house team will provide dedicated administrative and operational support tailored to the Village's unique needs. Key roles include:

Islamorada Performance Manager: Responsible for overseeing day-to-day operations in the Village, maintaining high levels of customer satisfaction, and continuously improving performance metrics. This manager will dedicate approximately 15-30 hours per week to the Village, ensuring a personalized and hands-on approach.

Islamorada Team Leader Drivers: Serving as managers in training, these team members provide critical logistical support for drivers. They will maintain a steady daily on-site presence in the Village for 70 hours per week, offering reliable local leadership and assistance.

Advertising Sales Executive: Focused on building relationships with local businesses and organizations, this role supports strategic partnerships and advertising opportunities within the Freebee platform. The Advertising Sales Executive will spend an average of 8-12 hours per month in the Village, helping expand advertising revenue and subsidy opportunities.

Economic Development Manager: Dedicated to connecting riders with local businesses, this role is intended to drive foot traffic to establishments throughout the Village. The Economic Development Manager, or designated team members, will spend an average of 8-12 hours per month on-site to strengthen community engagement and local economic activity.

Marketing/PR Team: Responsible for generating awareness of the service and increasing ridership through targeted campaigns customized for the Village. Team members will spend an average of 8-12 hours per month in the Village supporting outreach efforts.

Customer Service/Dispatch Center: Provides customer support, product guidance, and ride dispatch services through the call-in number, ensuring timely and personalized assistance for Village residents. This function is based at Freebee headquarters, with on-site support available as needed.



Freebee Planner: Works closely with municipal staff, community stakeholders, and Freebee leadership to maximize economic, equity, and climate benefits while increasing ridership in the Village. This role is based at headquarters and supports the Village on-site as needed.

Data Analyst: Develops, monitors, and maintains custom data reports for the Village to support informed decision-making and improve operational efficiency. This role is centralized at headquarters and available on-site as needed.

Policy Officer and Chief Compliance & Safety Officer: These roles ensure adherence to all applicable transportation laws, regulations, and policies within the Village, while upholding the highest standards for safety, ethics, and compliance. Both are based at headquarters and can provide on-site support as needed.

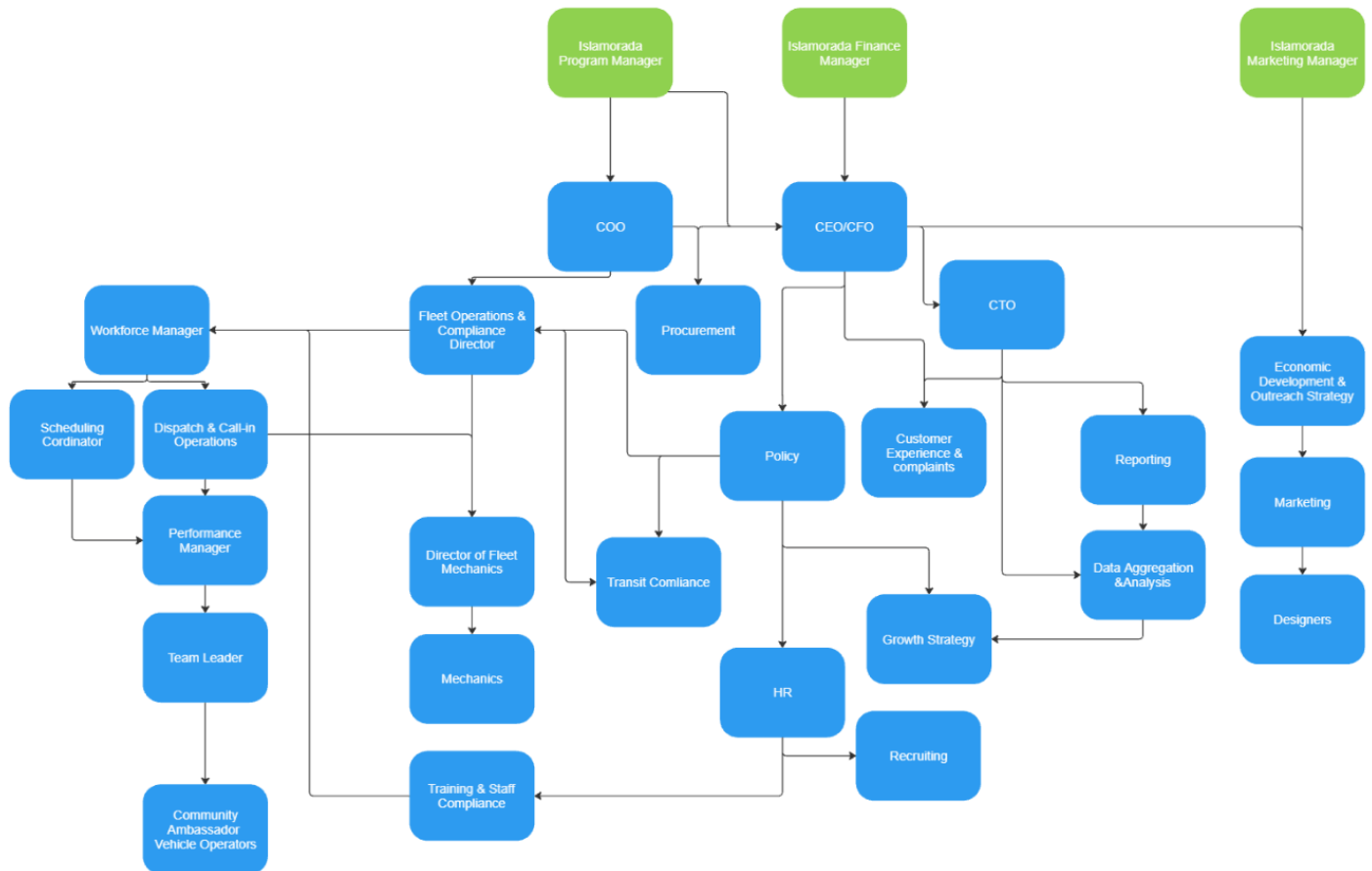
Quality Assurance Manager: Monitors service performance in the Village to ensure quality benchmarks are consistently met, including on-time service, customer satisfaction, and safety performance. This role is based at headquarters and supports the Village on-site when necessary.

Our team structure is intentionally designed to meet the distinct needs of the Village of Islands by providing dedicated, efficient, and community-focused service.

This flow chart on the following page illustrates Freebee’s operational structure for serving the Village of Islamorada and reflects a well-coordinated team model designed to deliver customized, efficient service. The organizational framework shows that while certain roles are centralized to manage broader strategic and administrative functions, a substantial portion of the team is locally based within the Village. This approach allows Freebee to maintain consistency, efficiency, and strong operational oversight, while ensuring that daily service delivery and customer interactions are led by team members who are directly connected to the Islamorada community. As a result, the structure supports greater responsiveness, stronger community engagement, and service that is tailored to local needs.



Operational Structure and Organizational Chart



Freebee’s Dedicated Team for Islamorada

The following pages provide an overview of each key Freebee stakeholder involved in the delivery and ongoing success of this program. These individuals represent the core leadership and operational team responsible for ensuring seamless execution, day-to-day performance, and long-term program optimization, each bringing relevant expertise and a defined role in supporting the Village’s mobility objectives.





Jason Spiegel



Jason Spiegel is Co-Founder and Chief Executive Officer of Freebee and brings more than 14 years of executive leadership and operational experience in the microtransit and municipal mobility sector. As the company's visionary leader, Jason is responsible for setting strategic direction, guiding transportation innovation, and overseeing the successful deployment and expansion of Freebee's services across multiple markets.

Jason plays a central role in developing and executing Freebee's business and transportation strategies, with direct oversight of municipal partnerships, financial planning, and long-term growth initiatives. His leadership has positioned Freebee as one of the nation's leading providers of turnkey, electric microtransit solutions for municipalities, community redevelopment agencies, and transportation partners.

A graduate of the University of Miami with a degree in Business Management, Jason brings a strong foundation in organizational development, financial management, and strategic planning. He has earned recognition as an emerging leader in the transportation industry, including a nomination for the prestigious Complete Streets Champion Award for his commitment to safer, more accessible communities, and recognition in Miami Today's "Best Of" for Transportation Leadership.

Jason remains actively engaged with municipal partners and stakeholders to ensure Freebee consistently delivers innovative, data-driven mobility solutions that enhance connectivity, support economic development, and improve quality of life within the communities it serves.

Role: Program Lead



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Justin Lackatas



Justin Lackatas is a highly respected leader and recognized expert in the microtransit and broader transportation space, bringing a rare combination of operational excellence and community-focused leadership to Freebee. As an Operations Manager overseeing multiple service areas, Justin has played a critical role- especially in Islamorada- designing, implementing, and optimizing high-performing mobility programs that consistently deliver strong results.

His expertise extends well beyond day-to-day operations. Justin has a deep understanding of demand-responsive transportation systems, fleet optimization, and workforce management, allowing him to translate data and strategy into real-world execution. At the same time, he is deeply committed to the human side of service delivery, regularly engaging with community ambassadors and riders to ensure the service reflects the needs and character of each community.

This balance of technical expertise and personal engagement has enabled Justin to help Freebee seamlessly integrate into the communities it serves, driving both operational performance and customer satisfaction. His leadership reflects a clear understanding that successful microtransit systems are built not only on efficiency, but on trust, consistency, and meaningful community connection, making him a valued leader within Freebee and a trusted presence in the markets he supports.

Role: Regional Performance Manager



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Bryan Jobe



Bryan has been with Freebee since its inception and serves as a cornerstone of the organization's safety culture, operational integrity, and regulatory compliance. As the leader of Freebee's safety and compliance efforts, he has built a company-wide culture rooted in accountability, communication, and a commitment to safe, reliable service across all markets.

Bryan is a recognized expert in FDOT and FTA compliance, overseeing all regulatory adherence and ensuring that every service area operates in full alignment with federal, state, and local requirements. He leads the development and implementation of safety protocols and training programs, enabling Freebee to proactively manage risk while maintaining high service standards.

With experience across multiple operational roles, Bryan brings a comprehensive, ground-up understanding of microtransit systems. This perspective has allowed him to refine processes that strengthen both safety outcomes and team performance, while fostering an environment where employees feel supported and empowered.

He has also played a key role in advancing Freebee's electric vehicle operations, with expertise spanning procurement, safety, charging infrastructure, and fleet management—ensuring sustainability efforts are matched with operational reliability.

Through his leadership and deep expertise, Bryan has established a safety-first culture that is fundamental to Freebee's success and continued industry leadership.



Role: Chief Compliance & Safety Officer



Jared Jacobs



Jared has been a multi-spectrum director within the Freebee team from its near inception. From inclusion and safety compliance to climate, multimedia, and transportation planning, Jared has maintained a wide perspective of community while having the ability to pragmatically zoom in at very actionable levels with Freebee.

Maintaining a toolset including accreditations like CNU-A, LEED, ENV-SP, City Climate Planner (CCP), Park Smart, ADA coordinator, Paratransit training, and more, he has built bridges with many organizations whose missions overlap and work together. He serves on the Transportation Disadvantaged Local Coordination Board of Miami-Dade as well as the board of a local environmental justice, indigenous sovereignty, and ecological restoration NGO.

Jared is proud to work with an amazing team that ensures the Public Private Partnerships Freebee participates in is, in every aspect a Partnership for the Public Good.

Role: Policy Officer & Safety



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Scott Crawshall



Scott brings a strategic, results-driven approach to marketing and economic development, playing a key role in positioning Freebee as both a mobility solution and a driver of local economic growth. With nearly a decade of experience in marketing and media strategy, Scott specializes in building integrated campaigns that connect transportation with community engagement and commercial activation.

At Freebee, Scott focuses on leveraging the platform as more than just transportation—transforming it into a tool that drives foot traffic, supports local businesses, and enhances community vibrancy. His work aligns mobility solutions with economic development goals, ensuring Freebee programs not only improve access and connectivity, but also contribute directly to local commerce and quality of life.

Scott's expertise also includes experiential and place-based marketing, integrating branding, advertising, and community outreach into Freebee's operations. By turning vehicles into mobile marketing platforms and embedding local businesses into the rider experience, he has helped create a unique ecosystem that benefits riders, municipalities, and local stakeholders alike.

Role: MARKETING AND ECONOMIC DEVELOPMENT



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Jamie Kerezman



A Customer Experience Expert, Jamie serves as the primary point of contact for municipal partners, ensuring Freebee consistently delivers exceptional service and drives continuous growth. She wears many hats within the organization, spanning customer feedback, fleet management, and operational support. With over 25 years of experience in customer service, banking, and finance – including with some of the world’s leading brands – Jamie brings a deep understanding of high-level service standards. Her background in retail banking and compliance has translated into a strong foundation for delivering precision, professionalism, and accountability at Freebee.

Her role encompasses customer service and quality assurance, aligned with municipal reporting requirements, insurance claims, and accident repair coordination. Jamie also sits on the accident review committee, ensuring cross-departmental communication and proper resolution of all actionable items. In addition, she supports vehicle procurement and monitors driver behavior to maintain operational standards. She has played a pivotal role in streamlining and future-proofing many of Freebee’s daily operations, creating a more efficient and accountable system that empowers the entire team.

Role: QUALITY ASSURANCE MANAGER



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Sam Calderon



Samuel serves as Vice President of Development at Freebee and is widely recognized for his more than 10 years of technology development in the public mobility and transportation sector, where he has built and deployed advanced platforms that power modern, data-driven transit systems. He is regarded as one of the leading developers in the microtransit and municipal mobility space, known for designing highly scalable, user-focused technology solutions that enhance both operational performance and rider experience.

At Freebee, Samuel leads the architecture, development, and continuous evolution of the company's proprietary technology ecosystem, including its AI-driven dispatch and routing platform, municipal client dashboards, rider-facing applications, and onboard vehicle technology systems. His work has been instrumental in creating one of the most advanced, fully integrated microtransit technology stacks in the industry today. Samuel oversees all custom technology development for Freebee's municipal partners, ensuring that each deployment is tailored to meet the unique operational, economic, and policy objectives of the communities served.

Samuel plays a critical role in complex deployments that require hands-on innovation, real-time system optimization, and close collaboration with municipal clients. His ability to translate operational challenges into technology-driven solutions allows Freebee to deliver customized functionality and continuous platform enhancements at no additional cost to partner cities.

Role: TECHNOLOGY DEVELOPMENT



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Kat Ali



Kat serves as Director of Human Resources at Freebee, leading the company's people strategy, workforce development, risk mitigation, and safety training initiatives across a growing, multi-market organization of more than 500 employees. With extensive experience managing large-scale people operations – including leadership roles at Amazon – Kat brings a disciplined, data-driven approach to workforce management, performance accountability, and operational safety.

At Freebee, she oversees recruitment, compliance, training, and employee engagement, implementing structured performance management systems, standardized onboarding protocols, and comprehensive safety training programs that support consistent service delivery across all markets. Her expertise in people management and risk mitigation ensures alignment with federal and state labor standards, ADA requirements, and municipal contract obligations.

Kathrine has played a key role in developing Freebee's Community Ambassador workforce model, establishing training programs focused on safety protocols, customer service excellence, ADA sensitivity, and incident response. As a CERT-certified professional, she brings specialized knowledge in emergency preparedness and workplace safety, strengthening Freebee's safety culture across all deployments.

Role: HUMAN RESOURCES



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Marketing Plan

Over the years, Freebee has implemented a comprehensive, community-centered marketing strategy in Islamorada that has been instrumental in driving awareness, adoption, and sustained ridership growth. Our approach has focused on deeply integrating the service into the fabric of the community through consistent, on-the-ground engagement and strategic local partnerships.

From the outset, Freebee has prioritized direct, in-person outreach—engaging local businesses, residential communities, hotels, and assisted-living facilities to build strong relationships and introduce the service in a meaningful, personal way. This hands-on approach has been critical in identifying key rider groups, building trust, and accelerating adoption. In parallel, Freebee has maintained close coordination with Village stakeholders, providing regular updates, participating in community events, and ensuring alignment with local priorities.

To support this outreach, Freebee has developed and distributed high-visibility, co-branded marketing materials across key locations throughout the Village, ensuring both residents and visitors clearly understand how to access and use the service. These efforts have been complemented by ongoing digital engagement, including targeted social media campaigns, press outreach, and dedicated messaging that keep the community informed and engaged.

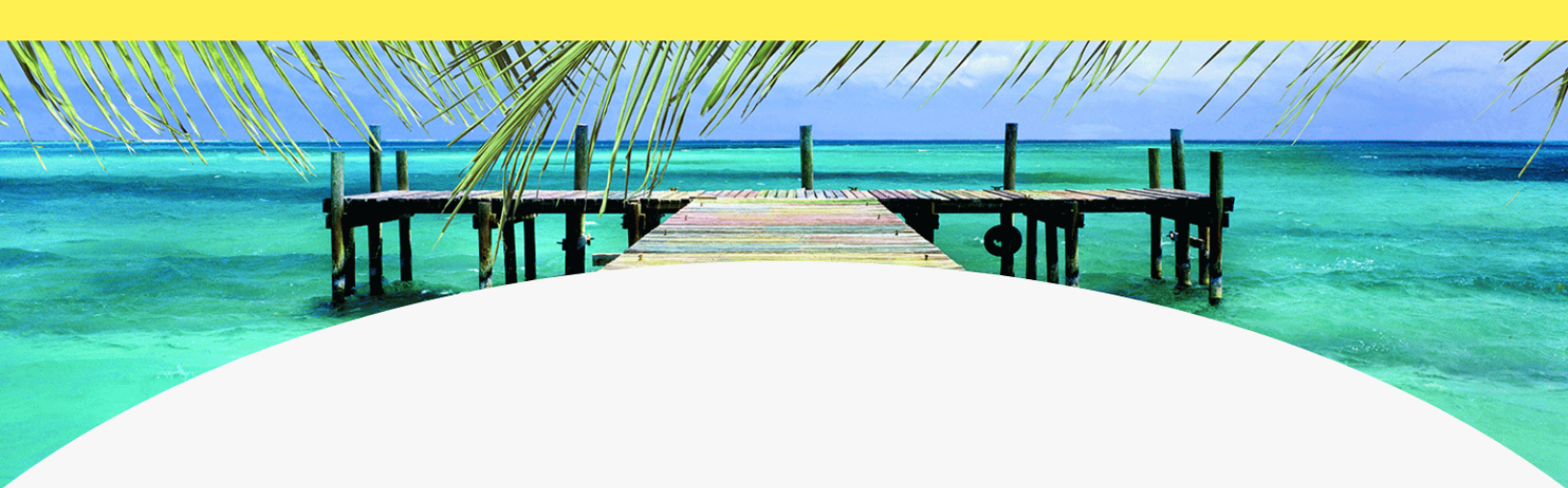
A key differentiator of Freebee’s marketing strategy has been its integration with local economic development. Through partnerships with local businesses, Freebee has created a platform that not only moves people, but also drives foot traffic and supports the local economy. By promoting businesses within the app and offering exclusive deals and visibility, the service has become a valuable tool for both mobility and economic activity within Islamorada.

Freebee has also continuously refined its marketing approach using data-driven insights. Through performance tracking, rider feedback, and usage trends, we have been able to adjust outreach strategies, identify underserved segments, and improve overall engagement. This includes monitoring key metrics such as app downloads, ride conversions, and rider demographics, as well as conducting ongoing surveys to better understand community needs.

Looking ahead, Freebee will continue to build on this strong foundation with a sustained and evolving marketing strategy. Ongoing efforts will include continued community engagement, participation in local events, refreshed marketing collateral, and expanded digital outreach. We will maintain a strong on-the-ground presence, encourage rider feedback, and leverage our platform to further highlight local businesses and community resources.

This proven, adaptive approach ensures that the Freebee service remains highly visible, widely adopted, and deeply connected to the community—supporting both mobility and economic vitality in Islamorada.





4. Cost Proposal

Cost Structure

Freebee has thoughtfully designed a pricing structure that not only lowers the overall cost to the Village, but also significantly reduces the financial risk associated with introducing a fare component into the program. Recognizing that implementing a new fare structure can create uncertainty—particularly around whether existing ridership levels will be maintained—Freebee has taken a proactive approach to protect the Village. By leveraging our established rider base, strong brand familiarity, and years of operational data, we are uniquely positioned to introduce this transition without disruption.

To further strengthen this partnership, Freebee has incorporated guaranteed revenue components into the pricing model. This includes a \$60,000 annual advertising subsidy, with any additional advertising revenue generated above this threshold shared on a 50/50 basis between Freebee and the Village. In addition, Freebee is providing a \$75,000 guaranteed net fare credit upfront, assuming the risk of the initial fare collection. Any net fare revenue generated beyond this amount will be returned 100% to the Village, allowing the Village to directly benefit from continued ridership growth without downside exposure.

This structure reflects Freebee’s commitment to going above and beyond to maximize the value of our 7+ year partnership with Islamorada. Unlike a new vendor that would need to build ridership from scratch, introducing significant uncertainty around fare adoption and revenue generation, Freebee offers a proven, active user base and an established service that riders already trust and use daily. This creates a substantial advantage for the Village, as fare revenue can be realized immediately, rather than developed over time. By guaranteeing both advertising and fare revenue, Freebee effectively eliminates financial risk for the Village while creating upside potential as the program continues to grow.



Pricing

Start-Up Cost: \$0

Annual Program Cost - Year 1: \$530,000

Pricing Includes:

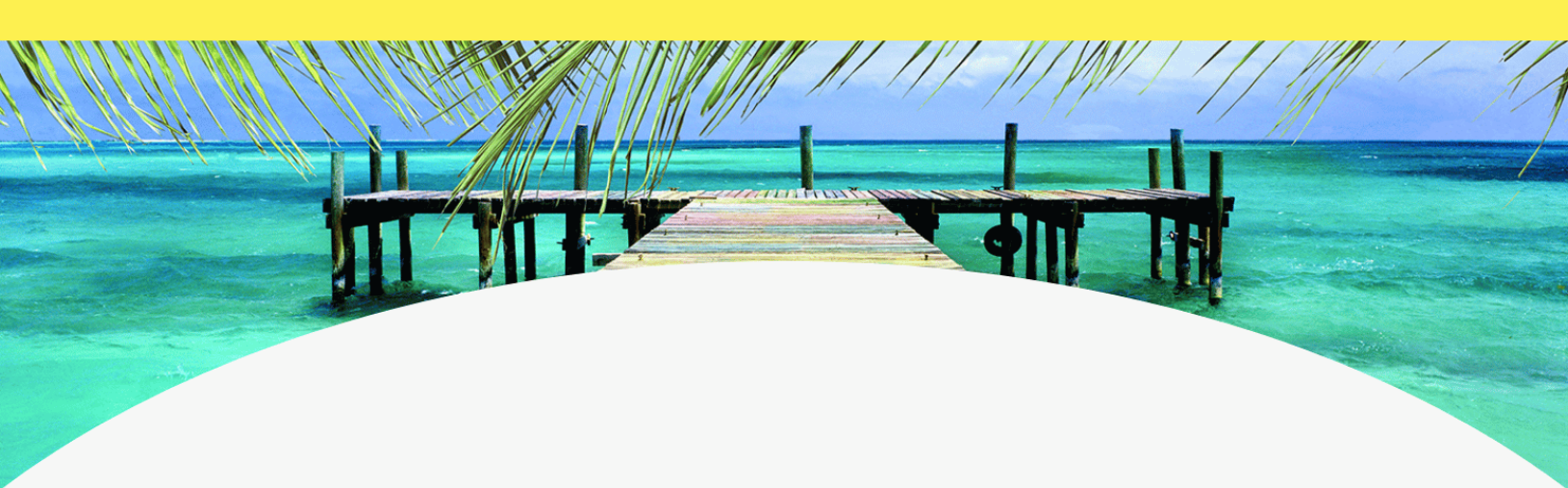
- \$60,000 guaranteed annual advertising revenue, with all additional revenue shared 50/50 between Freebee and the Village
- \$75,000 guaranteed net fare revenue, with all additional net fare revenue credited 100% to the Village

Finally, Freebee would welcome the opportunity to collaborate with the Village to further optimize the service model during negotiations. Based on years of operational data and advanced analytics, we believe there are additional opportunities to refine vehicle deployment throughout the day in a way that can further reduce service hours and lower overall program costs—while maintaining, and potentially enhancing, the rider experience.

The cost proposal will remain valid and in full effect for a period of ninety (90) days from the date of submission and, upon award, shall continue to remain in effect for the first two (2) years of service.



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5. Timeline

Implementation Timeline

There is zero startup time required for Freebee to continue operations in Islamorada. Unlike a new provider that would need to build a program from the ground up, Freebee is already fully deployed, staffed, and operational. Our fleet, workforce, infrastructure, and systems are in place and performing at a high level today. The only change associated with this new service structure is the implementation of a \$2 fare, which can be seamlessly integrated into our platform with the simple click of a button, allowing for immediate implementation without any disruption to service or rider experience.

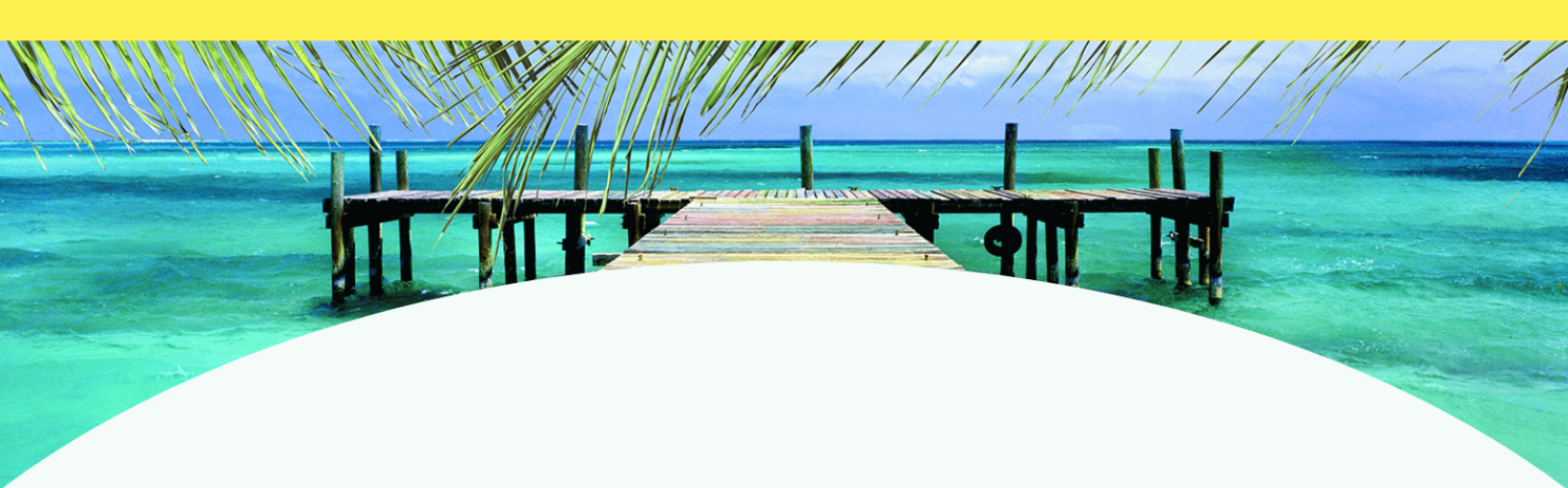
For context, a typical microtransit deployment requires 60-90 days to properly implement. This is especially true when new electric vehicle charging infrastructure is required, as engineering, permitting, and installation alone can take 45-60 days. These timelines are further extended by the need to recruit and train drivers, establish local operations, integrate technology systems, and build community awareness. Any vendor suggesting they can stand up a fully compliant, high-quality service in 30 days or less is either underestimating the complexity of the process or would be forced to cut significant corners—particularly in areas such as safety, staffing, training, and infrastructure readiness.

Saving Time and Money for the Village

Freebee's existing presence creates an immediate and meaningful advantage for the Village. Rather than investing time and resources into onboarding a new vendor, building community trust, or navigating startup complexities, the Village can continue building on a proven, high-performing program from day one. This enables immediate realization of the FDOT grant benefits while avoiding the delays, risks, and added costs typically associated with a new service launch.

In Islamorada and throughout the Keys, successful service depends on more than operations alone—it requires a deep understanding of the local workforce, strong community relationships, and the trust necessary to recruit, onboard, and retain a reliable team. These are often the most challenging hurdles for outside providers unfamiliar with the area. Freebee's long-standing presence eliminates these barriers. Our familiarity with the community, culture, and operating environment allows us to deliver service that is not only efficient, but also authentic, responsive, and fully aligned with the needs of the Village from day one.





6. Authorization to Transact Business

State of Florida

Department of State


I certify from the records of this office that BEEFREE, LLC is a limited liability company organized under the laws of the State of Florida, filed on February 28, 2012.

The document number of this limited liability company is L12000028728.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on March 3, 2025, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of February, 2026*




Secretary of State

Tracking Number: 9190689532CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



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12. SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

(2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Islamorada, Village of Islands. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Islamorada, Village of Islands, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.



Signature of Authorized Certifying Official

jason@ridefreebee.com

Name and Title of Authorized Certifying Official

4/10/2026

Date

13. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

If applicable, contractors must sign and submit to the non-federal entity the following certification: APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING. The certification is found on the next page.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Authorized Certifying Official

Jason Spiegel - CEO
Name and Title of Authorized Certifying Official

4/10/2026
Date

ADDITIONAL CONTRACT TERMS FOR FEDERAL AND FEMA FUNDED PROJECTS

The following clauses will form part of the agreement between Islamorada, Village of Islands and the Contractor resulting from this RFP.

A. Access to Records:

The following access to records requirements shall apply to the contract.

1. The Contractor agrees to provide Islamorada, Village of Islands, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
4. In compliance with the Disaster Recovery Act of 2018, Islamorada, Village of Islands and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

B. Changes to the Contract:

Any changes to the contract between Islamorada, Village of Islands and the Contractor modification, change order, or constructive change must be allowable, allocable, within the scope of the grant or cooperative agreement, and reasonable for the completion of project scope.

- C. **Non-use of DHS Seal, Logo, and Flags:** The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of HSS agency officials without specific FEMA pre-approval.
- D. **Compliance with Federal Law, Regulations, and Executive Orders:** This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures and directives.
- E. **No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-

Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

- F. **Program Fraud and False or Fraudulent Statement or Related Facts:** The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.



Signature of Contractor's Authorized Official


Jason Spiegel - CEO
Name and Title of Contractor's Authorized Official

APPENDIX A

ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>Addendum 1</u>	<u>3/19/2026</u>
<u>Addendum 2</u>	<u>4/1/2026</u>
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Signature
Jason Spiegel

Print name

CEO

Title
4/10/2026

Date

On-Demand Electric Vehicle Ridesharing Services

Islamorada, Village of Islands, Florida



Prepared by: Circuit Transit Inc.

501 East Las Olas Blvd Suite 300, Fort Lauderdale, FL 33301

Primary RFP Contact: Jason Bagley

jason@ridecircuit.com | 305-494-1612

Monday, April 13th, 2026



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1. Cover Letter & Company Overview

Islamorada, Village of Islands
Attn: Village Clerk
86800 Overseas Highway
Islamorada, Florida 33036

Re: Request for Proposals – On-Demand Electric Vehicle Ridesharing Services (#26-03)

Dear Evaluation Committee Members,

Thank you for the opportunity to submit a proposal to be the operating partner for the Islamorada on-demand microtransit program. We commend the Village for continuing to embrace microtransit as a solution to improve mobility, reduce congestion, and better serve both residents and visitors.

Like many innovative communities, you made a meaningful leap into microtransit—one that reflects a commitment to modern, flexible transportation. Through our close ties to Islamorada, and through conversations with friends, family, the media, and colleagues who have personally used the service, we've had the opportunity to see firsthand both the promise of that vision and where the current service has faced challenges.

What we've consistently observed is that earlier approaches struggled in two key areas: achieving long-term financial sustainability by fully integrating the service into the local business ecosystem and aligning actual driver hours with the hours of operation. In many cases, this stems from initial program designs that prioritized low upfront cost over long-term performance—an approach that can unintentionally create a gap between service expectations and what can be sustainably and reliably delivered.

Circuit's proposal is specifically designed to address both of these challenges head-on. We believe it is critical to align program scope with realistic, sustainable funding levels from the outset. As such, we have outlined a solution that **can either scale to meet the full vision at an appropriate investment level, or deliver a right-sized, high-performing service within the Village's target budget.** In both cases, our focus remains the same: delivering a reliable, high-quality rider experience supported by a financially viable model that is deeply connected to the local economy.

Company Overview & Qualifications

Founded in 2011, Circuit has grown into the nation's leader in 100% electric, community-based transit. Over the last 15 years, we have transported over 10 million riders across more than 50 communities without burning an ounce of gas. No other provider brings the experience managing exclusively all-electric fleets across the United States. Our mission is to connect communities through clean, efficient, and equitable transportation.

Circuit provides a fully integrated, turnkey solution that includes:

- 100% electric vehicle fleets and charging strategy
- Local hiring and management of professional W-2 Driver Ambassadors
- Proprietary rider app and dispatch technology with dynamic pooling
- Real-time data dashboards and reporting tools for clients
- Community engagement, marketing, and partnership development

This vertically integrated model ensures full accountability, faster implementation timelines, and a higher-quality rider experience compared to fragmented or subcontracted approaches.

Today, Circuit operates across 7 states and Washington, D.C., supported by a fleet of 300+ electric vehicles and a team of 500+ trained W-2 employees. Our services have delivered meaningful community impact nationwide while maintaining industry-leading performance metrics, including high rider satisfaction, efficient pooling rates, and consistently low wait times.

Proven Experience & Performance

Circuit has successfully designed, launched, and operated services in a wide range of environments—from dense urban cores to suburban communities—demonstrating adaptability and scalability across different service models. Our portfolio includes:

- **Deep South Florida experience**, with long-standing operations in major cities like Fort Lauderdale, West Palm Beach, and Hollywood—supporting daily mobility for residents and visitors in high-demand, tourism-driven environments
- **Tourism and hospitality partnerships**, including programs that connect hotels, beaches, and downtown corridors—helping cities reduce congestion while enhancing visitor experience and supporting local economies
- **Long-term municipal partnerships**, such as New Rochelle, NY (operating since 2019 with hundreds of thousands of passengers served)
- **State-funded mobility programs**, including NYSERDA Clean Transportation projects delivering thousands of monthly rides 100% funded by NY State.

- **Public-private partnerships**, such as Bellevue, WA, where Circuit helped secure additional funding from major partners like Amazon to sustain and grow the program
- **Community-focused shuttle services**, connecting underserved populations to jobs, healthcare, and transit

Across these deployments, Circuit consistently exceeds key performance indicators related to wait times, utilization, and customer satisfaction while maintaining a strong focus on equity and accessibility.

Commitment to Community & Workforce

At the heart of every Circuit program is a simple belief: the people operating the service should be part of the community it serves. When a new program launches, we don't just import a workforce—we build one locally. We recruit from within the Village, creating stable, well-paying W-2 jobs and training Driver Ambassadors who know the streets, the neighborhoods, and the people they serve.

This approach transforms the service from a transportation option into a community asset. Riders aren't stepping into a generic vehicle—they're greeted by someone who understands their daily routines, can share local knowledge, make recommendations, and represents the spirit of the Village. Over time, these interactions build familiarity, trust, and pride in the service.

The result is a program that feels locally owned, not externally operated—delivering not only high-quality service, but also meaningful economic impact that stays within the community.

Industry Leadership & Innovation

We are not simply a service provider—we operate as a long-term partner, evolving programs alongside the cities we serve. Our approach doesn't end at launch; in many ways, that's where the real work begins.

In New Rochelle, for example, what started as a small pilot has grown into a six-year program that has continuously adapted based on rider demand, shifting travel patterns, and City priorities. In Bellevue, ongoing data analysis and close coordination with local stakeholders led to service improvements and the introduction of new funding partners, extending and strengthening the program over time. These are not static systems—they are living services that improve through constant iteration.

Our proprietary technology and real-time data platform make this possible. We don't just collect data—we translate it into action: adjusting service zones, optimizing vehicle

deployment, improving wait times, and identifying opportunities for expansion or cost savings. This continuous feedback loop ensures that each program becomes more efficient, more responsive, and more valuable year after year.

By combining hands-on operational expertise, purpose-built technology, and a community-first mindset, Circuit delivers more than a transportation service—we deliver a program that grows with the Village and creates lasting impact.

Sustainability Through Partnership

Circuit's model is designed not just to operate service, but to reshape how it is funded and sustained over time.

In many of the communities we serve, the initial question is the same: **how do we deliver high-quality service without placing the full burden on Islamorada?** Our answer has been to build programs that are supported by the very ecosystems they serve.



Across our portfolio, Circuit has helped generate millions of dollars in advertising and partnership revenue, transforming microtransit from a cost center into a shared investment. In markets with strong tourism and hospitality sectors, we've partnered with hotels, resorts, and major employers who directly benefit from improved mobility—whether it's helping guests move

seamlessly between destinations or ensuring employees have reliable transportation. These partners don't just support the service—they help sustain and grow it.

Rather than applying a one-size-fits-all model, we layer in targeted, flexible strategies that reflect how people actually move within a community. In some areas, that means business-sponsored rides that allow visitors to travel freely between key destinations. In others, it includes resident-focused pricing programs that maintain affordability while encouraging consistent use. Where appropriate, modest tiered pricing for high-demand destinations helps balance demand and recover costs—without compromising accessibility.

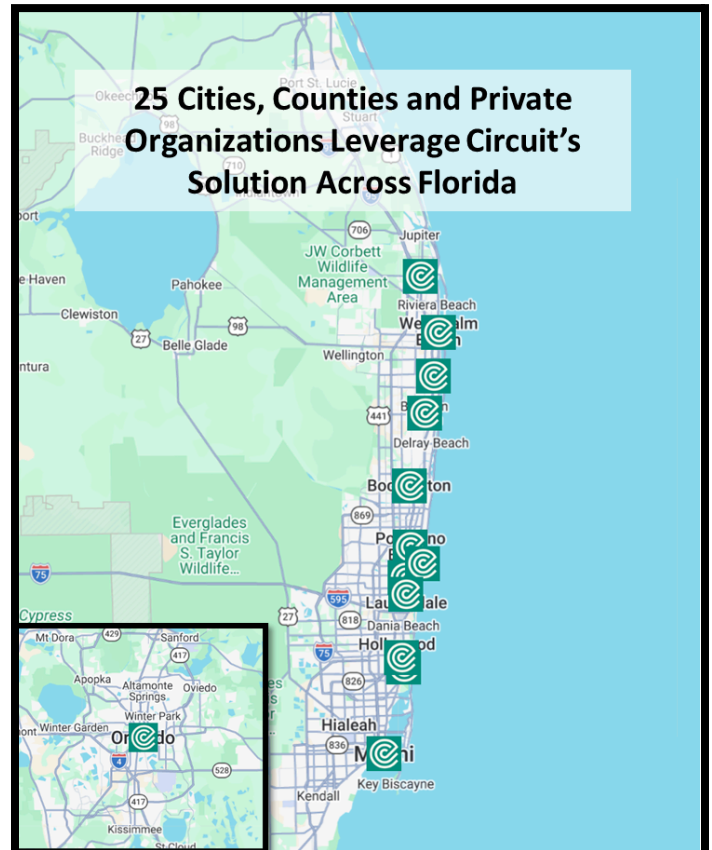
The result is a system that feels intuitive to riders, valuable to local businesses, and financially sustainable for the Village. Instead of relying solely on public funding, the service becomes part of a broader economic network—one that supports mobility, drives local activity, and continuously reinvests back into the program.

Florida-Based. Florida-Tested.

Circuit has operated successfully in Florida for more than a decade and is headquartered in Fort Lauderdale. Florida is one of our most established and mature operating regions, and our leadership team has deep experience delivering municipal microtransit programs throughout South Florida and along the Atlantic coast.

We have partnered with cities across Broward and Palm Beach Counties, including long-running programs in Fort Lauderdale, Hollywood, West Palm Beach, and Pompano Beach, providing fully electric community circulators, downtown mobility services, and first-mile/last-mile connections that reduce congestion and improve access to local businesses, transit hubs, and waterfront districts. These partnerships reflect our ability to operate in tourism-driven economies, dense downtown corridors, and mixed residential-commercial environments common throughout South Florida.

Our Florida operations have been shaped by the realities of the region. We have extensive experience managing seasonal population swings, special event traffic patterns, hurricane preparedness planning, and extreme heat conditions that directly impact fleet performance and driver scheduling. Our preventative maintenance programs account for high-temperature battery management and coastal corrosion exposure, and we maintain established relationships with Florida-based EV dealerships, charging infrastructure providers, and service vendors to ensure rapid response and minimal downtime.



Because Florida is our home base, we are deeply familiar with the state’s procurement standards, insurance requirements, municipal reporting expectations, and public meeting transparency requirements. Our executive leadership and regional operations teams regularly engage with managers, commissioners, and economic development leaders across the state, ensuring that our services align with broader sustainability, tourism, and economic vitality goals.

Transparent & Reliable Pricing


While Circuit may not present the lowest initial hourly rate, our pricing is fully transparent, stable, and operationally grounded.

Public agencies should carefully evaluate proposals that rely on artificially low introductory rates for the pilot or first years, which are often contingent on assumptions such as maximum utilization or limited fleet deployment. These models frequently result in:

- Requests for additional vehicles to meet demand
- Increased costs if projected service hours are not achieved
- Mid-contract pricing adjustments to sustain operations

Circuit’s approach is different: our pricing reflects the true cost of delivering reliable, high-quality service from day one—with no hidden conditions or post-award adjustments. What ultimately differentiates Circuit is our operations-first model and full-service approach. While many providers focus primarily on software or offer fragmented solutions, Circuit delivers a fully integrated system—combining vehicles, drivers, technology, maintenance, and customer service under one accountable partner. This structure allows us to consistently outperform competitors on key metrics like wait times, reliability, and rider satisfaction, while maintaining full transparency with our partners.

In contrast to local operators that may lack scale, or national firms that rely on subcontracted labor and non-electric fleets, Circuit uniquely combines national expertise with local execution. Our commitment to a 100% electric fleet, W-2 employed drivers, and hands-on operational management ensures a higher quality, safer, and more consistent service. As illustrated in the comparison chart, this combination of performance, technology, and operational control enables Circuit to deliver a more reliable, scalable, and financially sustainable program than other providers in the market.

Core Service Model	 Circuit	Local Micro Transit Competitor	National Tech and Bus Company
Microtransit Focused	✓	✓	✗
All-Electric Fleet	✓	✗	✗
Operations-First Model	✓	✓	✗
W2 Employed Drivers	✓	✗	✗
National Expertise and Scale	✓	✗	✓
Vehicle Innovation	✓	✗	✗
Performance			
Average Wait Time*	11 Minutes	20-30 Minutes	15-22 Minutes
Technology			
In-App Advertising	✓	✓	✗
Transparent Reporting	✓	✗	✓
Historical Data	✓	✗	✓
Operations			
Florida Based Operations	✓	✓	✗
Hands-On Service	✓	✗	✗
Dedicated Advertising Team	✓	✓	✗
Private Funding Partners	✓	✗	✗
*Findings are based on publicly reported municipal data, news coverage, and user-reported experiences. Performance varies by market, deployment size, and demand conditions.			

Similar Services

Circuit has successfully implemented and operated similar microtransit services in a variety of comparable markets throughout the Country. Circuit’s major municipal and institutional partners include over 40 cities and multiple public-private partnerships with major employers such as Amazon. These partnerships reflect our ability to operate in dense urban environments, tourism-based economies, transit-oriented districts, and equity-focused community programs.

Boca Raton, Florida



 3,500 Average Riders Per Month	 \$400K Annual Budget	 2 EV Sedans In Fleet	 1 EV Van and Gem in Fleet
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In June 2024, Circuit partnered with the City of Boca Raton to launch BocaConnect, an on-demand, all-electric microtransit service designed to enhance first-mile/last-mile connectivity within the downtown area and beyond. The service area encompasses downtown Boca Raton—bounded by Glades Road to the north, I-95 to the west, the Hillsboro Canal to the south, and NE 5th Way/SE 5th Avenue/Royal Palm Way to the east—and includes an expanded zone on the barrier island from Gumbo Limbo Nature Center to the Boca Raton Inlet.

BocaConnect operates with a fare structure that offers free rides within the core downtown (RED zone) and a nominal fee for trips that begin or end in the extended (BLUE zone), capped at \$5 per ride. The initiative reduces traffic congestion, lower emissions, and provides a convenient transportation alternative for those accessing key destinations such as Mizner Park, the Boca Raton Museum of Art, and the Brightline station. Early feedback highlights convenience, eco-friendliness, and professionalism of Circuit’s local drivers.



Pompano Beach, Florida



 10,000 Average Riders Per Month	 \$380K Annual Budget	 4.9/5 Average Driver Rating	 98 Metric Tons of CO2 Saved
---	--	--	---

Service began in April 2021, providing the City of Pompano Beach, Florida with an all-electric shuttle service to help fill in transit gaps and connect the local community to the Fishing Village and downtown and barrier island local businesses. The service has been well received by the residents and visitors, with an average driver rating of 4.95/5, and frequent reviews about the benefit it gives them for their transportation needs.

This program alone has saved the City an estimated 98 metric tons of CO2 just last year, contributing to their overall sustainability goals and making the community safer, greener and less congested. The service also allows for advertising on the exterior and interior of the vehicles, helping the city to reduce overall costs by working with our national and local advertising partners.

Fort Lauderdale, Florida

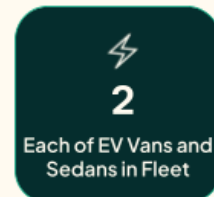
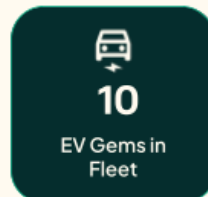


Circuit has been operating within Fort Lauderdale since 2011. In the summer of 2021 the City of Fort Lauderdale partnered with Circuit to provide and launch a 100% all-electric microtransit solution for residents and visitors known as “The LauderGO! Micro Mover”. The Fort Lauderdale–Circuit partnership has created a more sustainable, efficient, and greener city.

Circuit helps visitors and residents get around to some of Fort Lauderdale’s biggest attractions and destinations. In Spring 2023, Circuit expanded the service area west to include a larger swath of the community based on the city’s request and added a new service called Lauderdale-by-the-sea. Currently the service generates an estimated \$628k per month in economic activity and saves 1,350 gallons of gas from being burned.



Hollywood Florida



In October 2018, the Hollywood City Commission entered into a partnership with Circuit for circulator services to and from Downtown Hollywood, Hollywood Beach, and the City's parking garages for an initial one-year pilot replacing their existing fixed route trolley system in favor of a more flexible service. The program exceeded the City's expectations, doubling ridership at an estimated 70% of the cost of the previous trolley system. The success of the program has led it to be continuously renewed and Circuit to be reselected as the provider in a May 2023 RFP. The City named the program "Sun Shuttle" which began as a self-branded service and has now opened for third party advertising with a revenue share to the City.

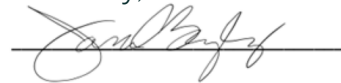
References

Name & Agency	Address	Contact Information
Naresh Machavarapu City of Boca Raton	201 West Palmetto Park Road Boca Raton, Florida 33432	nmachavarapu@ci.boca-raton.fl.us 561-416-3387
Jeff Lantz City of Pompano Beach	100 West Atlantic Blvd. Pompano Beach, FL 33060	jeff.lantz@copbfl.com (954) 786-5580
Ekaete Ekwere City of Fort Lauderdale	100 N Andrews Ave, Fort Lauderdale, FL 33301	EEkwere@fortlauderdale.gov 954-828-4698

Circuit is not simply a service provider—we are a long-term partner committed to delivering a system that is operationally financially sustainable, and embraced by the community.

We are excited about the opportunity to bring our experience, innovation, and partnership-driven model to your Village, and we look forward to working together to build a best-in-class microtransit program.

Sincerely,



Jason Bagley
Corporate Secretary
Circuit Transit
jason@ridecircuit.com

2. Operational Plan

After thoroughly reviewing the RFP document, past data reports and bringing our experience operating electric microtransit services across the country, we have put together an operational approach for the program that meets all requirements as outlined within the scope of work (SOW). Circuit can meet and exceed all requirements and we look forward to the opportunity to deliver renewed operational excellence to Islamorada.

Key Personnel

Circuit's core project team brings decades of combined experience in Village-based 100% electric transportation services. Upon award we will establish a dedicated, locally-based driver team and supervisor for the Islamorada operation, ensuring direct oversight and accountability. This team will be led by a full-time, salaried, Local Supervisor responsible for all aspects of the service and will be a direct operational contact for Village Staff and private partners. This local team will have the full backing of Circuit's national corporate leadership whose decades of extensive operations experience informs our best-in-class operational practices. This section details our corporate team and support functions available to Islamorada.

Company Principals



James Mirras – Co-Founder and COO

James oversees our operations & finance teams and will be involved in contracting, planning and set up of operations, as well as quality control. He has 15+ years of experience in electric transportation services similar to those requested by this RFP. His attention to detail, people skills, and strong work ethic helped create a solid foundation that the company has been able to grow from. Justin Lottie & Grey Davis report directly to James.



Alexander Esposito – Co-Founder and CEO

Alex similarly brings 15+ years of experience building and deploying EV transit services. He holds a BS and MBA from Bentley University. A Forbes Next 1000 Entrepreneur and ACT 40 under 40, he's been a featured contributor at Smart Cities NY, CoMotion, 20-20 Cities, AWS Smart Cities, Urban-X and LACI. He focuses now on building strategic partnerships with other players in the transit space, learning from current customers and speaking at public engagements to drive the growth of the industry.

Core Project Team



Jason Bagley – Sr. Account Director, Florida (Main POC)

Jason brings 14+ years of experience managing similar services in South Florida. Jason builds relationships with cities, counties and transit agencies to enhance public transit offerings. Following contract signing, Jason will assist the Village in identifying and securing additional funding partners for the long-term sustainability of the program, work with the Village for regular data reports, biweekly check-ins, represent Circuit & Islamorada at community events, and liaison between the Circuit operations team.



Justin Lottie – Head of Service Operations

Justin oversees service operations for the entire US. He has over 13 years of experience of operations and supply chain management with a focus on multi-modal transportation positively influencing operational performance and innovation. Prior to Circuit, he was the Senior Director of operations for CitiBike, the largest bikeshare program in the country with 26,000 bikes across New York City and parts of New Jersey. He will support the initial implementation of the services before transitioning control to Raul & Bob.



Raul Toro – Area Operations Manager

Raul oversees local operations in the South Florida Region to ensure smooth and efficient service delivery across the area. He's heavily focused on mentoring and coaching our operations leads and oversees our strategic planning, execution, forecasting for the area. Raul is a U.S. Veteran with extensive operational and managerial experience in the micro-mobility industry. He'll work directly under Justin Lottie for Islamorada to ensure day-to-day service delivery and support Bob.



Bob McClure – Local Operations Manager


Bob McClure will be the boots-on-the-ground lead responsible for the physical rollout of the Islamorada transit service. His focus will be on operational readiness, from managing the logistics of the launch and ribbon-cutting event to coordinating with local businesses to ensure seamless route integration and stop accessibility. Bob will oversee the practical side of rider education—ensuring passengers know exactly how to board and navigate the system—while managing the collection of direct rider feedback to fine-tune service frequency and reliability. He'll be tracking operational performance to ensure the fleet is running efficiently and that all physical branding on the vehicles and signage meets high standards

The team behind the team

Circuit's operations structure is driven by a focus on grounds-up, community-driven operations. We've found this structure to be extremely effective for municipal-based transit services that require a local touch while delivering the national experience that Circuit's support team brings. This structure gives Islamorada a local team that works closely with Village staff to manage daily operations. This team is fully supported by our national central support teams who are working behind the scenes to support our local operations team and are available to the Village for all marketing materials, social media posts, technology questions or developments, and ensuring high level safety and quality control. Jason Bagley, the Islamorada partnerships manager will be the main point of contact alongside the local operations manager.

2.1 Vehicles

Circuit proposes a primary fleet of Volkswagen ID.Buzz and Ford E-Transit Wheelchair Accessible Vans. Our standard model often includes a mix of EVs to optimize efficiency and Circuit remains open to incorporating the Kia Niro any other EV on the market. This could further reduce costs of the program without a drop in service quality.

Ford E-Transit Van w/ ADA Accessibility	
	<p>The Ford E-Transit Van is a powerhouse of clean, high-capacity mobility, tailored for full ADA accessibility and efficient pooling in point-to-point transport. Fully electric and fleet-ready the E-Transit delivers on both performance and sustainability, comfortably fitting 7 - 9 passengers with generous headroom and sliding door access for fast boarding. The ADA version is wheelchair accessible with side-loading.</p>
Seating Capacity and Specs	
<ul style="list-style-type: none"> • 130+ miles per charge • Seating for 7 - 9 passengers with 1 wheelchair position • Length 218 inches. Width 97 inches. Height 99 inches. 	
Safety	Comfort
<ul style="list-style-type: none"> • Tire Pressure Monitoring System • Safety Canopy System with Side-Curtain Airbag • 4-wheel Anti-lock Disc Brakes • SOS Post-Crash Alert System • Post-Collision Braking • Pre-Collision Assist with Automatic Emergency Braking (AEB) • Forward Collision Warning • Lane-Keeping System 	<ul style="list-style-type: none"> • Climate Control: Heat & Air Conditioning • Quiet Operation: Electric motor ensures a silent ride, enhancing passenger comfort. • Electronic sliding door • Low safety step for easy boarding • Multiple seat configurations to maximize seats or space within vehicle

Volkswagen ID .Buzz



EV SUVs bring together spaciousness, style, and sustainability. These larger vehicles accommodate 5–7 passengers or more without sacrificing ride comfort or electric efficiency. Passengers enjoy advanced climate features, USB ports, and a smooth, quiet drive. The ID.Buzz in particular offers riders a seamless boarding experience with automatic doors.

Seating Capacity and Specs

- 230+ miles per charge
- Seating for 5–6 passengers
- Length 195 inches. Width 87 inches. Height 75 inches.

Safety and Comfort

Safety:

- Adaptive Cruise Control (IQ.Drive suite)
- Multiple airbags with reinforced passenger protection
- Park Assist Plus with 360° cameras
- Emergency Assist (driver inactivity intervention)
- Forward Collision Warning with Autonomous Emergency Braking

Comfort:

- Dual-zone Climate Control
- Built-in USB ports
- Low step-in height & automatic doors
- Quiet electric drivetrain for reduced cabin noise

Optional Future Fixed Route EV Shuttle Capabilities

eJest (WAV)



The Damera eJest is the premier electric minibus for the 15+ passenger & ADA class. Custom made by Damera & Karsen, the vehicle has proven deployments throughout the U.S. in Canada. This is our recommended option for fixed route services in Islamorada due to its proven success in South Florida, bike racks, and ability to house standing passengers.

Seating Capacity and Specs

- 130+ miles per charge
- Seating for up to 18 passengers and a wheelchair (includes standing room)
- Length: 230.4 inches; Width: 82.7 inches; Height: 112.8 inches
- Bike rack options available

Safety and Comfort

Safety:

- Hydraulic Disc Brakes equipped on both front and rear wheels.
- Four-wheel independent suspension enhances stability and control.
- Low-Floor Design facilitates easy boarding and alighting.
- Utilizes cobalt-free lithium-ion batteries, reducing fire risk and enhancing safety.
- Cathaphoresis coating and undercoating.

Comfort:

- Large windows provide ample natural light and scenic views.
- Interior LED lights create a pleasant ambiance for passengers.
- USB Charging Ports available.
- An electric motor ensures a silent ride, enhancing passenger comfort.
- Separate HVAC systems for driver and passengers temperatures.

Maintenance

We've always used EVs because of their impact, efficiency, and cost-effective nature. EVs require a different slate of maintenance and safety & technician planning than diesel vehicles giving us a unique advantage over other vendors who are less experienced. Our fleet program is built to do two things:

1. **Prevent service disruptions.**
2. **Protect long-term vehicle health.**



Circuit is proud to state that we utilize fully in-house Mobile Service Technicians for rapid response and preventive checks, supported by certified local partners or OEMs for heavy

repairs. This ensures that most issues are resolved immediately without the vehicle being shipped elsewhere like most other providers.

Fleet Maintenance Technology

Our proactive maintenance programs go beyond manufacturer recommendations to ensure peak performance in Islamorada. By using Fleetio, a real-time fleet management platform, we track every work order and inspection to provide our team with live visibility and a clear audit trail. Real-time data allows us to predict potential issues and respond to incidents faster. Our system is specifically tailored for optimal EV performance and battery longevity using an unmatched level of industry expertise.

All our vehicles are equipped with AI-enabled Samsara telematics. Samsara is a sophisticated system that provides real-time vehicle monitoring and AI-driven safety alerts. We use Samsara’s real-time diagnostic connector to monitor vehicle health remotely. If a vehicle throws a battery fault code or a tire pressure warning mid-shift, our dispatch team sees it instantly and can route the vehicle to maintenance before a breakdown occurs on the road.

By measuring metrics like speeding events, harsh braking events, and accident rates, we can objectively measure the effectiveness of our safety initiatives and driver training. In 2025, Circuit received a 98/100 national safety score by Samsara.



Our proactive fleet maintenance program is powered by the industry leading fleet tracking software.

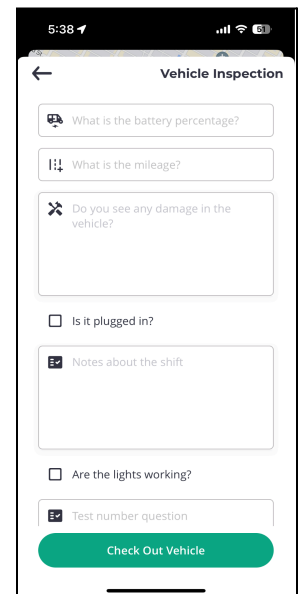
- **OEM-aligned Inspections:** automated ticket creation every 4,000–5,000 miles (brakes, tires, suspension, filters, HV systems).
- **Vehicle Inventory Management:** Utilizing Unique vehicle IDs with complete histories, battery health, mileage, trends, and DVIRs.
- **Pre/post-trip forms:** Required every time a driver checks out a vehicle. Auto-routes issues to local managers and maintenance teams for quick action
- **Forecasting Service:** telematics flags wear/fault patterns so we can fix, before it causes an issue.



A Proactive, Technology-Driven Maintenance Program

Circuit implements a rigorous PMP that exceeds standard manufacturer guidelines:

- **Daily "Pre-Trip" Inspections:** Before every shift, Driver Ambassadors conduct a digitized inspection via the Circuit app. This ensures that vehicles are ready to go before ever leaving the facilities and any potential issues are resolved before they happen.
- **Regular "Deep Dive" Inspections:** Our local Mobile Service Technician performs a hands-on inspection of critical systems:
 - **Braking & Suspension:** Checking for wear and tear from potholes/salt.
 - **Battery Health:** Verifying state-of-health (SoH) and range consistency.
 - **HVAC Core Check:** Testing the vapor injection heat pumps (on E-Transits) to ensure efficiency.



Maintenance Staffing & Workflow

Circuit appoints a dedicated Regional Fleet Manager who oversees the fleet's health.

- **In-House Mobile Techs:** For routine service (filters, lights, software updates, minor trim), our mobile technicians service the vehicles on-site at the overnight depot (e.g., Whooley Way or Arsenal corridor). This eliminates the "portal time" of driving to a shop and keeps vehicles available for revenue service.
- **Certified Heavy Repair Partners:** For major warranty work or body repairs, we partner with certified Ford Pro (or OEM equivalent) service centers in the Greater Boston area to ensure warranty compliance.

Circuit guarantees a safe, reliable, and pristine fleet of all-electric vehicles for the Islamorada service. Our approach to fleet management is built on over a decade of EV-specific operational experience and combines proactive, technology-driven maintenance with a commitment to providing a superior rider experience.

Fleet Acquisition

Circuit leverages our robust vehicle acquisition and leasing channels across the United States to guarantee quick turnaround for a fleet that is new and tailored specifically to the needs of each service. We have relationships with industry leading EV OEM Partners such as KIA, Tesla, Ford, & Toyota; this includes strong existing relationships with local dealerships and external service providers within communities that we have developed over more than a decade of operations. Our close relationships with our partners allow us to launch services quickly at competitive rates, and enable us to support a variety of fleet configurations as the service needs evolve in the future.

Charging Infrastructure & Utility Coordination

Circuit acknowledges and accepts the Village's provision of four (4) designated parking spaces at 86800 Overseas Highway for fleet charging and storage. As a turnkey operator with extensive experience in Florida-based EV infrastructure, Circuit will assume full responsibility for any necessary procurement and installation of the charging infrastructure. Furthermore, Circuit agrees to cover utility costs associated with the electricity used for the service. Our proactive fleet management team will ensure the equipment is maintained to the highest safety and performance standards, ensuring 100% service uptime while eliminating any technical or financial burden on the Village. **If the city would like to receive further cost savings, we will give a larger discount for the Village covering utility/electricity costs.**

2.2 Operation & Service Times

In Circuit's turnkey experience, best practice for service designs rely upon effectively balancing supply of vehicles (based on available budget), demand generation, and anticipated average trip distance. While our industry-leading pooling algorithm delivers the highest passenger per vehicle hour (PPVH) rates in the microtransit services, physical limitations of service zones can materially hamper program success if not properly incorporated.

We would recommend implementing designated zones within the coverage area and associated vehicle routing policies. Circuit will utilize a zoning strategy to ensure vehicles are distributed strategically across the coverage area and the right vehicles are dispatched for the right trips without negatively impacting efficiency

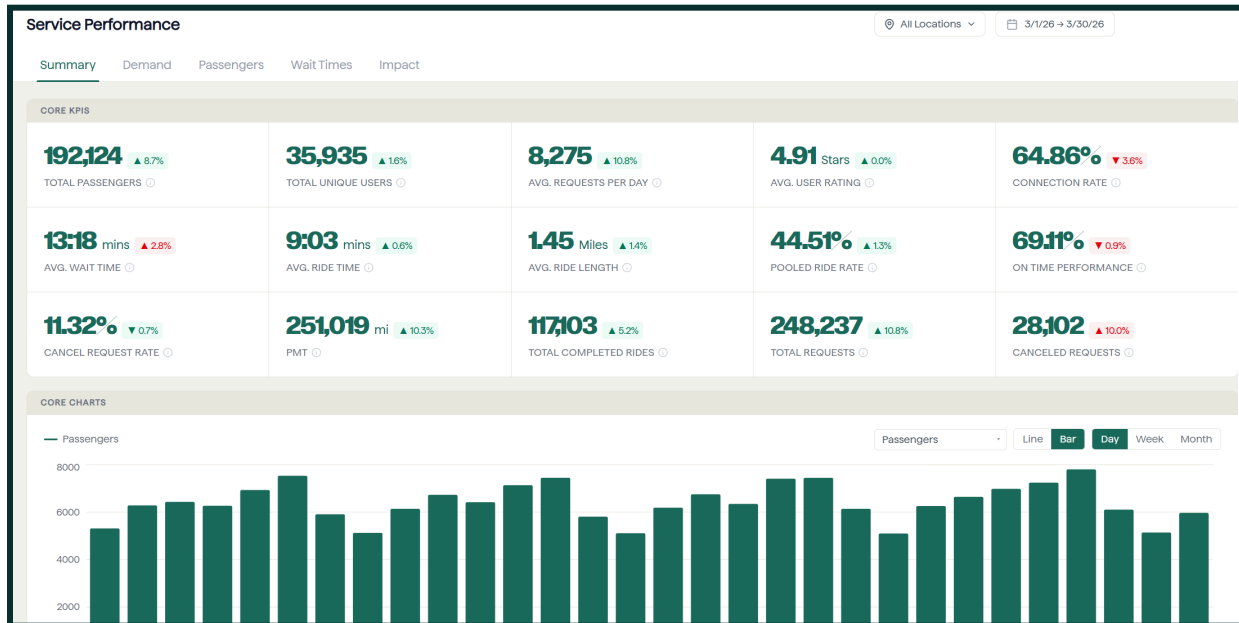


Based upon our understanding of the project, past performance and our experience operating dozens of similar programs, we anticipate that our service recommendations could deliver the below performance:

Project Parameters	Circuit Recommendations
Recommended Fleet	2 VW ID.Buzz & 1 ADA Ford E-Transit
Weekly Hours of Operation	119 Hours/Week Mon - Sun: 7am to 12am
Project Performance Metrics	With Circuit
Projected Monthly Demand	4,500 - 5,500
Rider Satisfaction Measured through surveys & ride ratings	>4.85/5
Average Wait Times Wait times can be reduced through fleet increases or trip restrictions in the rider app.	>15 Minutes

2.3 Performance and Reporting

We pride ourselves on delivering our partners streamlined data visualization and reporting features to help drive continuous service optimization and efficiency. In addition to receiving regular reports from your dedicated success manager, Jason, we will provide all relevant staff from the village of Islamorada with 24/7 access to a comprehensive customer data portal that is visualized and filterable by time period. This includes the ability to aggregate, filter, and download data in various formats. **Our reporting capabilities exceed all requirements laid out within the RFP.**

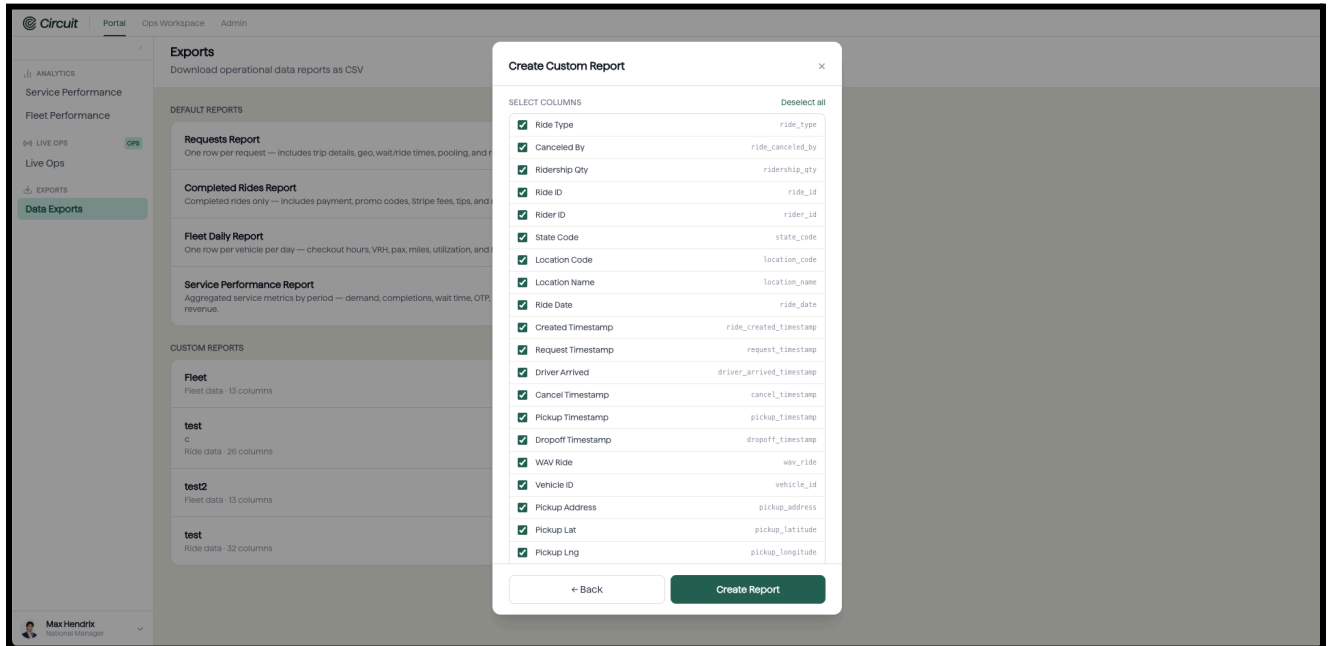


Reportable metrics include—but is not limited to:

- Total boardings per month broken down by the following:
 - Resident/non-resident
 - Age
 - Wheelchair user
- Avg weekday boardings
- Number of completed rides
- Avg journey time
- Avg distance per ride
- Avg passengers per vehicle hour)
- Ridership
 - Filterable by time period (hour, day, month, year)
- Vehicle miles & hours driven
- No show rates
- Cancellation rate
- Average wait time
 - Wait time buckets (5–10 min; 10–15; 15–20; etc.)
- Avg percentage of on-time pick up requests based upon estimated time of arrival provided to rider in app
- Avg percentage of requested rides completed
- Top pick-up and drop-off locations
- Percentage of rides shared

Customizable Report Builder for FDOT Reporting

To provide easy reporting visualization & exports for our partners, we also have an aspect of the portal that will allow any staff member logged into the platform to customize their own report by metric, dates, and time. These can be quickly saved for regular export usage in presentations, reports and reporting for the FDOT grant.

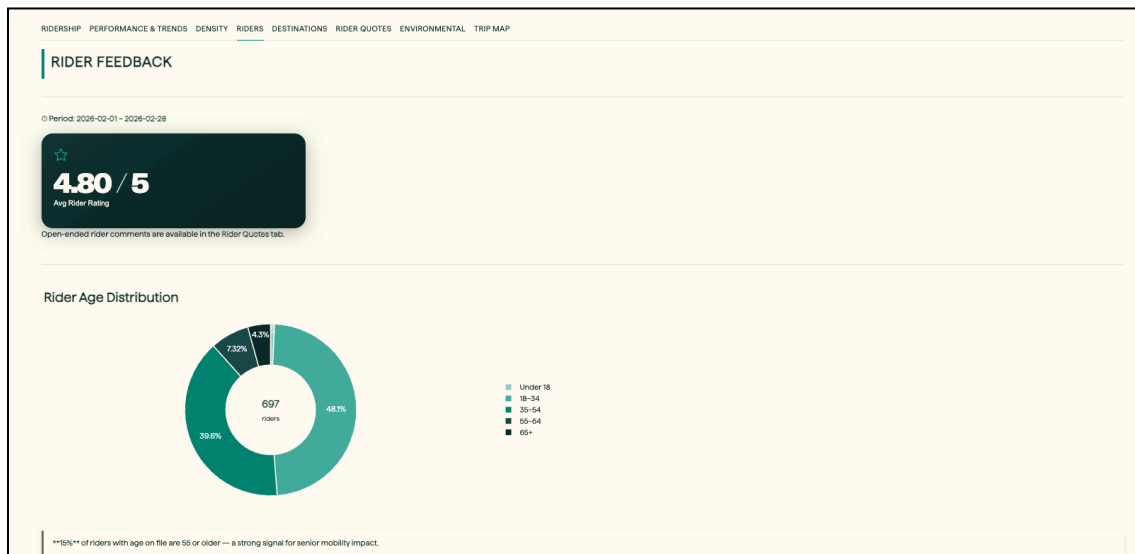
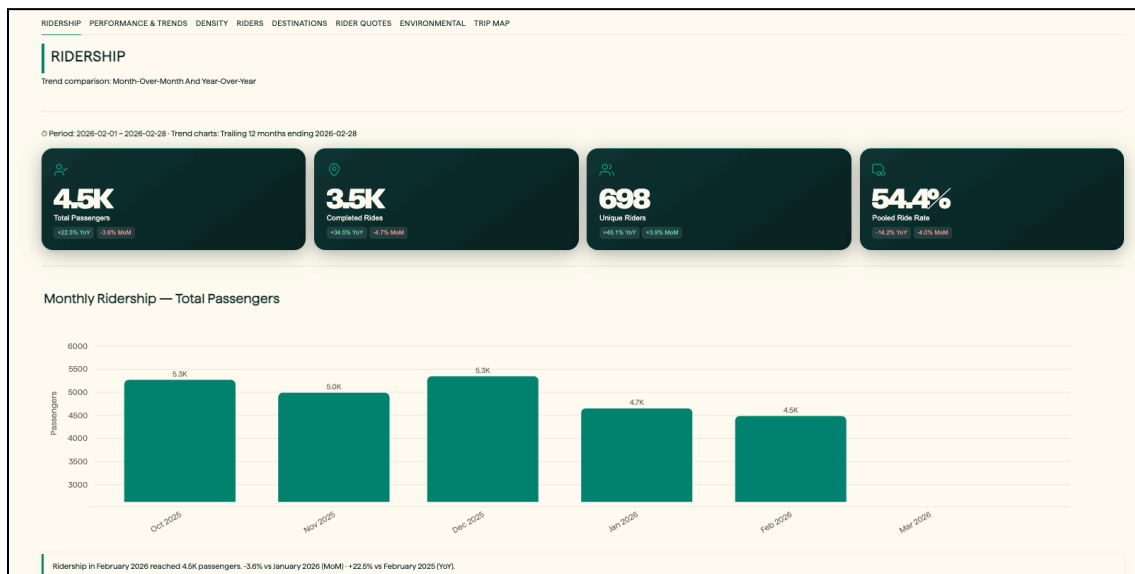


Monthly Reports and Custom Analysis

In addition to dashboard access, Circuit can deliver at the partner's request:

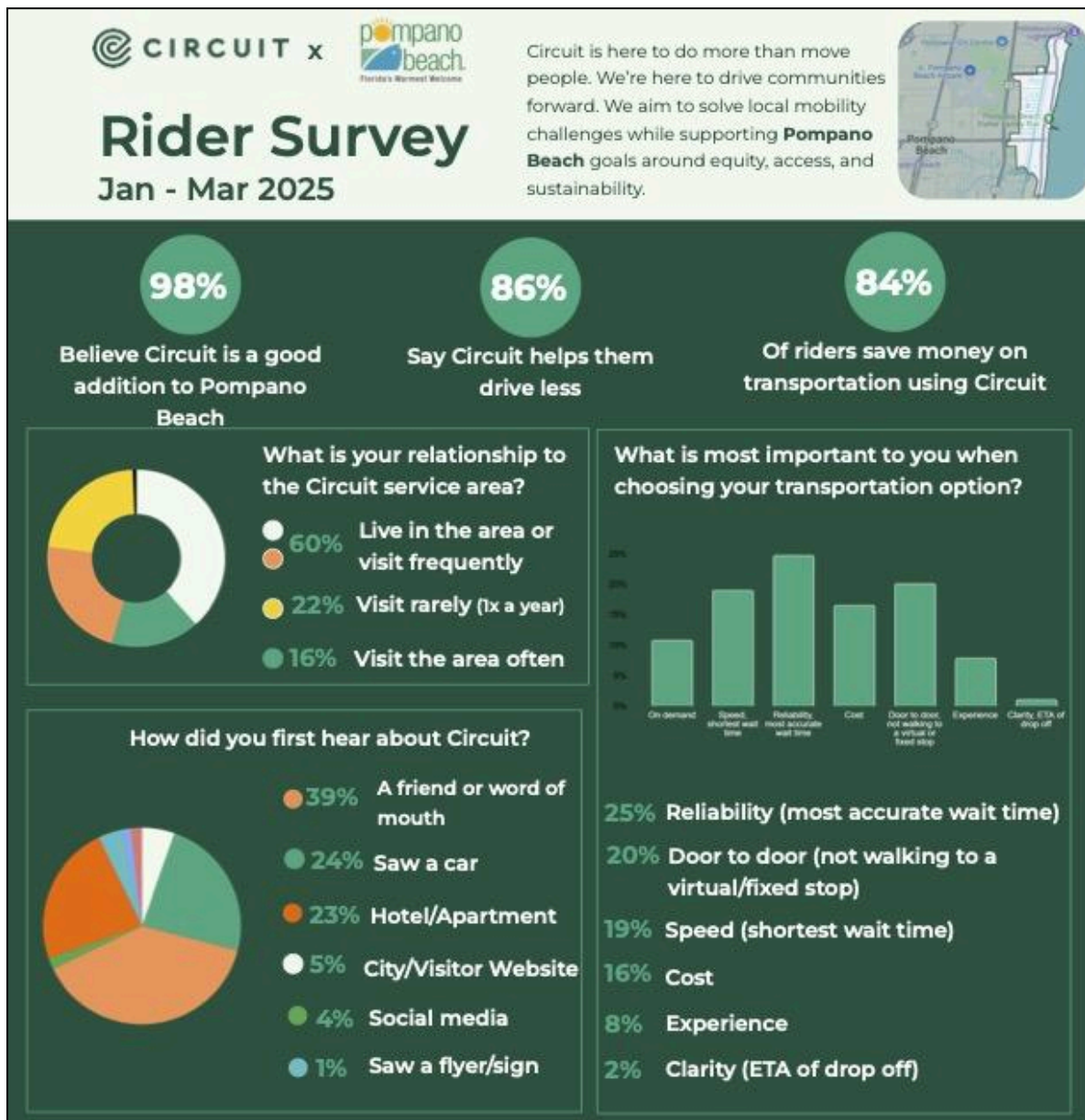
- Monthly reports summarizing performance against the above KPIs
- Service optimization insights (e.g., stop-level heatmaps, route efficiency metrics)
- Ad-hoc reports upon request to support grant applications, community presentations, or planning initiatives

All reports can be customized to support strategic goals such as a goal to reduce vehicle miles traveled by single occupancy vehicles, or improve access for individuals with disabilities. Examples of parts of reports are below:



Surveys

Circuit integrates direct rider feedback mechanisms into the app, providing immediate insights into rider satisfaction and service performance. Complementing quantitative data, we proactively administer regular rider surveys to gather qualitative insights on rider demographics, travel behavior, mode shifts, and overall service impact, enabling continuous, targeted improvements for the Village of Islamorada



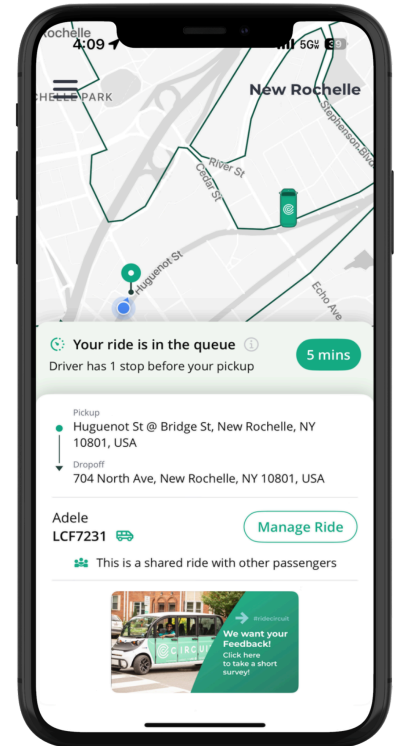
2.4 Tech Solutions: Software Features & Functionality

User Experience & Requesting a Ride

The Rider experience is at the center of everything Circuit does, from making sure that our app is as easy to learn and use to ensuring that our vehicles are in the best operational condition. We take pride in our ability to deliver an exceptional rider experience, given by one of our Driver Ambassadors that is hired directly from the local community they serve. Circuit's services all live within the RideCircuit mobile app, allowing for seamless use between nearby programs rather than separate applications for each (an experience that negatively affects riders adoption of a new service).

Circuit's proprietary mobile application available for iOS and Android phones allows rides to be requested on-demand anywhere within a geofenced location. It is designed to be as user-friendly as possible and make requesting a ride simple and straightforward. We've detailed below key elements of how the rider experience will work:

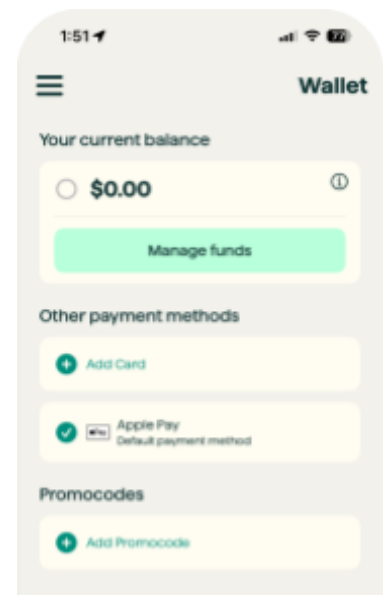
- **Using the RideCircuit App** - When opening the app, the user will be shown their nearest location to view the coverage map, the location's hours of operation, how busy the service currently is, and add payment methods if required for their location. Once a ride is requested, Circuit's app allows users to view the location of the assigned car while it is on its way to pick them up - It displays the vehicle's real-time location and alerts the user when the driver is close to the pick-up point. Depending on Islamorada' preferences, we can also include a hands-free call from the driver when they're approaching the rider.



Requesting a ride within the Circuit app is extremely simple and user-friendly. It can be completed in 4 key steps:

1. Enter your desired pick-up & drop off location.
2. Select how many passengers are in your group.
 - a. Click yes to the ADA option if anyone in your party has a mobility related disability or is in a wheelchair.
3. Click "Request" to display your estimated wait time and driver location.
4. Get in once your Circuit vehicle arrives and enjoy the ride!

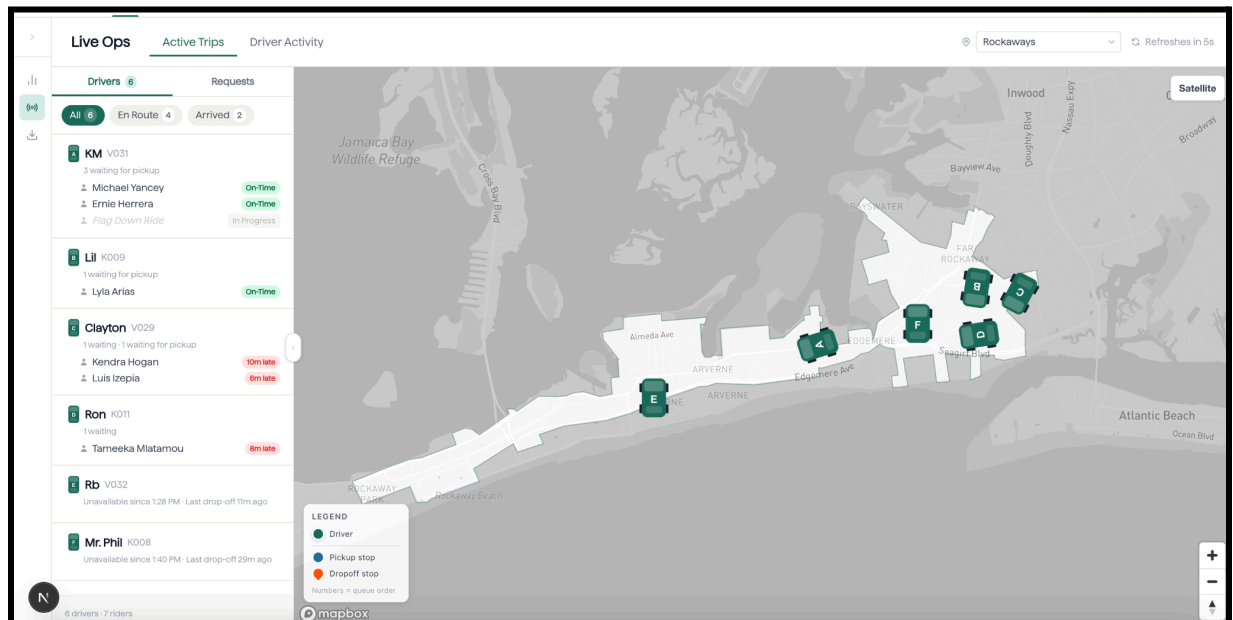
- **Call Center** - We recognize that not all residents are comfortable with smartphone apps. We will operate a live call center staffed with trained reservationists who can book trips, manage accounts, and provide real-time updates. This ensures that seniors and those without internet access have a simple and reliable way to use the service.
- **Routing & Pooling Algorithm** - Circuit's technology employs a pooling algorithm to identify the most optimally suited Driver Ambassador based on multiple factors including, passengers in vehicle and in request, vehicle route and distance to request, location of next drop-off, ADA requirements and more. All requests are integrated into the dynamic pooling system regardless of the method that the trip is booked, allowing the algorithm to account for them just as it does for app-based requests. The driver app provides real-time updates and routes the driver in the most optimal path to pick up all riders in the queue, enhancing efficiency and reducing wait times. **Circuit's pooling technology is the most efficient in the industry, leading to the delivery of the highest passenger per vehicle hour microtransit services in the country (Pompano Beach averages 9.29).**
- **Fare Collection Capabilities** - Our system is built to handle any fare capabilities the Village desires. The system can support complex, tiered fare structures to ensure different rider types (e.g., seniors or persons with disabilities) are accurately accounted for and any discounts are properly given. Circuit's platform also has an open API allowing it to integrate with third-party fare collection systems or other transit platforms should the Village require it in the future.
- **System Uptime** - Circuit averages a 99.9% system availability and provides 24/7 technical monitoring to ensure zero service interruptions. We've never taken the Ride Platform down for maintenance and push updates out real time.



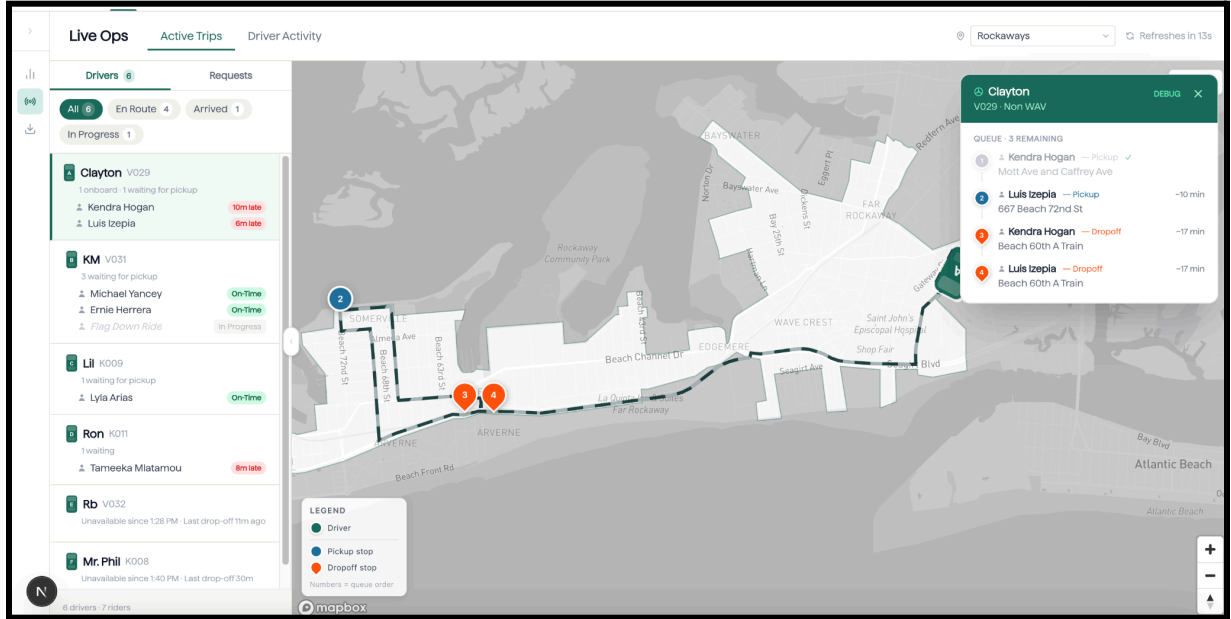
Real-time Monitoring and Analytics

Circuit utilizes a 100% proprietary, cloud-based technology stack developed specifically for electric microtransit. Unlike others who license third-party software, Circuit owns its code, allowing for rapid customization and seamless integration between the hardware in the vehicles and the software used by riders and staff. In order to provide effective delivery of our services, we also have developed a rider app that is connected to our backend management dashboard.

- **Driver Interface (Circuit Rider App):** Each driver is supplied with a smart phone running the Circuit Driver App that is attached hands-free inside the vehicle. This hardware provides driver routing and instant manifesting of shared rides. It also tracks vehicle metrics and records backend driver data points.
- **Backend Management Dashboard (Cloud-Based):** This secure, web-based platform houses our admin dashboard which our team utilizes to manage day-to-day operations remotely and deliver analytics for service operations. Key features include:
 - **Analytics & Reporting:** Instant access to trip volume, wait times, and passenger demographics and other items
 - **Admin Live Map:** Real-time GPS tracking of all active vehicles and ride requests that are in the queue.

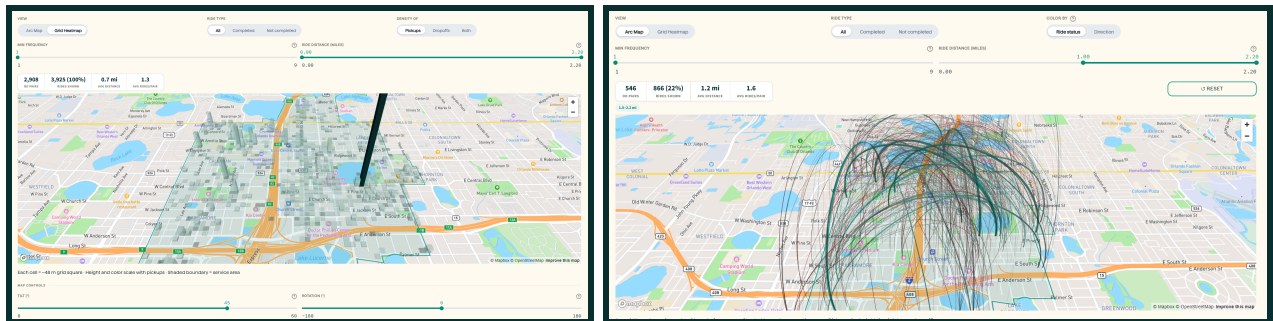


- **Automated Dispatching:** Our algorithm manages "pooling" to group multiple riders heading in the same direction, maximizing efficiency without any staff intervention. This routing algorithm is visualized in our admin dashboard to remotely monitor exactly what drivers are doing.



Trip Analysis and Service Simulation

In addition to reporting metrics to be tracked on a regular cadence for performance evaluation and grant compliance, Circuit's team also provides expertise in service and enhancement through our proprietary service simulation tools and visualization of trip patterns. We look forward to offering these services to Islamorada at no cost in order to help improve the effectiveness and cost efficiency of the program by better planning dynamic deployment of vehicles throughout the day.



2.5 Service Standards

Circuit is committed to maintaining the highest levels of operational excellence in Islamorada. Our service standards are designed to exceed Village requirements and ensure a safe, professional, and consistent experience for all riders.

Vehicles Standards

Circuit will provide a 100% all-electric fleet that complies with all Federal Motor Vehicle Safety Standards (FMVSS). Our maintenance and aesthetic protocols include:

- **Safety Compliance:** All vehicles meet or exceed manufacturer safety and mechanical standards. We utilize a mixed fleet approach for Islamorada, including Tesla Model Ys and at least one ADA-accessible electric passenger van.
- **Interior and Exterior Condition:** Vehicles will be maintained with clean interiors, and comfortable padded seating. Exteriors will be kept free of grime, oil, dents, and paint damage to maintain a high-quality neighborhood shuttle appearance.
- **Equipment:** Each vehicle is equipped with GPS units for real-time tracking, hardware for automated ridership data collection, and Samsara AI bi-directional dash cameras to monitor safety.
- **Branding and Advertising:** We will develop a Village-approved logo and brand. Any third-party advertisements displayed on the vehicles will be submitted to Village staff for final approval.

Driver Standards

Our "Driver Ambassadors" are the face of the service and must pass rigorous screening and training:

- **Qualifications:** Every driver must be at least 21 years old, have held a valid Florida license for at least three years, and maintain a clean driving record.
- **Comprehensive Training:** Drivers undergo classroom and hands-on instruction covering defensive driving, vehicle handling, and thorough knowledge of the Village's street network.
- **ADA and Senior Sensitivity:** Staff are specifically trained in ADA regulations and provide empathetic transportation to elderly individuals and passengers with disabilities. Drivers will assist Confined-to-Wheelchair (CWC) passengers with boarding and tie-downs.



- **Professional Conduct:** Drivers will be dressed in Circuit uniforms with name tags, providing helpful and professional service as true ambassadors for Islamorada.

Standard Operating Procedure

Circuit can provide the Village with complete SOP manuals as requested. These documents can include all elements that are requested with the RFP, including but not limited to:

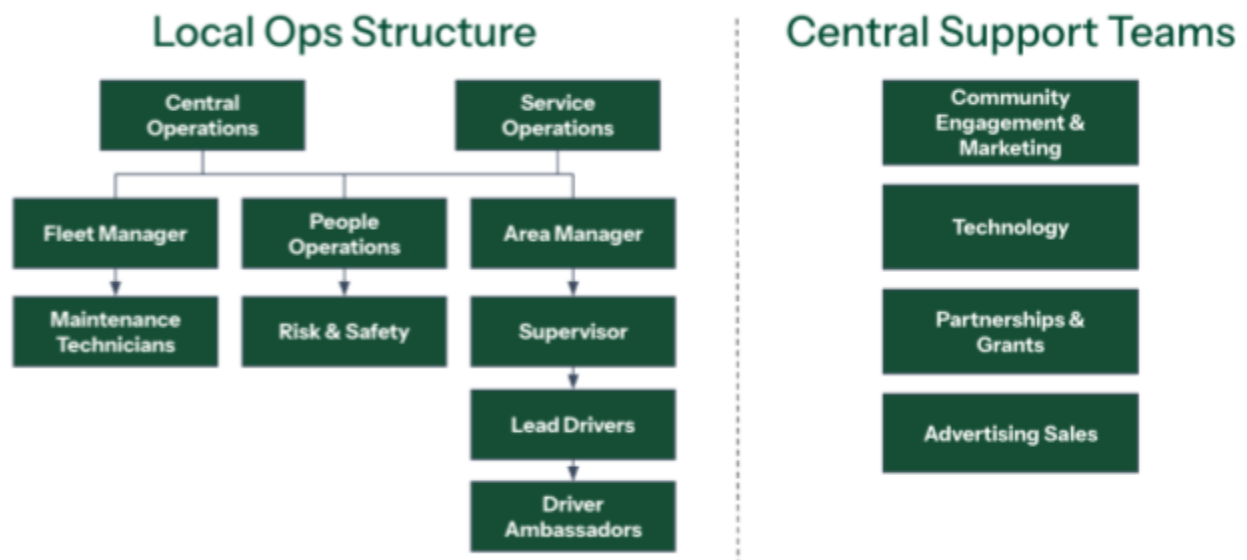
- **Supervision and Contact:** A 24/7 contact list of regional managers and supervisors authorized to make immediate operating decisions.
- **Daily Servicing:** Procedures for daily vehicle inspections, cleaning routines, and charging schedules at the MM 86.8 location.
- **Scheduling and Dispatch:** Dynamic scheduling protocols designed to maximize efficiency during Islamorada's seasonal peaks.
- **Incident and Complaint Handling:** Formal procedures for reviewing accidents, handling public feedback in a timely manner, and executing disciplinary processes for operator misconduct.
- **Drug and Alcohol Testing:** Full implementation of a Drug and Alcohol testing program through a qualified Florida-based network

3. Local Administration and Marketing

3.1 Direct Local Oversight

From our experience across the nation, we've learned that 90% of transit management success is reliant on optimizing daily operations: vehicle maintenance & uptime, charging schedules, driver customer service, rider safety & community engagement. The other 10% are the technologies that help support the system and optimize our services from the Rider App to our internal tools. Our local teams are uniquely built to optimize this exact blend, and is why, when compared to other providers in our industry, Circuit-managed programs consistently outperform in service delivery, ridership and service cost per passenger.

A dedicated local team will manage the day-to-day success of the program, ensuring consistent daily departure times. This team includes a **Customer Success Manager** as the primary point of contact for the Village of Islamorada, an **Area Operations Manager** overseeing service delivery & quality control, a **Local Supervisor** providing daily management and on-the-ground support to drivers and a **Lead Driver**, overseeing shifts and driver behavior. This team will be supported by Circuit's national experts in operations, fleet management, safety, and technology.



3.2 Ongoing Local Marketing Campaign

Circuit recognizes that the success of Islamorada's on-demand service depends on high visibility and continuous community education. Our marketing strategy is designed to drive ridership among residents, guests, and commuters while supporting the Village's goals of reducing road congestion and carbon emissions.



Our multi-channel campaign for Islamorada will include:

- **Hyper-Local Awareness** (The Fleet as a Billboard): Nationally, the #1 way riders discover Circuit is by seeing our branded vehicles. We will deploy eye-catching, Village-approved wraps on the vehicles to act as constant mobile advertisements for the program.
- **Boots-on-the-Ground Outreach:** Our W2 Driver Ambassadors are trained not just as operators, but as community liaisons. They will distribute "Download the App" cards and provide hands-on demonstrations at high-traffic hubs.
- **Targeted Digital Campaigns:** We will utilize geo-fenced digital advertising (Facebook, Instagram, and Google) targeting users physically within the Village boundaries (MM 90.8 to MM 72.8) to encourage app downloads and repeat usage.
- **Community Integration & Events:** Your Customer Success Manager will represent the program at Village-hosted events and coordinate with local senior programs to ensure older adults are educated on the call-in booking options and ADA availability.
- **Direct Rider Communication:** Circuit uniquely maintains a regular newsletter for our South Florida rider base (over 125,000 contacts). We will feature Islamorada specific updates, local business highlights, and Village "hotspots" to keep the service top-of-mind.

Deep Integration with Local Businesses

Circuit prioritizes building meaningful partnerships with local businesses that define the character and economy of Islamorada. Circuit plans to join the Islamorada Chamber of Commerce and the Lodging Association of the Keys and Key West. Our goal will be to promote the program and build relationships with the local business community to participate in funding for long term program sustainability.



We see strong potential to partner with many of Islamorada’s iconic destinations, including:

- **Islamorada Fish Company** – a cornerstone for waterfront dining and visitor experiences
- **Lazy Days Restaurant** – a premier oceanfront dining destination
- **Florida Keys Brewing Co.** – a highly popular local gathering spot
- **Tiki Bar at Cheeca Lodge** – a signature resort experience
- **Islamorada Pizza Co.** – a beloved local favorite

As well as key retail, art, and hospitality partners such as:

- **Bass Pro Shops, Island Grill**, and other high-traffic retail destinations
- **Stacie Krupa Studio Gallery and Lobster Trap Art Gallery**, showcasing local culture
- **Cheeca Lodge & Spa** and other major resorts serving visitors year-round

Circuit will actively engage these stakeholders to create mutually beneficial partnerships, including:

- Sponsored rides for guests and customers
- “Ride & Save” promotions encouraging visitation to participating businesses
- Co-branded marketing campaigns and in-app visibility
- Event-based partnerships tied to festivals and seasonal tourism

This approach ensures that the microtransit program becomes an economic driver for the community, not just a mobility solution—helping local businesses thrive while generating revenue to support and expand the service.

3.3 Advertising & Sponsorship Program

Circuit offers municipalities the ability to reduce the cost of microtransit service through an optional advertising and sponsorship program supported by our in-house media sales team. This program creates a new revenue stream while promoting local businesses and community destinations.

Our approach is designed to be turnkey, transparent, and fully controlled by the Village, ensuring the service remains community-focused while generating meaningful financial offsets.

Dedicated Advertising Sales Team

Circuit maintains a dedicated advertising sales team with decades of combined experience in transit media, experiential marketing, and local partnership development. Our team works with both national brands and local businesses to secure advertising campaigns that align with the community and enhance the rider experience. For the Islamorada program, our advertising efforts will be supported by:

- **A full-time advertising sales representative** based in Florida who manages regional partnerships and brand relationships.
- **A national advertising sales team** with experience executing campaigns for major brands and agencies.
- **Local market insight**, including one of our advertising representatives whose parents reside in Islamorada, providing a deeper understanding of the community, local businesses, and visitor economy.

This combination of national reach and local familiarity allows Circuit to attract both regional and national advertisers while ensuring campaigns remain relevant to the community.

Meet Your Advertising Team

With over 20 years of combined sales experience, Circuit's advertising team is locally invested.



Alyson Brown leads Circuit's national sales with contacts at national brands and agencies and 18 years experience in Out Of Home sales. She has been a seasonal resident in Islamorada since 2004, and is intimately familiar with the community.



Kevin Boles leads Circuit’s regional sales in Florida. He is based in Miami and accessible to all local brands and businesses. He specializes in assisting local businesses in planning community-centric marketing strategies with Circuit.

Advertising & Brand Activation Opportunities

Circuit’s vehicles and technology platform provide a variety of advertising placements that can generate revenue while maintaining a high-quality rider experience.

Potential opportunities include:

- Exterior vehicle wraps (full or partial)
- Door and quarter-panel placements
- Interior passenger signage
- In-app promotions and sponsorships
- Product sampling and brand activations inside vehicles
- Experiential marketing campaigns tied to local events



Product sampling is a particularly effective activation for brands targeting visitors and residents in destination markets like Islamorada. Brands may distribute complimentary samples, promotional materials, or coupons directly to riders, creating a memorable experience while generating additional revenue for the program.

Advertising revenue can be structured to directly reduce the cost of the program to the Village through a transparent revenue-sharing model. **Revenue generated from advertising may be used to provide credits toward monthly service invoices, deliver direct revenue sharing to the Village and/or fund additional service hours or vehicles**

Across our national programs, advertising partnerships have helped reduce municipal transportation costs while supporting local businesses and increasing visibility for the service. **Our goal is simple: deliver exceptional mobility while helping reduce the financial burden on the Village while promoting local businesses and visitor experiences.**

All advertising content and sponsors will be subject to Village approval to ensure campaigns align with community standards and local priorities.

4. Cost Proposal

Throughout the United States, we enter into select partnerships in our focus areas to ensure we are able to dedicate the time and resources it takes to fully commit to each and every community we operate within. We believe that commitment comes with a fiduciary responsibility to be the best stewards of a return on the investment that the Village is placing in their transit system and ensure success. In line with that mission, we have provided specific service design recommendations that will actually meet your goals along with a clear breakdown of costs to enable the Village of Islamorada to have transparency into options.

Within our industry, there are many ways to calculate an hourly rate, which hinges on multiple factors including fixed costs and specific hours of operation as well as staffed driver hours. The precedent set by the current provider is to provide an hourly rate that is based upon the hours of operation multiplied by the number of vehicles, **which is inherently not reflective of the actual number of hours that drivers will be staffed and vehicles will be on the road or vehicle charging downtime.**

Utilizing electric vehicles requires downtime for charging during long days of operation, which is why Circuit always utilizes the robust data collected to allocate vehicles around demand, ensuring that all vehicles are operational during peak demand times and charge during low demand periods.

This reduces cost to the Village directly but also creates discrepancies around hourly rates because **the electric vehicles cannot be in service for all 17 hours of operation without needing to charge.** In the spirit of transparency, we plan to determine specific service level agreements (SLAs) during the onboarding process in order to give insight and control to the Village on true operating costs based upon the service hours that each vehicle will be operational each week, which directly impact the total cost of the program.

In order to better compare service rates with other providers who will aim to hide true service levels under the appearance of a lower cost - **we strongly recommend evaluating service based upon delivered driver hours, rather than hours of operation.** The hours that a service is open, does not accurately reflect the driver hours that the Village is currently receiving from their provider.

This proposal remains in effect for ninety (90) days and would remain in effect during the first two years of Services before being subject to 3% annual increases.

Village of Islamorada Microtransit		
	Budgeted Service	Recommended Service
Fleet	2 ID. Buzz, 1 ADA Van	2 ID. Buzz, 1 ADA Van
Hours of Operation	Mon - Sun 7am - 12am	Mon - Sun 7am - 12am
Monthly Driver Hours	790	1,297
Monthly Operating Cost	\$43,368	\$59,417
Projected Annual Fare Revenue*	(\$84,000)	(\$96,000)
Projected Annual Advertising Revenue*	(\$48,000)	(\$48,000)
Vehicle Wrap Estimate (One Time)	\$12,579	\$12,579
Net Annual Cost	\$400,995	\$581,583

Driver Hours: Total aggregate hours of all drivers, measured from when a driver starts their shift to when the driver ends their shift, subtracting any unpaid hours.

** Fare and Advertising Revenue is not guaranteed but is projected based upon our extensive experience with fares and selling ads in similar markets. These are conservative estimates before integrating our recommendations for tiered fare systems as detailed below*

Fare Revenue Recommendations

Considering the very high Uber costs in the area, we should consider a more tailored pricing structure instead of a flat \$2 across the board. We recommend the following strategies:

- **Business Partnerships:** Allow resorts and businesses to subsidize guest rides via promo codes or geofenced zones.
- **Resident Discounts:** Offer local discounts through promo codes and highlight our new wallet feature, which allows for bulk purchase discounts for users who pay upfront for rides.

- **Tiered Pricing:** If resorts do not opt in to pay for rides to/from their property, we could assign higher fares (\$5 pp) for rides to or from those locations, similar to our model in Palm Beach.

Base \$2 Fare		
	Low End Ridership	Strong Ridership
\$2/Rider	\$84,000/Year	\$96,000/Year
Dynamic Fare Model		
	Low End Ridership	Strong Ridership
Tiered Pricing (\$2 - \$5) Depending on location	\$90,000/Year	\$132,000/Year

5. Timeline

We have detailed below our implementation plan and schedule assuming an anticipated Contract execution date of May 1st. While the schedule has been displayed linearly, some tasks may overlap and take place simultaneously. We prefer to launch on a 10 - 12 week timeline to ensure adequate time for quality control but **we are prepared to work with the village to expedite vehicle delivery and driver hiring to meet expiration of the current contract term and finalize a launch date that is sooner. We can provide a seamless takeover if awarded and have lots of experience doing so.**

WEEK 1	Contract Award & Kickoff Meeting	<ul style="list-style-type: none"> • Joint kickoff call to establish KPIs & target goals • Finalize Pilot service design 	<ul style="list-style-type: none"> • Circuit begins vehicle procurement & driver hiring
WEEKS 1 - 4	System Development & Driver Hiring	<ul style="list-style-type: none"> • Circuit tech team prepares rider app & data portal • Build rider marketing campaign 	<ul style="list-style-type: none"> • Conduct driver interviews & hiring • Produce co-branded marketing assets
WEEKS 3 - 8	Training & Vehicle Setup	<ul style="list-style-type: none"> • Driver training sessions & ride-alongs • Vehicle delivery and set-up with technology 	<ul style="list-style-type: none"> • Portal training for SCUCS & County staff • Continue rider marketing campaign
WEEK 8 - 12	Pre-Launch Preparations	<ul style="list-style-type: none"> • End-to-End system testing • Launch program webpage & activate rider-app 	<ul style="list-style-type: none"> • Engagement with local press outlets for launch stories
WEEK 12	Service Launch!!	<ul style="list-style-type: none"> • Ribbon cutting event with electeds, staff, & press • Rider app go-live allowing ride requests 	<ul style="list-style-type: none"> • Collect immediate feedback on service design • Apply any immediate technical or operational changes
Ongoing Operations, Monitoring & Optimization		<ul style="list-style-type: none"> • Regular Data Reviews Internal weekly performance reviews & monthly county reporting meetings 	<ul style="list-style-type: none"> • Evaluation Checkpoints Structured service reviews at 30, 90 & 180 days with County • Real-time Oversight Continuous tracking via Circuit's customer portal

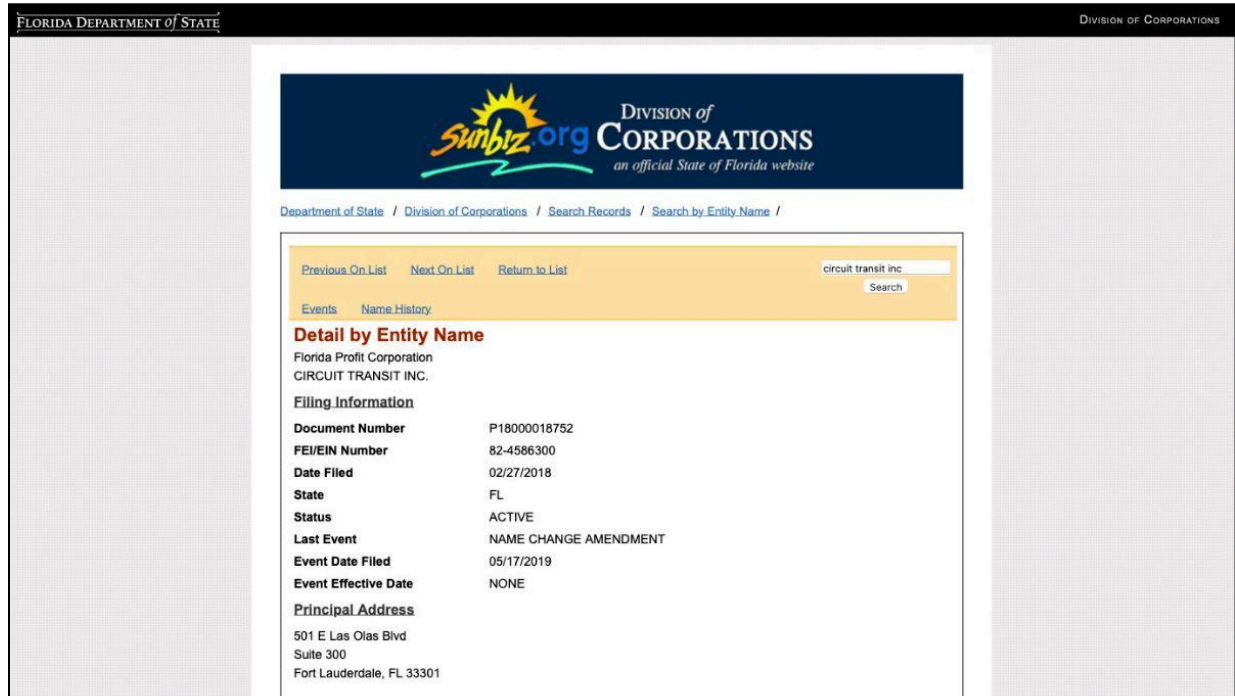
Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
<p>Phase 1: Kickoff Meeting & Service Planning and Design</p> <p>Week 1</p> <p>Target Contract Signature by Friday, May 1st.</p>	<p>Circuit leads an in-depth onboarding with the Village team. The group defines technical parameters and success metrics to ensure the Pilot meets regional mobility goals. Simultaneously, Circuit triggers vehicle orders and begins localized driver recruitment.</p> <ul style="list-style-type: none"> ✓ Kickoff: Align Circuit and Village teams. ✓ Establish KPIs: Define "success" and data reporting frequency. ✓ Lock Service Specs: Review agreed upon map, vehicle types, and operating hours. ✓ Procure & Recruit: Circuit orders vehicles and starts local driver outreach. 	<ul style="list-style-type: none"> • Project Plan Signed-Off including service area & fleet • Depot Lease Executed • Vehicle POs Confirmed • Local Supervisor Hired 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley (Partner) • James Mirras (COO) • Justin Lottie (Head of Service Operations) • Raul Toro (Area Operations Manager) • Local Operations Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager • Broader Village Team
<p>Phase 2: System Development & Driver Hiring</p> <p>Weeks 1 - 4</p>	<p>This phase focuses on high-velocity hiring to ensure a fully trained driver pool is ready before the launch date. Simultaneously, all partners activate a hyper-local marketing push, targeting senior centers and community hubs to build early ridership awareness. Circuit will also configure the technical backend.</p> <ul style="list-style-type: none"> ✓ System Build: Circuit maps the app and dispatch logic to the agreed zones. ✓ Hire & Train: Conduct interviews and safety training for the Islamorada fleet. ✓ Launch Outreach: Circuit and Islamorada begin canvassing and engagement. 	<ul style="list-style-type: none"> • Circuit rider app and backend built to service specs. • Custom Islamorada login for real-time reporting and analytics. • Preliminary list of hired drivers. • Co-branded assets for Islamorada and local partners. 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor • Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager
<p>Phase 3: Training and Vehicle Setup</p> <p>Weeks 3 - 8</p>	<p>Circuit manages the physical prep of the fleet while coordinating ride-alongs and technical training for the new hires. Circuit and Islamorada synchronize their communication channels to ensure a unified marketing message reaches residents private partners</p> <ul style="list-style-type: none"> ✓ Conduct Training: Circuit leads driver sessions and platform ride-alongs. ✓ Onboard Islamorada: Provide portal training and account access for staff. 	<ul style="list-style-type: none"> • Completed Training & Safety Documentation • Delivered & Branded Circuit Fleet • Installed In-Vehicle Cameras & GPS • Final Islamorada Launch Collateral 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Raul Toro • Local Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager

Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
	<ul style="list-style-type: none"> ✓ Fleet Delivery & Set-up: Receive and inspect vehicles and set up in-vehicle devices ✓ Sync Outreach: Circuit and Islamorada distribute final service info. 		
<p>Phase 4: Pre-Launch</p> <p>Weeks 8 - 12</p>	<p>Circuit conducts final technical validation to ensure all driver and customer accounts are active and the platform is ready for live trips. Simultaneously Circuit and Islamorada communications teams engage local press and community partners to maximize visibility. This final push ensures all digital channels are live and the public is fully informed for the launch/takeover date.</p> <ul style="list-style-type: none"> ✓ Validate Accounts: Circuit confirms driver and customer data accuracy. ✓ Final Acceptance: Complete end-to-end system testing, ✓ Press Engagement: Circuit and Islamorada contact local media. ✓ Go-Live Comms: Launch program webpage and activate the rider app. 	<ul style="list-style-type: none"> • Live Circuit Webpage & App • Validated Driver & User Database • Media Kit & Press Releases 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor • Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager
<p>Phase 5: Service Launch</p> <p>Tentative: Mid-Late July</p>	<p>Circuit and Islamorada officially take the system live, transitioning from testing to daily public operations across the Village. The team hosts a formal launch event with elected officials and local press to maximize community awareness and celebrate the new mobility option. Following the first trips, Circuit and Islamorada gather real-time data and user feedback to fine-tune the service parameters for long-term success.</p> <ul style="list-style-type: none"> ✓ Go-Live Execution: Circuit activates the platform and call center for public ride requests. ✓ Host Launch Event: Conduct ribbon-cutting with Village team, elected officials, and press. ✓ Collect Feedback & Optimize Service: Circuit and Islamorada monitor initial rider 	<ul style="list-style-type: none"> • Live Circuit Microtransit System • Ribbon-Cutting Ceremony & Media Event • User Feedback Gathering & Initial Report • Post-Launch Service Adjustment 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager • Broader Village Team

Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
	<p>experiences and apply technical or operational adjustments based on launch.</p>		
<p>Phase 6: Post-Launch Support and Optimization</p> <p><i>Ongoing to End of Contract</i></p>	<p>Circuit’s Success Manager leads recurring briefings with the Islamorada team to monitor project health and resolve emerging issues. These sessions focus on benchmarking real-time data against original KPIs to drive operational efficiency. As the service matures, the team uses market research and user feedback to develop a strategic roadmap for the service beyond the initial year.</p> <ul style="list-style-type: none"> ✓ Review Performance: Circuit shares data-driven reports against established KPIs. ✓ Analyze Rider Feedback: Conduct surveys to gather qualitative insights from the community. ✓ Optimize Data Tools: Circuit optimizes portal access and data for Islamorada 	<ul style="list-style-type: none"> ● Monthly Performance & Quarterly KPI Benchmarks ● Annual Qualitative Rider Survey Reports ● Refined Data Access & Portal Updates ● Continued App Update 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> ● Jason Bagley ● Justin Lottie ● Raul Toro ● Local Supervisor ● Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> ● Project Manager

6. Authorization to Transact Business

Circuit Transit Inc. is fully licensed and authorized to conduct business in the State of Florida and complies with all applicable state and local regulatory requirements. SunBiz registration is below:



The screenshot displays the SunBiz.org website interface for the Florida Department of State, Division of Corporations. The page shows the search results for 'Circuit Transit Inc.' with the following details:

Navigation: Department of State / Division of Corporations / Search Records / Search by Entity Name /

Search Bar: circuit transit inc [Search]

Entity Name: **Detail by Entity Name**
Florida Profit Corporation
CIRCUIT TRANSIT INC.

Filing Information:

Document Number	P18000018752
FEI/EIN Number	82-4586300
Date Filed	02/27/2018
State	FL
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	05/17/2019
Event Effective Date	NONE

Principal Address:
501 E Las Olas Blvd
Suite 300
Fort Lauderdale, FL 33301

By submitting proposals, each proposer expressly acknowledges and agrees that the Village will not be responsible or liable in any way for any losses that the contractor may suffer from disclosure of information or materials to third parties and the contractor agrees to defend, indemnify, and hold harmless the Village from all costs (including reasonable attorneys' fees) arising from or related to any action under Florida Public Record's Law.

XV. CONTACT PROVISION AND REQUIRED FORM FOR SUBMITTAL WITH PROPOSALS

Any contracts or agreements awarded under this RFP may be funded in full or in part by a federal grant. Neither the United States nor any of its departments, agencies or employees is or will be a party to this RFP or any resulting contract.

The contract provisions, Federal contract provisions and FEMA contract provision listed below and provided on the following pages are made a part of this RFP and shall be made part of the agreement awarded through the RFP. All bidders are required to complete and sign the three documents noted as requiring signature and submittal with proposal.

Contract Provisions

1. REMEDIES
2. TERMINATION FOR CAUSE AND CONVENIENCE
3. DAVIS BACON ACT
4. EQUAL EMPLOYMENT OPPORTUNITY/NOTICE OF AFFIRMATIVE ACTION
5. COPELAND ANTI-KICKBACK ACT
6. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT
7. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT
8. CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT
9. PROCUREMENT OF RECOVERED MATERIALS
10. CONTRACTING WITH SMALL AND MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS
11. RETENTION OF RECORDS
12. DEBARMENT AND SUSPENSION - *Requires signature and submittal with proposal*
13. BYRD ANTI-LOBBYING AMENDMENT - *Requires signature and submittal with proposal*

Additional Contract Terms – Combined into one document - *Requires signature and submittal with proposal*

ACCESS TO RECORDS
CHANGES/MODIFICATIONS
NON-USE OF OFFICIAL SEAL, LOGO AND FLAGS
COMPLIANCE WITH FEDERAL LAW, REGULATIONS AND EXECUTIVE ORDERS
NOT OBLIGATION BY THE FEDERAL GOVERNMENT
PROGRAM FRAUD AND FALSE/FRAUDULENT STATEMENTS OR RELATED ACTS

12. SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

(2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Islamorada, Village of Islands. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Islamorada, Village of Islands, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.



Signature of Authorized Certifying Official

James Mirras, COO

Name and Title of Authorized Certifying Official

4/10/2026

Date

13. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

If applicable, contractors must sign and submit to the non-federal entity the following certification: APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING. The certification is found on the next page.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING
Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Authorized Certifying Official

James Mirras, COO
Name and Title of Authorized Certifying Official

4/10/2026
Date

ADDITIONAL CONTRACT TERMS FOR FEDERAL AND FEMA FUNDED PROJECTS

The following clauses will form part of the agreement between Islamorada, Village of Islands and the Contractor resulting from this RFP.

A. Access to Records:

The following access to records requirements shall apply to the contract.

1. The Contractor agrees to provide Islamorada, Village of Islands, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
4. In compliance with the Disaster Recovery Act of 2018, Islamorada, Village of Islands and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

B. Changes to the Contract:

Any changes to the contract between Islamorada, Village of Islands and the Contractor modification, change order, or constructive change must be allowable, allocable, within the scope of the grant or cooperative agreement, and reasonable for the completion of project scope.

- C. **Non-use of DHS Seal, Logo, and Flags:** The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of HSS agency officials without specific FEMA pre-approval.
- D. **Compliance with Federal Law, Regulations, and Executive Orders:** This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures and directives.
- E. **No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-

Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

- F. **Program Fraud and False or Fraudulent Statement or Related Facts:** The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.



Signature of Contractor's Authorized Official

James Mirras, COO
Name and Title of Contractor's Authorized Official

APPENDIX A

ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>Addendum 1</u>	<u>March 18, 2026</u>
<u>Addendum 2</u>	<u>March 31, 2026</u>
<u> </u>	<u> </u>
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<u> </u>	<u> </u>


Signature

James Mirras
Print name

COO
Title

4/10/2026
Date



Exhibit B

**Summary Minutes of the
ISLAMORADA, VILLAGE OF ISLANDS
EVALUATION COMMITTEE MEETING
REQUEST FOR QUALIFICATIONS 26-01
ON-DEMAND ELECTRIC VEHICLE RIDESHARING SERVICES
(RFP 26-03)**

Islamorada Administrative Center and Public Safety Headquarters
86800 Overseas Highway, 3rd floor conference room
Islamorada, FL 33036
April 27, 2026
1:00 PM

The meeting was open to in-person attendance by the public.

CALL TO ORDER

Procurement and Capital Assets Administrator Stefanie Peel called the meeting to order at 9:02 a.m. All evaluation committee members were present: Founders Park Director Maria Bagiotti, Planning Director Jennifer DeBoisbriand, Environmental Resources Manager Peter Frezza, Building Official Sheila Denoncourt, and Finance Director Hatti Jenkins. Also in attendance were Village Manager, Ron Saunders, Grants Coordinator, Alyssa Panzer, and two members of the public.

DISCUSSION AND EVALUATION

Stefanie Peel opened the meeting with a reminder of the rules surrounding evaluation committee meetings and the continued cone of silence pertaining to this project. She then announced to the group that the RFP was advertised on March 12, 2026, and bids were due April 13, 2026, for a total of 32 days advertised on the Village website, DemandStar and published in Keys Weekly for first week of the advertising period. Stefanie confirmed that the Village received two (2) proposals in response to the RFP that was emailed to the committee members with the RFP documents on April 14, 2026.

Alyssa Panzer provided an overview of the grant related to the RFP from the Department of Transportation. The Village receives 50% of the cost of the rideshare program. The Village is responsible for budgeting the complete expense of the program. She also explained that there is a state statute pertaining to marketing materials on the vehicles which states that the vehicles can only advertise municipality logo and the logo of the company that provides the service.

Peter Frezza noted that the Village received two strong proposals that were relatively comparable. Freebee has notable advantages as the Village's current vendor. He also noted that Circuit did not provide the same level of service, and the timeline would be longer. Peter also mentioned that he found the cost proposal to be confusing for Circuit, with no clear direction as to what they were trying to do.

Sheila Denoncourt noted the change in statute impacts the cost proposals. She said that to her, Freebee had a slight advantage because of their experience in the Village. Freebee also had more vehicles and more staff available to assist the Village with their services. Sheila also mentioned that she was not aware of any issues with Freebee’s current level of service. In addition, Freebee showed in their proposal that they have experience with the specific grant that was awarded to the Village, whereas Circuit made no mention of grant experience in their proposal.

Jennifer DeBoisbriand noted that Circuit had a bit more robust marketing campaign, which could presumably also be done with Freebee, but Freebee’s proposal didn’t highlight marketing to the same extent. She also noted that there was a possible typo in Circuit proposal regarding repair and maintenance. She also said that Freebee guaranteed revenue to the Village that was not noted in the Circuit proposal and that Freebee had a more user-friendly app.

Maria Bagiotti and Hatti Jenkins echoed the sentiment of the group, reiterating the points regarding Freebee’s level of service and smoother transition in level of service. The committee members said they were finished with their evaluation and submitted their scoring sheets to Stefanie Peel. The total maximum points available was 100 per evaluator; 500 for the committee. The following tabulation was made:

<i>Committee Member</i>	Beefree LLC	Circuit Transit Inc.
Maria Bagiotti	96	69
Jennifer DeBoisbriand	83	67
Sheila Denoncourt	100	84
Peter Frezza	95	87
Hatti Jenkins	100	91
TOTAL	474	398

Committee members agreed with making a recommendation to Council to approve an Agreement with Beefree LLC. Staff plan to add the item to the May Council meeting agenda. The recommendation to Council would be approval of the ranking and approval of an agreement with the contractor to complete the project.

ADJOURNMENT

The meeting adjourned at 1:16 p.m.

Stefanie M. Peel

Procurement and Capital Assets Administrator



Council Communication

To: Mayor and Village Council
From: Peter Frezza, Environmental Resources Manager
Date: June 9, 2026
SUBJECT: **Resolution Approving the Ranking and Recommendation of the RFP 26-04 Evaluation Committee and Authorization to Enter into an Agreement for Grant Writing, Consulting, and Support Services TAB 5**

Background:

Islamorada, Village of Islands (the “Village”), recognizes that obtaining grant funding is a critical and important function to enable the leveraging of local public funds. To help the Village find and apply for funding for a variety of uses, including community planning, technical assistance, research, and capital infrastructure and improvement projects, the Village is seeking a consultant to assist in researching and identifying potential grant opportunities and to provide strategic grant writing and administration services associated with the completion and submission of grant funded projects. Through interviews and meetings with Village staff and officials, the Grant Writing Consultant would acquire an understanding of the scope and concept of a project or program to identify applicable grant funding sources that might be available.

Analysis:

On April 2, 2026, the Village issued RFP 26-04 to solicit proposals from qualified proposers to provide grant writing, consulting, and support services, (the “Services”). RFP 26-04 was issued in accordance with Sec. 2-327(b) and (c)(4) of the Village’s Purchasing Guidelines in the Village Code of Ordinances. RFP 26-03 was published on DemandStar.com and on the Village’s website from April 2, 2026, through the submittal deadline of May 4, 2026, and notices were posted on the Village’s Facebook page and in a local newspaper. To answer questions posed about the RFP, Addendum No. 1 was published on April 22, 2026.

The Village received a total of ten (10) proposals in response to RFP 26-04. The ten proposals, which include their cost proposals, are provided on the Village’s website in the Civic Clerk Public Meeting Portal. To evaluate and rank the proposals, an Evaluation Committee (the “Committee”) was established by the Village Manager. The evaluation committee was comprised of Fire Chief Terry Abel, Environmental Resources Manager Peter Frezza and Grant Coordinator Alyssa Panzer.

The ten responsive proposals were reviewed and scored by the Committee in a publicly noticed meeting on May 20, 2026. A maximum of 110 points were available in the scoring system per Committee member, for a total maximum score by the Committee of 330 points. The minutes from the evaluation committee’s meeting are provided as Exhibit “B”. The Committee ranked the proposals as follows according to the criteria and point system provided

in the RFP.

Rank	Proposer/Firm Name	Points
1	Langton Consulting	292
2	Calvin, Giordano & Associates, Inc.	280
3	Ecostrata Services	278
4	GAFS Co.	273
5	LM Genuine Solutions	269
6	UMIS Inc.	262
7	Iparametrics, LLC	261
8	Chemonics International	222
9	JETCO Solutions	222
10	Rostan Solutions	214

Adoption of the proposed Resolution would approve the ranking of the RFP 26-04 Evaluation Committee, the recommended selection of Langton Consulting (“Langton”) to conduct the Services and authorize the Village Manager to enter into an Agreement with Langton to complete the Services. The proposal from Langton which includes their cost proposal is provided as Exhibit “A”.

Budget Impact:

The proposed budget impact and cost for the Services is expected to be \$48,000 annually. Expenditures related to the Services in FY 2026-2027, as in previous years, will be accounted for in the General Fund and expensed to the Professional Services account of the Village Manager.

Staff Impact:

Village staff would move forward with finalizing terms of a Professional Services Agreement with the selected vendor. Village staff, led by the Grants and Environmental Coordinator and Environmental Resources Manager would communicate with the selected firm to coordinate the services. The Village Finance Department and Project Manager would track expenditures. Estimated staff time on this project is four hours per week.

Recommendation:

It is recommended that the Village Council adopt the proposed resolution approving the final rankings and recommendations of the Committee and authorizing the Village Manager and Village Attorney to negotiate a professional services agreement for the requested services.

- Attachments:**
1. Resolution_RFP 26-04_Grant Services_060926 RVCM (JJQ redline)
 2. Exhibit A_Langton Proposal
 3. Exhibit B_Minutes-evaluation_committee_RFP_26-04

RESOLUTION NO. 26-

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, APPROVING THE FINAL RANKINGS AND RECOMMENDATIONS OF THE RFP 26-04 EVALUATION COMMITTEE FOR SELECTION OF A CONTRACTOR FOR GRANT WRITING, CONSULTING, AND SUPPORT SERVICES; AUTHORIZING THE VILLAGE MANAGER AND VILLAGE ATTORNEY TO NEGOTIATE AN AGREEMENT FOR THE SERVICES; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, Islamorada, Village of Islands (the "Village"), recognizes that obtaining grant funding is a critical and important function to enable the leveraging of local public funds; and

WHEREAS, the Village is seeking assistance in researching and identifying grant opportunities and to provide strategic grant writing and administration services associated with the completion and submission of grant funded projects; and

WHEREAS, on April 2, 2026, the Village issued Request for Proposals (RFP) 26-04 to solicit proposals from qualified proposers to provide grant writing, consulting, and support services, (the "Services"); and

WHEREAS, RFP 26-04 was issued in accordance with Sec. 2-327(b) and (c)(4) of the Village's Purchasing Guidelines in the Village Code of Ordinances; and

WHEREAS, the Village received a total of ten (10) responsive proposals in connection with RFP 26-04 following the advertisement period; and

WHEREAS, the Village Manager established an Evaluation Committee (the "Committee") to review responsive proposals and make a recommendation to the Village Council for the selection of

a Contractor to complete the Services; and

WHEREAS, the Committee reviewed the ten responsive proposals received using the selection criteria detailed in RFP 26-04 and recommends selection of the highest-ranked proposal from Langton Consulting for completion of the Services for an annual amount not to exceed Forty-Eight Thousand Dollars (\$48,000.00); and

WHEREAS, the Village Council finds that approval and selection of Langton Consulting for the Services is in the best interest of the Village and its residents.

NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this Reference.

Section 2. **Approval of Selection.** The Village Council hereby approves of the ranking of the proposals as provided by the Committee and approves the selection of Langton Consulting to complete the Services.

Section 3. **Authorization of Village Officials.** The Village Manager or designee and the Village Attorney are authorized to execute an Agreement with Langton Consulting on behalf of the Village.

Section 4. **Execution of Agreement.** The Village Manager is authorized to execute an Agreement with Langton Consulting on behalf of the Village, to execute any other required documents to implement the terms and conditions of the Agreement, and to execute any extension or amendments to the Agreement, subject to approval as to form and legality by the Village Attorney. If such negotiations are unsuccessful, then the Village Manager or designee and

the Village Attorney are authorized to negotiate with the second ranked contractor.

Section 5. **Authorization of Fund Expenditures.** Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is hereby authorized to expend budgeted funds for the Services.

Section 6. **Effective Date.** This Resolution shall become effective immediately upon its adoption.

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RFP No. 26-04

Request for Proposals: Grant Writing, Consulting, and Support Services

Islamorada, Village of Islands, Florida

Submission Deadline: Monday, May 4, 2026 @ 3:00 p.m. EST

Langton Associates, Inc.
5627 Atlantic Boulevard, Suite 4
Jacksonville, Florida 32207

Mailing Address: PO Box 37007
Jacksonville, Florida 32236-7007

**Authorizing Official and
Contact Person:**
Michael Langton, *President*
(904) 614-9861
mlangton@langtonconsulting.com

May 4, 2026

Islamorada, Village of Islands
Attn: Village Clerk
86800 Overseas Highway
Islamorada, Florida 33036

RE: Request for Proposals 26-04 Grant Writing, Grant Consulting and Support Services

Dear Madam Clerk Hernandez:

Langton Consulting is pleased to submit a proposal response for the opportunity to continue providing Grant Writing, Grant Consulting and Support Services to the Village of Islamorada. As your current Grant Writing Consultant since July 2025, Langton has developed and submitted eight (8) grant applications totaling more than \$5.2 million in Federal, State and Private Foundation funding for priority projects in your community.

Langton is a Jacksonville-based, Florida corporation specializing in strategic grants planning, grant research, grant application development and submission and grant administration services. We have been serving Florida counties and municipalities, including the Village of Islamorada, City of Key West and Monroe County for 45 years. The team we put together to provide these services has been carefully selected based on their recent experience with Village of Islamorada grant funding priorities and expertise in grant compliance to ensure the successful implementation of grant funding.

Advantages of staying with Langton Consulting

- We are Florida's oldest and largest Grant Writing Firm because of our client history and geographic reach state-wide.
- We are a Florida-centric business - we have a firm understanding of the funding landscape and the people who provide the funding.
- We have secured over \$1.6 billion in Federal and State grant funding for our Florida clients.
- We have dedicated grant professionals who are invested in seeing your funding goals and objectives be achieved.

We thank you for this opportunity to continue providing grant writing services and begin providing technical assistance and program administration assistance to your community! We hope that our qualifications and passion for achieving your funding goals meet your preferences and expectations and we look forward to continuing our partnership with you.

Sincerely,



Michael Langton

President/Executive Officer
Langton Associates, Inc.



General Firm History

FIRM HISTORY AND BACKGROUND

Langton Consulting has provided professional grant consulting services to our clients since 1981. Michael Langton, the firm's President, began the firm after working in the grants industry for both public and private agencies. After establishing the firm, Langton became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. Langton Consulting, Florida's oldest and largest public affairs consulting firm, is comprised of a professional team with a combined total of over 100 years in the grants business. Within the last five years, our efforts have secured more than **\$921.1 million** for our clients to fund both ongoing programs and new initiatives. During over **45 years** of service, the amount of client awarded grants exceeds \$1.6 billion. To date, our team has successfully administered over **\$394.9 million** in Federal and State grant funding.

Langton Consulting is Florida's oldest and largest public affairs firm specializing in strategic grants planning, grant development and submission, and grant administration services because of our vast Client history. To date, we have contracted with 97 agencies across Florida and Southern Georgia to provide these services in a wide-variety of grant categories.



During more than **45 years** of service, the amount of client awarded grants exceeds **\$1.6 billion**. To date, our team has successfully administered over **\$394.9 million** in Federal and State grant funding.



SERVICES WE OFFER

Grant Research

At Langton Consulting, grant research is both a science and an art, rooted in strategy, responsiveness, and innovation. Our approach to identifying funding opportunities begins with a thorough understanding of each client's specific needs and priorities, established through structured interviews, Funding Needs Analysis, and the development of Strategic Grants Plans. These foundational tools guide us in conducting targeted, high-impact grant research that positions clients for long-term success.

Individualized, Strategic Grant Research

We understand that grant funding landscapes are dynamic, and so are our clients' ideas. Whether pursuing planned capital improvements, responding to emerging legislative initiatives, or exploring creative community programming, our consultants deliver highly customized grant research aligned with real-time client priorities.

This includes:

- **In-depth, project-specific research** tailored to unique client goals.
- **Ongoing, on-demand research** for emerging priorities and creative ideas.
- **Cross-sector expertise** in infrastructure, housing, environment, education, economic development, and more.
- **Direct communication with funding agencies** to anticipate upcoming opportunities not yet formally announced.



Grant Inventories & Funding Strategies

In addition to real-time grant identification, Langton delivers comprehensive Grant Inventories, living documents that catalogue viable federal, state, and private opportunities for each client. Key features of Langton's Grant Inventories include:

Client-Specific Filtering: Every opportunity is vetted for direct client eligibility—no generic lists or irrelevant programs.

Strategic Categorization: Inventories are organized by sector (e.g., infrastructure, housing, health, education), priority level, and forecast status.

Action-Oriented Insights: Each entry includes relevant deadlines, estimated award amounts, match requirements, and agency trends, along with consultant notes on competitiveness and fit.

Collaborative Format: Delivered in an interactive Excel format, the inventory is built for working meetings, cross-department planning, and grant calendar development.

Funding Strategy Integration: Inventories serve as the foundation for multi-year grant strategies, capital improvement planning, and crosswalks with agency funding cycles.

Clients often use these inventories to:

- Support internal budget decisions and project sequencing.
- Communicate grant plans to leadership or elected officials.
- Plan coordinated submissions across multiple departments or jurisdictions.
- Proactively prepare for high-impact opportunities before they are announced.

These tools position clients not just to **find** grants, but to **win** them, backed by clear alignment, planning, and readiness.

SMARTGrants™ - A Monitoring Tool

Launched in 2009, SMARTGrants™ is a bi-weekly publication created by Langton's consultants to address client needs during a period of economic constraint and rising costs for subscription-based grant databases. Designed as a lightweight monitoring tool, SMARTGrants™ helps clients stay aware of newly released and upcoming opportunities across federal, state, and philanthropic sources.

Each issue includes:

- Brief summaries of newly available grant programs.
- Deadlines, eligibility notes, and estimated award ranges.
- A forecast calendar that flags future opportunities on the horizon.
- Notes on relevant Executive Office or Congressional funding developments.

SMARTGrants™ is offered:

- At no additional cost to retainer Grant Writing Services clients.
- As a low-cost add-on for non-retainer clients seeking regular updates.
- With unlimited distribution to client teams and departments.



Importantly, SMARTGrants™ is not a substitute for tailored research or strategic planning. It is best used as a broad awareness tool, allowing clients to scan the most current opportunities in a matter of minutes.

Grant Development

Our *Grants Development Division*, led by executive grant professional Michael Langton, President, has provided grant writing services to sixty-eight (68) Florida local governments to date. Our services have procured over **\$921.1 million** in funding to our clients in the last five years, and over **\$1.6 billion** since 1981. Unlike other firms that only specialize in specific program areas such as engineering, housing, or community development, we offer knowledge and expertise in a broad range of Federal and State agency programs. Our grant professionals are continuously updated on the status of established funding sources as well as new programs through professional events, conferences, publications, access to a complete database of state and federal programs, and personal contact with key legislative staff members. Our network of contacts in Washington, D.C. and Tallahassee, Florida, as well as our proximity to Tallahassee, enable us to provide our clients with the most accurate, up-to-date information and resources available.

Our Grants Development Division specializes in the following program areas:

- EDA Build Back Better Regional Challenge
- CDBG & HOME Programs
- ReBuild Florida Hazard Mitigation Programs
- ARPA State and Local Fiscal Recovery Fund
- CARES Emergency Rental Assistance and ERA1 Program
- Broadband programs
- Recreation, Parks and Trails
- Community Development
- Human services including seniors and youth
- Bipartisan Infrastructure Law
- Economic Development and Workforce Development
- Emergency Management
- Energy Conservation, Efficiency, and Sustainability
- Environmental Protection
- Hazard Mitigation
- Health and Human Services
- Historic Preservation
- Homeland Security
- Land Acquisition
- Parks and Recreation
- Public Safety
- Transportation
- Cultural Institutions
- Rural Communities





Experience with using Federal and other grant program management systems and data collection resources



Our grants development and grants administration professionals are skilled and trained on utilizing a very wide variety of online grant management and data collection resources to develop & submit grant applications and implement awarded projects. The list provided above includes, but is not limited to, the specific resources that we use on a daily basis.

Navigating Grants Development and Grants Administration with the use of AI

Utilizing AI tools like Claude AI (Anthropic), ChatGPT and Gemini has transformed our approaches to grant development and grants administration. By streamlining research processes, automating routine tasks, and enhancing proposal development, we have fostered a collaborative, innovation-driven environment that delivers measurable improvements in productivity and proposal success rates. Our access to and usage of AI tools has enabled the team to handle increased workloads with precision while maintaining the highest quality standards.

OFFICE LOCATIONS

Office Headquarters - Jacksonville, Florida

Seven (7) full-time grant professionals are based at our main office headquarters located at 5627 Atlantic Boulevard, Suite 4 Jacksonville, Florida 32207. We have been providing professional grant consulting services to our Florida clients from Jacksonville, Florida for the entire 45 years in business. We perform most grant writing tasks remotely, but are available to attend on-site meetings upon the request.

Satellite Office - Sarasota, Florida

Due to the increased demand for our services in Southwest Florida over the last few years, we decided to open a satellite office located at 4984 Mahogany Run Avenue Sarasota, Florida 34241 in 2024. One (1) full-time grant professional, Authorizing Official Michael Langton, performs grant writing tasks remotely from this office location periodically.

○○ Continuing Education and ○○ Certification Narrative



Our Commitment to Continued Education and Professional Development

Just like the medical field and other vital service industries, consistent growth and education in the ever-evolving grants industry is of the utmost importance to our grant professionals. Our President and Executive Officer, Michael Langton is one of the first members of the Grant Professionals Association, and a founding member of the North Florida Chapter of the Grants Professionals Association (GPA). He has been a Certified Grant Professional through the Grant Professional Certification Institute (GPCI), since 2006, and is an active participant in their annual National conferences.

Our *Grants Development Division* Consultants all maintain active memberships in the Grant Professionals Association in order to better serve our local governments to achieve the highest levels of success possible. We use their subscription-based software called GrantStation to research Federal, State, and Private-Foundation grant opportunities and pass that information to our Clients at no additional charge. Our grants development professionals also frequently attend on-line trainings and webinars on certain grant writing-related topics to incorporate new and innovative techniques used by other grant developers nation-wide into our strategic approaches.



Our Commitment to Florida Local Government

Langton Consulting is a Florida-based, Florida-centric company. We work exclusively in Florida. We know Florida politics, geography, challenges, and the people. We deeply understand and can relate to the needs and interests of Florida local governments and the citizens you serve. NO large, National firms headquartered out of state can match our awareness and sensitivity of the Florida landscape.

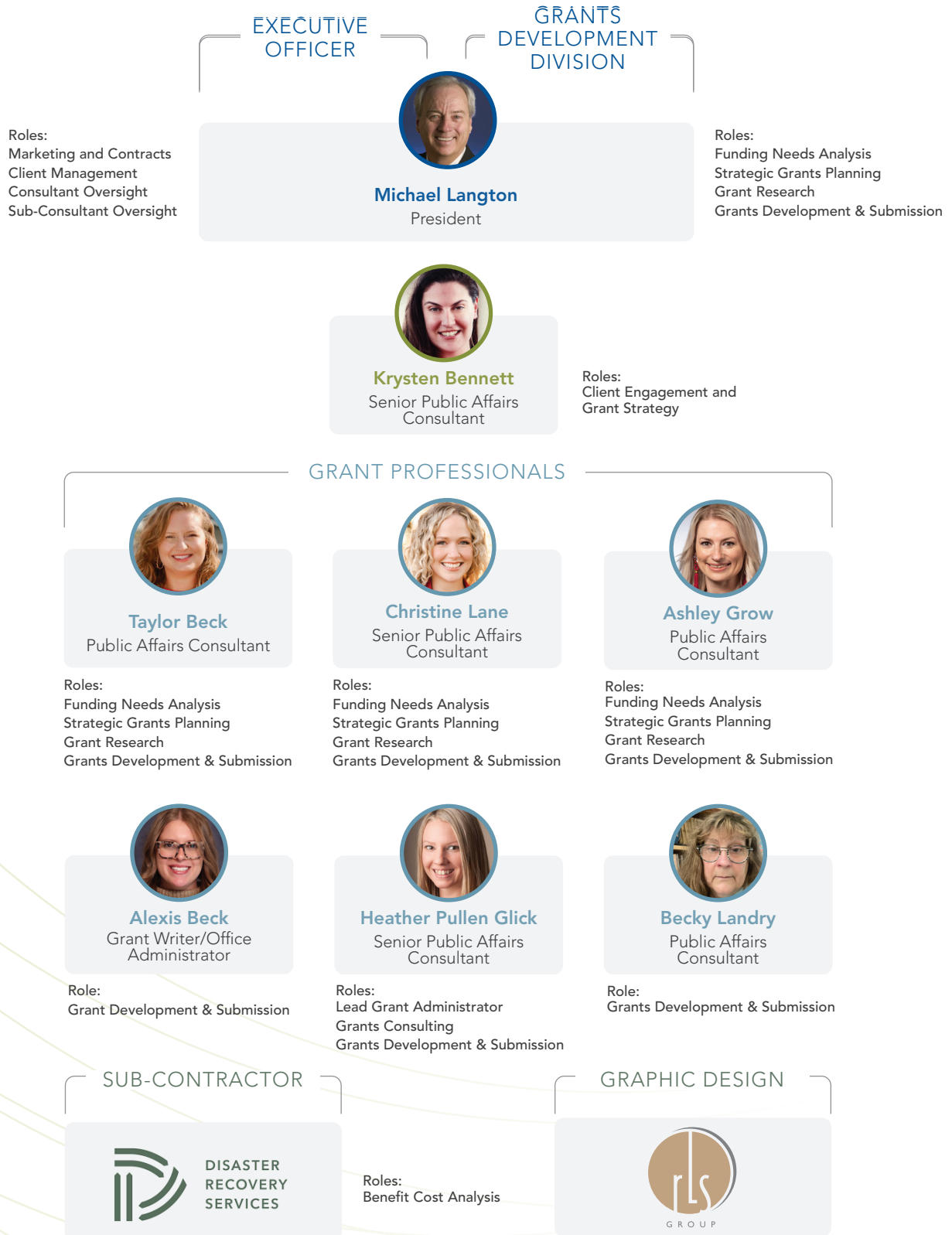


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“Like all true professionals Grant Writers must regularly engage in Continuing Education and Training to maintain a shape edge and expertise in the industry. That is why all employees of Langton Consulting are active Members of the Grant Professional Association and participate in Annual Conferences, Workshops and training classes offered by GPA through-out the year.”

Michael Langton | *President, Langton Consulting*

Organizational Chart for Grants Development Division



Executive Officer



Michael Langton

President, GPC

**Role:**

Client Management and Grants Development

**Education:**

Bachelor's Degree in Political Science, *Florida Atlantic University*

**Certifications:**

Grant Professional Certified, *Grant Professional Certification Institute*

**Member Affiliations:**

- Grant Professionals Association
- North Florida Chapter, Grant Professionals Association

mlangton@langtonconsulting.com

For over forty years Michael Langton has built his career around grants. Michael's introduction to grant funding began with the City of Jacksonville's Community Development Block Grant program in 1974. He later moved to healthcare, running the grants and lobbying department at Shands Jacksonville Hospital. He became familiar with the funding side of grants in his service as a member of the Florida House of Representatives. He was Co-Sponsor of the William Sadowski Act, which enacted the SHIP Program.

As President and Project Manager at Langton Associates, Michael has played a pivotal role in securing over \$500 million dollars in grant funding from Federal, State, and private foundation funding sources over the last 43 years. He manages the day-to-day operations, leads a staff of six (6) grant professionals and acts as the firm's lead marketing consultant and point-of-contact for many of our local government clients.

Aside from his managerial role at Langton Consulting, Michael has written over \$122 million in successful grants in the last five years in areas such as public works and infrastructure, economic development, and capital project funding, including \$4.7 million for Osceola County Public Works projects through the ReBuild Florida Hazard Mitigation Program (CDBGMIT), and was a part of the grant writing team on the development of the Phase 2: Build Back Better Regional Challenge Program grant application.



Krysten Bennett

Senior Public Affairs Consultant

During her 20+ year tenure with Langton Consulting, Krysten has submitted more than 300 grant proposals to Federal, State, and Private Foundation entities on behalf of local governments securing over \$90 million in grant funding. In October 2025 Krysten's role with the Langton team shifted from grant developer to a more support-oriented function, wherein her 27 years of experience in the grants profession are utilized to service all Langton clients. Working closely with the grant development team, Krysten's efforts are primarily focused on early-stage grant opportunity identification and evaluation, ensuring alignment with client funding needs and mitigating missed opportunities. This allows the grant development team to concentrate more fully on crafting competitive proposals for their respective clients.



Role:

Client Engagement & Grant Strategy



Education:

Bachelor's Degree in Interdisciplinary Studies, Emory University



Member Affiliations:

- National Grant Professionals Association
- North Florida Chapter, Grant Professionals Association



Alexis Beck

Grant Writer/Office Administrator

Alexis joined the Langton team in July 2025 as the Office Administrator, but her refined skill set in research, writing, and organizational management quickly proved that she belongs in the grants profession. She provides essential support to the Grants Development Division, contributing research, drafting grant applications, and coordination expertise towards wide-range of grant program categories. Alexis has assisted on the development several grant applications and led the development of two grant applications for the Village of Islamorada.



Role:

Grant Development & Submission



Education:

Bachelor of Arts Degree in Anthropology, University of North Florida



Member Affiliations:

- National Grant Professionals Association
- North Florida Chapter, Grant Professionals Association



Heather Pullen Glick

Senior Public Affairs Consultant

In her secondary role as grant developer, Heather has secured more than \$25 million in grant funding for our grant writing clients over her 16-year tenure at Langton. As Lead Grant Administrator, Heather has expertly administered over \$394.9 million in grant funding. Heather is an expert in all areas of pre-award and post-award implementation activities which makes her a strong choice to assist with grant compliance needs for your organization.



Role:

Lead Grant Administrator (2 CFR Part 200 Compliance Expert)



Education:

Bachelor's Degree in Elementary Education, *Flagler College*



Member Affiliations:

- National Grant Professionals Association
- North Florida Chapter, Grant Professionals Association
- National Grants Management Association

List of successfully submitted grant applications by Grant Professional



Michael Langton, President/Executive Officer
Client Lead for Village of Islamorada



Assistant Lead:
Alexis Beck, Grant Writer

Client: Village of Islamorada (2025 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
Water Quality Grants – FKACSC	FDEP	Water Quality	45 and Canal 146 Restoration Project	\$3,200,000
Resilient Florida Implementation Grant	FDEP	Infrastructure	Sea Oats Beach Shoreline Restoration Project	\$1,600,000
FY26/27 Coastal Partnerships Initiative	FDEP	Coastal Restoration	Village of Islamorada Public Access and Recreation Signage	\$29,424
EMS Matching Grant	FL DOH	Emergency Management	Islamorada Rural EMS Equipment Application	\$11,211.90
EMS Matching Grant	FL DOH	Emergency Management	Islamorada Rural EMS Training Application	\$6,240
Our Town	NEA	Arts & Culture	Village of Islamorada Cultural Plan	\$42,500
Public Transit Service Development	FL DOT	Transportation	On-Demand Public Transit in Islamorada	\$276,665
T-Mobile Hometown Grant	T-Mobile	Arts & Culture	Ready to Dance	\$50,000.00

List of successfully submitted grant applications by Grant Professional



Taylor Beck, Public Affairs Consultant
Client Lead for Orange County, Osceola County, and City of Arcadia

Client: Orange County, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
EDA Disaster Supplemental	EDA	Infrastructure	Utilities Pump Station	\$3,000,000
Urban Community Forestry	FL DOA	Agriculture	Green Canopy Initiative	\$72,100
PROTECT-Planning	US DOT	Transportation	Real-Time Flood Predictive Modeling	\$1,000,000 awarded
Innovative Water Workforce Development	EPA	Workforce Development	H2O Pipeline- Classroom to Career	\$381,575.62
FY24 RAISE	FDOT	Transportation	Edgewater Drive Communities to Corridors	\$9,000,000
FY24 RAISE	FDOT	Transportation	International Drive Pedestrian Overpass	\$16,000,000
FY24 RAISE	FDOT	Transportation	Woodbury Road Community Mobility, Safety and Resilience	\$16,000,000
Climate Pollution Reduction Grant	EPA	Environmental	Clean Commute Orange County	\$34,418,477
319/State Water Quality Grants	FDEP	Water Quality	Wekiva Pond 6794 Retrofit	\$665,000
319/State Water Quality Grants	FDEP	Water Quality	Siplin Pond 6749 Retrofit	\$140,000 awarded
319/State Water Quality Grants	FDEP	Water Quality	Shingle Creek Pond Retrofit	\$60,500 awarded
SMART Stage 1 Grant	USDOT	Transportation	Orange County Safe Strides Initiative	\$1,480,000
Safe Streets and Roads for All	FDOT	Transportation	Orange County's Targeted Safety Solutions	\$853,723 awarded

Client: Osceola County, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
Florida Job Growth Grant Fund	Florida Commerce	Infrastructure	NeoCity Multi-Use Lab Facilities	\$17,508,050 awarded
Office of Broadband Capital Project Fund	Florida Commerce	Infrastructure	Osceola County Technology Center	\$4,000,000 awarded
Special Category	Florida Department of Historic Resources	Infrastructure	Phase 1 Osceola County Historic Courthouse Preservation	\$523,187 awarded
Charging and Fueling Infrastructure	USDOT	Transportation	East US 192 EV Community Charging Hub	\$6,461,847
FY25 RAISE	USDOT	Transportation	Buenaventura Boulevard Complete Streets Projects	\$12,086,496
Build Back Better Regional Challenge	EDA	Technology Infrastructure	NeoCity Semiconductor Expansion	\$50,800,000 awarded

Client: City of Arcadia, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
HMGP	FDEM	Hazard Mitigation	Police Annex Bldg; Wind Retrofit	\$18,164.40
HMGP	FDEM	Hazard Mitigation	Police Annex Bldg; Generator	\$25,487.40 awarded
Water Quality Improvement Grant	FDEP	Water Quality	City of Arcadia WWTP Replacement Phase 1	\$19,868,000 awarded
Rural Infrastructure Fund	Florida Commerce	Infrastructure	Arcadia Municipal Airport Utility Extension	\$1,756,545 awarded
Farmers Market Promotion Program	USDA	Agriculture	Desoto Feeds Desoto	\$250,000
Resilient Florida	FDEP	Infrastructure	12th Avenue Water Main Replacement	\$1,300,000
CDBG-DR	Florida Commerce	Disaster Recovery	HMGP Matching Funds	\$8,338.73 awarded
Watershed Planning Program	FDEM	Planning	Watershed Master Plan Updates	\$150,000

List of successfully submitted grant applications by Grant Professional



Christine Lane, Senior Public Affairs Consultant
Client Lead for City of Jacksonville and City of Key West

Client: City of Jacksonville, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
Charging and Fueling Infrastructure	USDOT	Infrastructure	Duval County Phase 1 EV Charging Initiative	\$2,829,740
AFG	FEMA	Emergency Management	CO2 Extractor & EMT to Paramedic Training Program	\$1,899,272
Innovative Finance and Asset Concessions Grant Program	USDOT	Infrastructure Planning	LaVilla Transit Innovation and Equity Project	\$1,250,000
Readiness and Recreation Initiative Grant Program	FDEP	Park Development	Sherman Creek Park (Acquisition)	\$660,000
Abandoned African-American Cemeteries Grants	FDHR	Historic Preservation	Protecting and Restoring Sunset Memorial Cemetery's African American Heritage and Historical Significance	\$50,000

Client: City of Key West, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
Florida Keys Area of Critical State Concern Grant Program	FDEP	Infrastructure	Key West Treatment Plant Solids Dewatering Upgrades	\$1,096,134
Florida Defense Infrastructure Grant Program	Florida Commerce	Infrastructure	Bahama Village Community Center Final Resilience Hub Improvements	\$1,000,000
Port Security Grant Program	FEMA	Emergency Management	Fortifying Key West: Strengthening Port Security with Mobile Command and Connectivity	\$944,819
Florida Defense Infrastructure Grant Program	Florida Commerce	Infrastructure	Bahama Village Resilience Hub	\$500,000
Installation Readiness	Office of Local Defense Community Cooperation	Resilience Planning	Wastewater Treatment Plan Resiliency Plan	\$404,460

List of successfully submitted grant applications by Grant Professional



Heather Pullen Glick, Senior Public Affairs Consultant
Client Lead for Franklin County and Riviera Beach CRA

Client: Franklin County, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
RESTORE Act Direct Component Program	Treasury	Infrastructure	County-wide Dune Restoration Project	\$1,625,278
RESTORE Act Direct Component Program	Treasury	Infrastructure	St. George Island Stormwater Improvements	\$4,144,213
2022 Disaster Water Grant	USDA	Infrastructure	Franklin County Municipal Landfill Transfer Station	\$6,755,606

Client: Lake Worth Beach CRA and Riviera Beach CRA (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
PRO Housing Program	HUD	Housing	Pathways Home: Neighborhood Housing Solutions for Palm Beach County	\$10,000,000
PRO Housing Program	HUD	Housing	Pathways Home: Neighborhood Housing Solutions for Palm Beach County	\$4,400,000
Community Foundation Grant	Community Foundation of PBC	Housing	Villas of Solana Project Management	\$75,000

List of successfully submitted grant applications by Grant Professional



Ashley Grow, Public Affairs Consultant

Client Lead for City of Panama City, Hendry County, and Bay District Schools (Bay County)

Client: City of Panama City, Florida (2023-Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
PROTECT-Planning	USDOT	Infrastructure Planning	Carl Gray Park Shoreline Stabilization and Resilience	\$250,000
T-Mobile Hometowns	T-Mobile	Infrastructure	Henry A. Davis Park Shade Infrastructure Project	\$50,000
National Coastal Resilience Fund	NFWF	Infrastructure Planning	West Beach Drive Shoreline Stabilization	\$250,000
Florida Recreation Development Assistance Program	FDEP	Park Development	Oakland Terrace Park Fence Replacement	\$150,000

Client: Hendry County, Florida (2023 - Present)				
GRANT PROGRAM	GRANTOR	GRANT CATEGORY	PROJECT	REQUEST AMOUNT
Caloosahatchee Water Quality Improvement Grant	FDEP	Infrastructure	Port LaBelle Utilities Gravity Sewer System-Phase III	\$1,750,000
Caloosahatchee Water Quality Improvement Grant	FDEP	Infrastructure	Port LaBelle Wastewater Treatment Plant	\$38,000,000
Caloosahatchee Water Quality Improvement Grant	FDEP	Infrastructure	Pollywog Creek Erosion Control	\$200,000
Mobile Integrated Healthcare-Community Paramedicine	FDOH	EMS Innovation	Community Healthcare Program Implementation	\$200,000

Professional References

Current Grant Writing Services Clients

**Client Name:**

City of Key West

Project Manager:

Carolyn Sheldon, *Senior Grants Admin.*

Address:

1300 White Street
Key West, Florida 33040

Phone:

(305) 809-3741

E-mail:

csheldon@cityofkeywest-fl.gov

Description of services provided:

Funding Needs Analysis, Grant Research, Grant Development and Submission, General Technical Assistance on Grant Consulting



Time Period of the Project or Contract:
2013 - 2016; 2019 - present



Total annual amount of contract:
\$70,217.64

“

Just a comment for the public, we have an opportunity to meet with these two incredibly knowledgeable women from Langton every year and they basically ask for our wish list, what we would like help with on grant funding, and they truly are some of the most knowledgeable people that I have ever met in grant funding and kudos to Carolyn who pulls it all together and gets it done and monitors it through completion. So we've got a great team here, and thank you so much for the presentation tonight.”

Teri Johnston | *Former Mayor, City of Key West, Florida*

○○ Professional
○○ References



Client Name:

City of Jacksonville

Project Manager:

Tracye Polson, *Director of State and Federal Advocacy and Public-Private Partnerships*

Address:

117 W Duval St, Suite 400
Jacksonville, Florida 32202

Phone:

(904) 255-5030

E-mail:

tpolson@coj.net

Description of services provided:

Funding Needs Analysis, Grant Research, Grant Development and Submission, General Technical Assistance on Pre-Award and Post-Award Activities



Time Period of the Project or Contract:
September 2023 - present



Total annual amount of contract:
\$115,000.00

“

Congratulations, team! You all are amazing! Thanks so much for all the effort!”

Tracye Polson | *Director of State and Federal Advocacy and Public-Private Partnerships*

○○ Professional
○○ References



Client Name:

City of Arcadia

Project Manager:

Elizabeth Carsten, *City Administrator*

Address:

23 N Polk Avenue
Arcadia, Florida 34266

Phone:

(863) 494-4114

E-mail:

ecarsten@arcadia-fl.gov

Description of services provided:

Funding Needs Analysis, Strategic Grants Plan, Grant Research, Grant Development and Submission, and General Technical Assistance on Grant Consulting



Time Period of the Project or Contract:

2017 - present



Total annual amount of contract:

\$52,500.00

“

We could not be more thrilled with the grant writing services provided by Langton Consulting! They got us a much needed \$19,868,000 grant through the Florida Department of Environmental Protection Water Quality Improvement Program for a complete replacement of the existing William Tyson Waste Water Treatment Plant!”

Elizabeth Carsten | *City Administrator, City of Arcadia, Florida*

Professional References

Current Grant Administration Services Clients

**Client Name:**

City of Key West

Project Manager:

Carolyn Sheldon, *Senior Grants Admin.*

Address:

1300 White Street
Key West, Florida 33040

Phone:

(305) 809-3741

E-mail:

csheldon@cityofkeywest-fl.gov

Description of services provided:

Full-service grant administration of five (5) CDBG-MIT construction projects including four (4) infrastructure projects and one (1) homeless center construction project, and grant administration services towards the obligation and closeout of \$10 million in ARPA SLFRF funds from the U.S. Department of Treasury.

**Time Period of the Project or Contract:**

2023 - present

**Total annual amount of contract:**

\$110,000.00

“

Thanks for all of your hard work, Heather! I know these projects aren't easy to implement.”

Carolyn Sheldon | *Senior Grants Administrator, City of Key West*

○○ Professional
○○ References



Client Name:

Monroe County

Project Manager:

Wendy Carter, *Project Manager*

Address:

1100 Simonton Street
Key West, Florida 33040

Phone:

(786) 929-5657

E-mail:

carter-wendy@monroecounty-fl.gov

Description of services provided:

Full-service grant administration of two (2) HMGP grants for County-wide Generators and County-wide Wind Retrofit at Critical Facilities.



Time Period of the Project or Contract:

2024 - present



Total annual amount of contract:

\$79,896.00

“

Appreciate your hard work, glad we were able to get you guys on board!”

Wendy Carter | *Project Manager, Monroe County, Florida*



Technical Approach Grant Writing Services

Understanding the Scope of Work and our Customized Approach

Our *Grant Development Services Division* is prepared to immediately provide the necessary and appropriate skills to undertake the tasks of funding needs analysis, strategic grants planning, grant research and grant development with professionalism and vigor as exemplified by our 45 years of successful procurement of over **\$1.6 billion** in Federal, State and private foundation grants.

We customize our project approach to the specific needs, interests, and talents of your Team in seamlessly blending with **Langton Consulting's** professionals to achieve a cost efficient, timely and successful funding of your project needs, goals and objectives.

Our customized technical approach takes into consideration each Florida local government's geographical location, size and unique characteristics that makes the community or communities eligible for additional funding opportunities.



Understanding the Scope of Work

As experts in the grants industry, our primary focus is securing grant funding for our clients. Our general philosophy is *no grant is too small, or too large and grant development should be UNLIMITED*. We pride ourselves on being your guide to achieving all of your goals and objectives through funding opportunities that are attainable within reasonable timelines and with consideration of your budgetary parameters. Our customized approach is developed based on your community specifically because no two organizations are the same. In an effort to ensure that everyone's time is utilized effectively, we deploy a *Go/No-Go strategy* on each grant opportunity within 2-4 weeks of the grant submission deadline.

Our Customized Approach

Our standard project approach to providing grant development and consulting services is as follows, although we are willing to adjust based on your specific communities needs and budgetary parameters:

- 1 Individualized Grant Research
- 2 Bi-Weekly SMARTGrants™ Publications
- 3 Funding Needs Analysis
- 4 Strategic Grants Plan
- 5 Grant Inventory
- 6 Grant Application Development
- 7 Pre-Award Technical Assistance
- 8 Grant Administration Services

Individualized Grant Research

Our clients receive unlimited grant research when requested by individual Departments for projects included in their existing Funding Needs Analysis, as well as any new funding opportunities that come across your radar. We are always on the forefront of searching for new grant funding opportunities for our clients, and our Consultants will send email communications to assigned recipients.

Bi-Weekly SMARTGrants™ Publications

Our team of dedicated grant funding opportunity research consultants are constantly monitoring annual cycle and special funding allocation grant opportunities for our local government clients, and use this information to issue a bi-weekly e-mail alert of our **SMARTGrants™** publication that includes grant descriptions and forecasting deadlines for our clients to review. It also includes a calendar of previously featured grant opportunities, to ensure that no opportunities are missed. Your assigned Consultant will automatically refer any grant opportunities included that match your *Funding Needs Analysis* and *Strategic Grants Plan*, but Village staff can also request additional research into any of the opportunities presented in the publication for new project ideas.

Funding Needs Analysis

At the onset of every new grant development services contract, **Langton Consulting** will conduct a series of meetings with Department leads to discuss long- and short-term goals and objectives, as well as existing grant programs and projects for leveraging and expansion opportunities. This list will become a *Funding Needs Analysis* document that matches your goals and objectives to real grant funding opportunities. The *Funding Needs Analysis* document can be updated upon request, but will be automatically updated at contract renewal.

Strategic Grants Plan

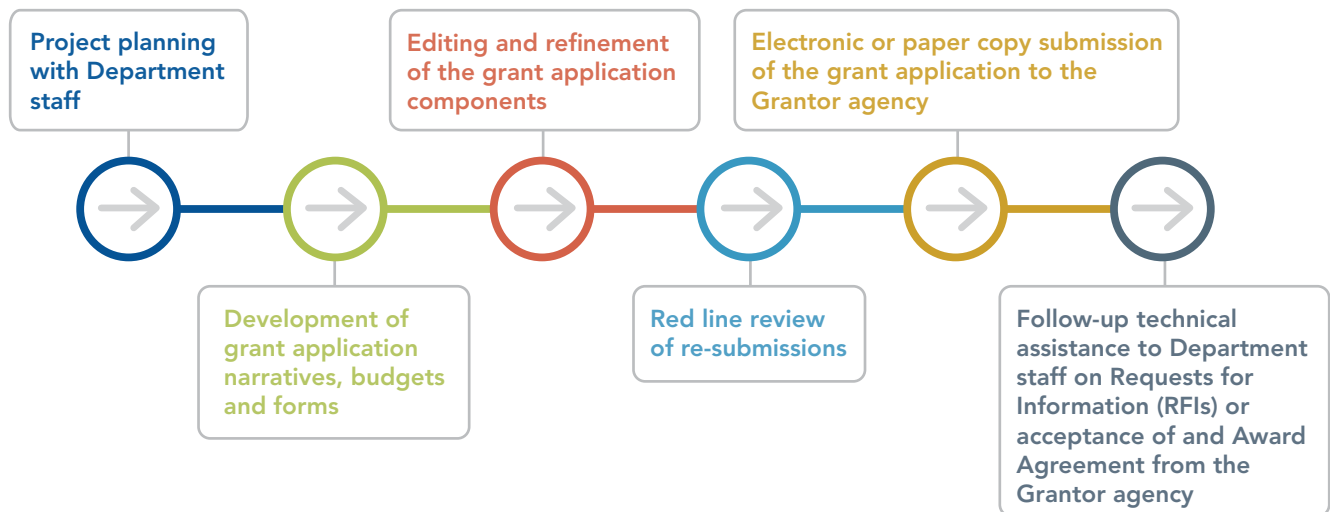
Once the *Funding Needs Analysis* document is compiled the next step in designing a strategic approach to your aggressive grant procurement effort is preparing your personalized *Strategic Grants Plan*. Your *Strategic Grants Plan* document will select the top 10-12 grant programs from the *Funding Needs Analysis* to immediately target during the first twelve (12) months of our new contract engagement. The Strategic Grants Plan is your roadmap for aggressively seeking funding opportunities that address your top priority needs. The *Plan* includes all the information we will need to launch into action to submit grant applications for each grant program prioritized including program summaries; contact information; submission deadlines; program requirements and a hyperlink to learn more. This valuable tool enables your government to truly approach grant procurement in an organized and strategic manner.

Grant Inventory

In addition to the Strategic Grants Plan, your Client Lead will issue a new or update the existing Grant Inventory document to include more client-specific filtering based on the needs of your specific jurisdictions, organizations by specific grant sector, and provide a more action-oriented insight to relevant deadline, estimated award amounts, match requirements and agency funding trends for a more interactive experience.

Grants Development

For many years, the grant consulting industry set limits on a number of grants written under retainer contracts. We believe that this limits a local government client's success, and therefore propose that there is **NO LIMIT** of grants that **Langton Consulting** will develop under a retainer contract. All services listed below are included in our grant development services approach:



Tasks and Services

In addition to our customized project approach, our grant development professionals follow a specific list of tasks from start to finish to ensure a seamless grant application submission each and every time. This specific list of tasks provides a more in-depth look into the roles and responsibilities of the Consultant and Client teams.



Grant Development and Consulting Services Tasks

Individualized Grant Research

SMARTGrants™ Publications

Funding Needs Analysis and Strategic Grants Plan

- Conduct interviews to determine needs
- Create Funding Needs Analysis document
- Create Strategic Grants Plan document
- Create Grant Inventory document
- Update funding targets every three (3) years

Grants Development

- Project planning and design
- Access and maintain login credentials
- Prepare grant application narratives and documents
- Editing and submission of grant application
- Follow-up technical assistance to Client on Requests for Information (RFI)
- Provide technical assistance to staff on Grant Award Agreement acceptance

Grant Counseling

- Capacity building and liaison services

Implementation Schedule

OCTOBER 2026 - NOVEMBER 2026

Upon new contract execution, Langton Consulting will begin by updating your current Funding Needs Analysis and Strategic Plan by collecting new wants and needs of the that are not currently forecasted.

NOVEMBER 2026 - End of Contract Term

Grants Development Services will be provided on a continuous basis, as well as pre-award technical assistance and grant administration services on an as-needed basis.



Our grant professionals have a combined 100+ years in the grants industry.



We have secured more than \$921.1 million in Federal and State grant funding in the last five years.



We are dedicated to cost-effective fee structures to fit all budgetary parameters.



We are a Florida-based and Florida-centric grant writing firm with grant professionals that are well connected to Grantor agencies.



Grant Administration Services Approach

Our Customized Technical Approach

The following Project Approach can be applied to each project, depending on its specific phase of implementation at the start of grant administration services.

Four (4) Steps of Implementation

STEP 1

Post Award Project Design and Start-up

Perform a Risk Assessment – It is important to know what the potential compliance risks are at the onset of a newly grant funded project in order to develop the right strategy for overcoming obstacles during project implementation. As a part of this step, the Langton grant administration team will use our library of checklists to identify any potential risks in the following areas, prior to project implementation: Subrecipients/Contractors, Financial Management Systems, Monitoring/Audits, Programmatic Objectives, and Legal risks.

Evaluate Staff Capacity and Experience – Assessing a Grantee’s capacity and experience with a specific grant program at the onset of project implementation allows for a more informed and streamlined approach to assigning roles and responsibilities for the local government and Consultant team staff. As a part of the assessment, the following questions will be asked to help determine the strengths and areas of improvement of the institutional delivery structure:

- How many Grantee/Consultant staff are available to work on the this project?;
- What is the Grantee/Consultant staff’s experience with the grant being implemented?;
- Who is the Grantee Representative responsible for overseeing daily implementation?; and
- Who is the Grantee Authorized Representative responsible for signing official documents?

Assign Roles and Responsibilities – Grant administration can be an overwhelming task if there is no clear and concise division of labor amongst the project team. As a part of the start-up process, the Langton grant administration team will create written chart of these roles and responsibilities, so there is no question as to whom is responsible for the development and submission of each task.

- Division of labor
- Establish oversight and implementation roles
- Define expectations
- Evaluate strengths and areas of improvement periodically
- Consider reassignment of roles and responsibilities to avoid non-compliance

STEP 2

Step 2: Training and Education

Staff Training Program – In 2014, after issuance of 2 CFR Part 200 Uniform Administrative Requirements, the Langton Grants Administration Division developed a series of classroom-style training sessions to assist Florida local governments with transitioning their internal policies and operational procedures to remain in compliance with the new regulations. This Program has grown and expanded over the years, and has been implemented in dozens of local government board rooms and national conference stages. We now have over twenty (20) presentation topics to choose from. Some examples of presentation topics include:

- Program Design
- Procurement Standards
- Recordkeeping
- Grantor Monitoring
- Grant Award Amendments
- Financial Management
- Federal Reporting
- 2 CFR Part 200 Compliance

STEP
3

Step 3: Project Implementation

Special Award Conditions – After a Grant Award Agreement is executed, the Langton Grants Administration Division starts with a review of the Special Award Conditions to determine if any requirements must be met in order to remove the maximum draw limit imposed on most Federal awards (including Environmental Review Record requirements). We will work with local government staff to gather information and submit it to the Grantor Agency on the client's behalf to eliminate these barriers.

Access to Grantor Agency Online Systems – Our Grant Administrators are well versed in a wide-variety of commonly used online grant management systems, including but not limited to: Grant Solutions, Grants Online, IDIS, DRGR, Salesforce, RGMS, ASAP, and Login.gov. We understand that our role as Grants Administrators requires daily access to grant award agreements, Federal reporting, amendments and more. Maintaining the security clearance necessary to access these online portals is of utmost importance to our team. We also provide technical assistance to our local government clients on maintaining their employee access, and run periodic checks to ensure that logins, passwords and certifications are up to date for anyone performing necessary tasks in these systems.

Post Award Project Implementation – During the Grant Award Agreement performance period, our team of Grant Administrators take the lead on all of the required tasks of implementing grant funds. After roles and responsibilities are assigned and a schedule of tasks and objectives are finalized, we will work directly with project partners and provide daily oversight to the project, with minimal local government staff responsibility. These tasks and objectives include, but are not limited to:

- 2 CFR Part 200 Compliance
- Recordkeeping
- Financial Management
- Procurement
- Federal Reporting
- Grantor Monitoring
- Subrecipient Monitoring
- Construction Project Oversight & Inspection
- Grant Award Agreement Amendments
- Reporting to Governing Boards

STEP
4

Step 4: Grant Award Agreement Closeout

Determine Closeout Period – Our Grant Administrators understand that closeout periods can vary among grant programs and Grantor agencies. After determining the closeout period (90 days or 120 days), we get to work on gathering the necessary documents and create a schedule for required tasks due for submission to the Grantor agency.

Gather Required Documentation and Reporting – After a schedule of tasks has been approved, our Grant Administrators work directly with Grantor agency representatives (when allowed) to collect any forms, in addition to Federal reporting. We work with project partners to gain the necessary information and complete the forms and send them to local government staff for review, prior to submission.

Final Drawdowns and/or Refunds – As a part of every closeout process, our Grant Administrators work with local government and project partner staff to ensure that all invoices or credit memos have been received and approved before the final payment reimbursement is finalized. When necessary, our team will consult directly with Grantor agency representatives on their refund process when grant funds have been returned from procured partners or vendors.

Submission of Required Documentation and Reporting – After a final package of closeout documentation has been completed and approved, our lead Grant Administrator will oversee the submission and request a formal letter from the Grantor agency when the closeout has been approved.

Post Closeout Federal Reporting – In the event there is a requirement for additional Federal reporting after closeout, such as Real Property Status Reports, our Grants Administration team will create a schedule of the due dates and ensure that local government staff have the tools and guidance necessary to continue reporting in compliance with program guidelines.

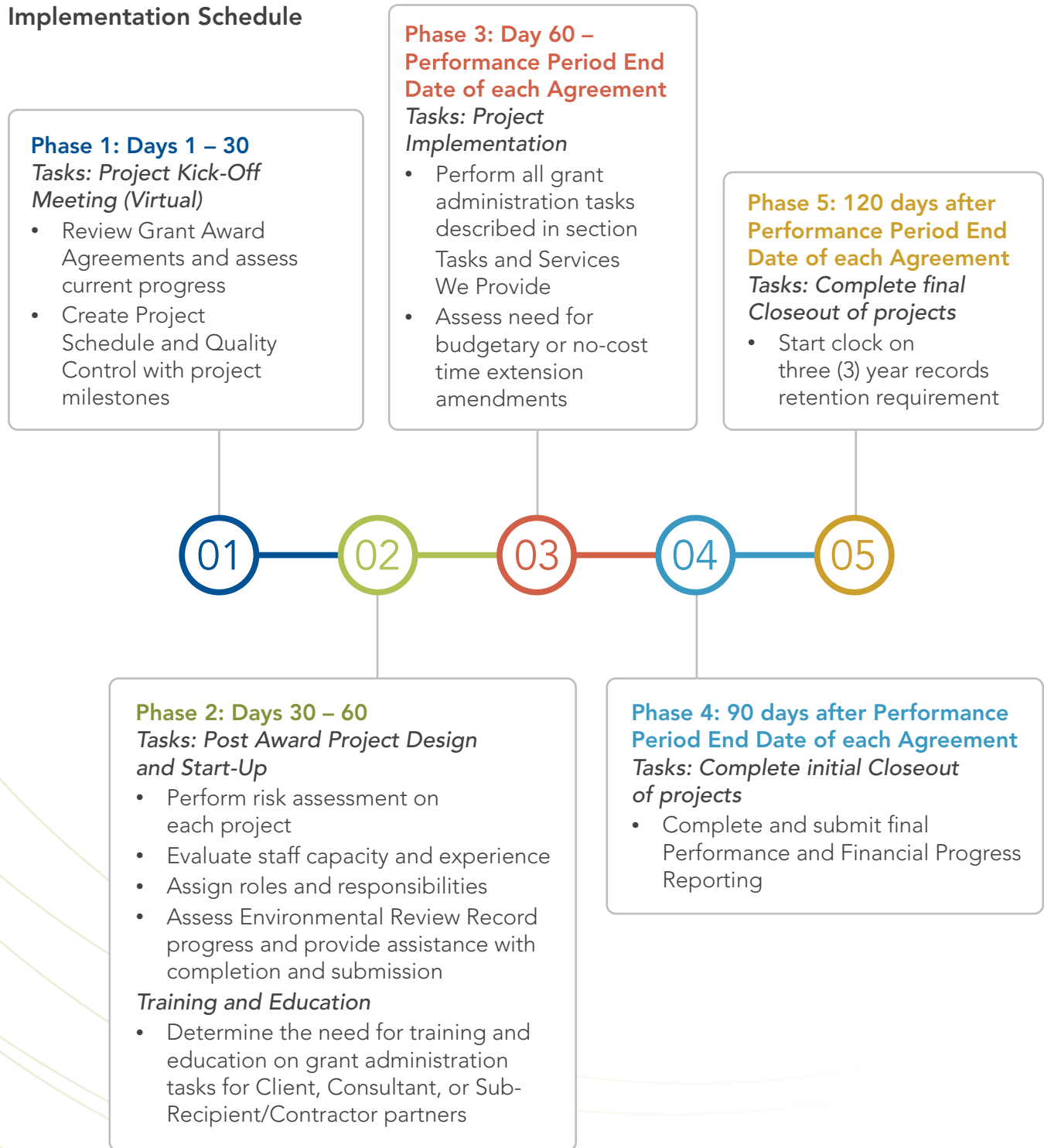
Grant Administration Services Approach



Tasks and Services We Provide

Post Award Project Design & Start-Up	
Risk Assessment	X
Evaluate Staff Capacity & Experience	X
Assign Roles and Responsibilities	X
Training & Education	
Workshop Development	X
Presentation of Program Requirements	X
Guidance on 2 CFR Part Compliance	X
Project Implementation	
Grant Award Agreement Execution	X
Special Conditions Clearance	X
Policies and Procedures	X
Invoicing	X
Payment Reimbursements/Drawdowns	X
Financial Progress Reporting SF-425	X
Financial Reconciliation	X
Budget Amendments	X
Performance Reporting to Grantor	X
Monthly Status Reports to Client	X
Periodic Reporting to Governing Board	X
SOW Amendments	X
Environmental Review Records	X
Procurement Oversight	X
Contract Review for Compliance	X
MBE Reporting	X
Subrecipient Monitoring	X
Construction Oversight & Inspection	X
Review Engineering Plans	X
Davis-Bacon Reporting	X
Liaison Services at Grantor Monitoring	X
Audit Compliance	X
Grant Award Agreement Closeout	
Final Progress Reporting	X
Financial Reconciliation	X
Final Financial Progress Reporting	X
Completion of any Other required closeout activities	X
Forecast any future required post-closeout reporting	X

Implementation Schedule



RETAINER FEE PROPOSAL STRUCTURE

Decades of experience has shown that providing grant development services on a retainer fee basis emphasizes value, consistency and strategic alignment with your funding goals and objectives. A retainer fee structure ensures continuous funding readiness, supports strategic alignment and long-term planning, improves quality and competitiveness, offers cost predictability and efficiency, maximizes the return on investment, and demonstrates a commitment to long-term success.

For these reasons and to achieve the specific objectives outlined in your Request for Proposals process, Langton Consulting proposes to implement our steadfast technical approach to providing grant development services for an annual price of \$48,000 billed in equal installments of \$4,000 per month for the first calendar year. After year one (1), we request the opportunity for a three (3) percent increase each calendar year remaining on the ongoing services Agreement, based on our achievement of established performance indicators and agreed upon by the governing Board. This retainer fee has been thoroughly evaluated and determined based on the size, organizational structure and annual budgetary capacity. Invoices will be transmitted electronically around the 25th day of each month and include Monthly Activity Reports with a comprehensive list of all activities and accomplishments in a format that can be easily shared with Officials and governing Boards. All travel costs associated with the requirement of attending on-site meetings have been factored into the fixed-fee retainer amount.

ANNUALLY
\$48,000

MONTHLY
\$4,000

The following is a list of Grant Development Services that will be provided under the Retainer Fee Proposal Structure:

Funding Needs Analysis

Conduct one-on-one interviews with Department staff and Officials and develop a Needs Assessment document that thoroughly describes the needs of each Department and matches each need with potential grant opportunities.

Strategic Grants Planning

Develop a Strategic Grants Plan document that prioritizes and forecasts the potential funding opportunities identified based on project readiness, upcoming application cycles, and match requirements to create a more succinct list of projects and funding opportunities to target during a 1–2-year period.

Grant Inventories

Develop a Grant Inventory document that captures all the new and special allocation funding opportunities made available by the Executive Branch for a more comprehensive approach to cataloging viable grant opportunities based on their estimated one-time or continued availability after a Presidential Administration change.

Cost Proposal



SMARTGrants™ Email Alerts

A bi-weekly publication created by the grant professionals at Langton Consulting, that increases our client's awareness of newly released and upcoming Federal, State and Private Foundation grant funding programs.



Grant Research

Individualized grant research on funding opportunities of interest provided by our experienced team of subject matter experts, coupled with direct communication with funding agencies to determine the viability of the grant program to a specific project or need.



Grant Development

Assignment of one or more grant professionals based on their subject matter expertise and experience to development grant application narratives, budget, and required forms while also addressing any obstacles or concerns in project design from conception to submission.



Technical Assistance during the Pre-Award Process

Your assigned grant professionals will remain an active part of the post-submission, pre-award period by providing any technical assistance necessary to address any requests for additional information or special award conditions imposed on the Grant Award Agreement.



Optional Services Available at Additional Fee:

Post-Award Grant Administration Services are available under a **separate fee structure** but can be negotiated on a Task Authorization Basis based on the needs of your organization. The Task Authorization process includes a Scope of Work, Budget and Project Schedule that will be submitted and approved by the assigned Project Supervisor prior to starting work. Post-award grant administration services costs will be proposed as a not-to-exceed amount based on our approved hourly rates and estimated number of hours anticipated to complete each task.

Langton Consulting understands the importance of transparency and accountability you have when procuring these types of professional services. Therefore, we used consideration for your internal procurement policies to construct this compliant approach based on the instructions set forth in this Request for Proposals process, and our ethical pledge as active members of the National Grant Professionals Association.

State of Florida Department of State

I certify from the records of this office that LANGTON ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on April 19, 1982.


The document number of this corporation is F76790.

I further certify that said corporation has paid all fees due this office through December 31, 2026, that its most recent annual report/uniform business report was filed on January 16, 2026, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fifth day of February, 2026*




Secretary of State

Tracking Number: 4696156312CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Langton Consulting has been a registered vendor with the Village of Islamorada since July 2025.

APPENDIX A

ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>Addendum #01</u>	<u>4/22/2026</u>
<u> </u>	<u> </u>
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Signature

Michael Langton

Print name

President

Title

4/29/2026

Date

Thank You for the opportunity to present our proposal for

RFP No. 26-04

Request for Proposals: Grant Writing, Consulting, and Support Services

Islamorada, Village of Islands, Florida

Submission Deadline: Monday, May 4, 2026 @ 3:00 p.m. EST

Langton Associates, Inc.
5627 Atlantic Boulevard, Suite 4
Jacksonville, Florida 32207

Mailing Address: PO Box 37007
Jacksonville, Florida 32236-7007

**Authorizing Official and
Contact Person:**
Michael Langton, *President*
(904) 614-9861
mlangton@langtonconsulting.com





Physical:
5627 Atlantic Blvd, Suite 4
Jacksonville, FL 32207

Mailing:
PO Box 37007
Jacksonville, FL 32236-7007

langtonconsulting.com

Michael Langton, *President*
mlangton@langtonconsulting.com

**Summary Minutes of the
ISLAMORADA, VILLAGE OF ISLANDS
EVALUATION COMMITTEE MEETING
GRANT WRITING, CONSULTING, AND SUPPORT SERVICES
(RFP 26-04)**

Islamorada Administrative Center and Public Safety Headquarters
86800 Overseas Highway, 3rd floor conference room
Islamorada, FL 33036
May 20, 2026
4:00 PM

The meeting was open to in-person attendance by the public.

CALL TO ORDER

Procurement and Capital Assets Administrator Stefanie Peel called the meeting to order at 4:02 p.m. All evaluation committee members were present: Fire Chief Terry Abel, Grants and Environmental Coordinator Alyssa Panzer, and Environmental Resources Manager Peter Frezza. Village Manager Ron Saunders was also in attendance.

DISCUSSION AND EVALUATION

Stefanie Peel opened the meeting and announced to the group that the RFP was issued on April 2, 2026, and bids were due May 4, 2026, for a total of 32 days advertised on the Village website, DemandStar and published in Keys Weekly for first week of the advertising period. Stefanie confirmed that the Village received ten (10) proposals in response to the RFP, and responses were hand delivered to the committee members no later than May 5, 2026.

Terry Abel opened the discussion with questions regarding the Village's current workload surrounding grants and how the bidders will help support the Village moving forward. Peter Frezza mentioned that the cost proposals may be a bit arbitrary since staff is not sure what the reality of the Village's need will be in the coming year, but he anticipates that staff will know more in the coming years.

Alyssa Panzer mentioned that since August 2025, the Village has applied for sixteen (16) grants, four (4) of which were state appropriation requests that were done completely in house. Given the current resources, Alyssa said that she anticipates the Village will have around eight to twelve grants in the works each year. Committee members then went through evaluations one-by-one.

For Calvin, Giordano & Associates Inc., the committee appreciated that the firm was local with a lot of relevant experience. The committee also liked the fact that the firm included a variety of services and

examples of how they have worked with other municipalities and their cost for each municipality. The committee was concerned about the cost and the lack of emergency management experience. Regarding Chemonics International, the committee felt that the firm lacked experience as the references provided were either international or not aligned with Village projects. They also felt that the firm's cost proposal was unclear.

The committee noted that Ecostrata Services' proposal outlined a lot of the services staff are seeking, including number of grants for a fixed annual fee and grant focus. They noted that the firm was not clear in their cost proposal regarding support services but appreciated their previous work in South Florida. When reviewing GAFS Co.'s proposal, the committee appreciated that the firm had a low hourly rate with no annual cost. They also felt that the firm was more familiar with larger projects and lacked diversity. One committee member mentioned that they appreciated that the firm applied for multiple grants at once, with one often used to cover the matching requirements of the other.

For Iparametrics, LLC, the committee had mixed reactions to the thoughtfulness of the proposal, noting that the team that would be assigned to the Village did not seem to have the specialized skills that staff would need. Their cost proposal was also a little difficult for the committee to interpret as there was a low annual rate with no description of corresponding services but a decent hourly rate overall. The committee felt that JECTCO Solutions' proposal was rather weak and the firm did not have a lot of local experience.

Regarding Langton, the committee felt that the firm submitted a strong proposal. They have a history with the Village, and their annual cost proposal was on the lower end of the ones the committee received. There was little concern amongst the group regarding additional services as the cost was not stated in the proposal. The committee felt that LM Genuine Solutions submitted a somewhat strong proposal. It was noted that the firm had a lot of experience with urban and humanitarian-focused grants but lacked experience with emergency management, transportation, and environmental services. Their cost proposal was on par with other firms, but it was unclear what exactly the firm did as they mainly mentioned coordination.

The committee did not spend a lot of time discussing Rostan Solutions as their proposal only focused on public assistance reimbursements and did not follow what was asked for in the request for proposals. Utility Management & Installation Solutions, Inc. received some mixed reviews from the committee, with two of the members concerned over the focus on wastewater and stormwater and one committee member appreciating that the firm identified one person with each program.

Additionally, the committee felt that the company approaches were all similar, making it hard to distinguish between firms in that regard. The committee members said they were finished with their evaluation and submitted their scoring sheets to Stefanie Peel. The total maximum points available was 110 per evaluator; 330 for the committee. The following tabulation was made:

	Terry Abel	Peter Frezza	Alyssa Panzer	TOTAL
Calvin, Giordano & Associates Inc.	88	93	99	280
Chemonics International	69	83	70	222
Ecostrata Services	84	96	98	278
GAFS Co.	90	94	89	273
Iparametrics, LLC	83	87	91	261
JETCO Solutions	63	87	72	222
Langton Consulting	86	105	101	292
LM Genuine Solutions	84	95	90	269
Rostan Solutions	57	91	66	214
Utility Management & Installation Solutions, Inc.	72	92	98	262

Committee members agreed with making a recommendation to Council to approve an agreement with Langton Consulting, with the ability to draft an agreement with either Calvin, Giordano & Associates, Inc. or Ecostrata Services in the event an agreement with Langton Consulting could not be reached. Staff plan to add the item to the June Council meeting agenda. The recommendation to Council would be approval of the ranking and approval of an agreement with the contractor to complete the project.

ADJOURNMENT

The meeting adjourned at 5:13 p.m.

Stefanie M. Peel

Procurement and Capital Assets Administrator



Council Communication

To: Mayor and Village Council
From: Hatti Jenkins, Finance Director
Date: June 9, 2026
SUBJECT: **Preliminary Rate Resolution for FY 2026-2027 Solid Waste Assessment
TAB 6**

Background:

On August 5, 1999, the Village Council of Islamorada, Village of Islands, (the “Village Council”) adopted Ordinance No. 99-11 (the “Assessment Ordinance”), thereby authorizing the imposition and collection of annual residential solid waste service assessments for residential parcels within Islamorada, Village of Islands (the “Village”) to provide funding for residential solid waste, recycling and yard waste collection and associated administrative/staff costs. Pursuant to the Assessment Ordinance, the Village is required to adopt a Preliminary Rate Resolution and a final Annual Rate Resolution each fiscal year to reimpose assessments. The Preliminary Rate Resolution initiates the annual process for updating the solid waste assessment roll, directs the re-imposition of assessments for the upcoming fiscal year, describes the assessment program and the method of apportionment, sets a public hearing date for final consideration, and authorizes the mailing and publication of notifications to affected property owners.

Through approval and adoption of Resolution No. 25-08-66 at its regular meeting on August 5, 2025, the Village Council established a maximum assessment rate for solid waste collection and disposal services of \$550.00 per dwelling unit for FY 2025-2026 and for future fiscal years.

Analysis:

The attached Preliminary Rate Resolution (**Attachment A**) proposes an assessment rate of \$550.00 per residential dwelling unit for FY 2026-2027. The Preliminary Rate Resolution establishes the public hearing date of August 18, 2026, for adoption of the final FY 2026-2027 solid waste assessment. On that date, the Village Council will be asked to approve and adopt the final Annual Rate Resolution, articulate the rate of the assessments, approve the assessment roll and direct and authorize the method of collection. The annual rate adoption process includes mailing notifications of the rate to owners of properties added to the tax roll over the previous year and publishing notices of the public hearing to adopt the annual assessment resolution in the newspaper no later than 20 days prior to the public hearing date as required by 197.3632. Once the final assessment resolution is adopted, the assessment roll must be certified by September 15, 2026 to be collected by the Monroe County Tax Collector. Collection of the special assessments and ad valorem taxes begins in November 2026.

Budget Impact:

Each year by October 1, a reconciliation of the number of residential units to which its Contractor provides services occurs whereby residential units that obtain certificates of occupancy over the course of the previous fiscal year are added to the overall count. The assessment roll for FY 2026-2027 is estimated to include 4,423 dwelling units within the Village. At the preliminary rate of \$550.00 per unit, the projected gross revenue from this assessment for FY 2026-2027 before pre-payment discounts is \$2,453,550. The final determination of revenue and the amount that the Village will pay for residential services to its Contractor would be based on the total number of dwelling units on the updated certified tax roll for this fiscal year.

Attachment B is a summary of revenue and expenditure activity for the Solid Waste Fund covering FY24-25 and FY25-26, as well as a proposed budget for FY 2026-2027 utilizing the \$550.00 non-ad valorem assessment amount. Beginning January 1, 2024, the Village's contract with Island Disposal began. The Village's agreement with Island Disposal allows for a maximum rate increase or decrease for non-disposal charges equal to CPI, but not to exceed 5% (based on the U.S. Bureau of Labor Statistics in the Miami-Fort Lauderdale-West Palm Beach area from June to June). The resulting 2026-2027 CPI increase to the contract is not known until July 2026, as it is based on June numbers. As of April 2026, it was 3.8%. In addition, Island Disposal may increase their rate for disposal charges based on the actual increase they are charged by Monroe County, which is serviced by Waste Management.

Staff Impact:

The adoption of the final Annual Rate Resolution is scheduled for the August 18, 2026, Village Council meeting. The assessment program would be administered by the Finance and Administration Department with assistance from its assessment consulting firm, Accenture LLP (formerly Anser Advisory Services).

Recommendation:

It is recommended the Village Council adopt the attached Preliminary Annual Rate Resolution for the FY 2026-2027 Solid Waste Service Assessment, beginning October 1, 2026 through September 30, 2027, with the understanding that a Final Annual Rate Resolution will be presented to Council on August 18, 2026.

- Attachments:**
1. Preliminary Assessment Resolution Solid Waste 2026-2027
 2. ATT A_Solid Waste_FY26-27 Preliminary Budget

RESOLUTION NO. 26-__-__

A PRELIMINARY RATE RESOLUTION OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, RELATING TO THE COLLECTION AND DISPOSAL OF SOLID WASTE WITHIN THE VILLAGE FOR FISCAL YEAR 2026-2027; ESTABLISHING THE ESTIMATED ASSESSMENT RATE FOR SOLID WASTE SERVICE AGAINST ASSESSED PROPERTY LOCATED WITHIN ISLAMORADA, VILLAGE OF ISLANDS, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2026 THROUGH SEPTEMBER 30, 2027; DIRECTING THE PREPARATION OF AN ASSESSMENT ROLL; PROVIDING FOR PUBLIC HEARING AND NOTICE THEREOF; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Village Council of Islamorada, Village of Islands, Florida (the "Village Council"), adopted the Solid Waste Service Assessment Ordinance, Ordinance No. 99-11 (the "Ordinance"), which authorizes the annual reimposition of annual Solid Waste Service Assessments for Solid Waste collection and disposal services, facilities or programs against certain Assessed Property within Islamorada, Village of Islands (the "Village"); and

WHEREAS, the imposition of a Solid Waste Service Assessment for Solid Waste collection and disposal services, facilities or programs for each Fiscal Year is an equitable and efficient method of allocating and apportioning Solid Waste Costs among parcels of Assessed Property; and

WHEREAS, for Fiscal Year 2026-2027, beginning on October 1, 2026, through September 30, 2027, the Village Council desires to reimpose an annual Solid Waste collection and disposal assessment program within the Village, using the tax bill collection method; and

WHEREAS, pursuant to Ordinance 99-11, as codified in Chapter 46, Article III, Division 2, Section 46-93 of the Village Code of Ordinances, the Village is required to adopt a Preliminary Rate Resolution prior to the adoption of the Annual Assessment Resolution.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA,
VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:**

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Authority. This Resolution is adopted pursuant to the provisions of the Ordinance, the Initial Assessment Resolution (Resolution No. 99-08-39), the Final Assessment Resolution (Resolution No. 99-09-49), Sections 166.021 and 166.041, Florida Statutes, and other applicable provisions of law.

Section 3. Purpose and Definitions. This Resolution constitutes the Preliminary Rate Resolution as defined in the Ordinance which initiates the annual process for updating the Assessment Roll and directs the reimposition of Solid Waste Service Assessments for the Fiscal Year beginning October 1, 2026. All capitalized words and terms not otherwise defined herein shall have the meanings set forth in the Ordinance, the Initial Assessment Resolution and the Final Assessment Resolution. Unless the context indicates otherwise, words imparting the singular number, include the plural number, and vice versa.

Section 4. Provision and Funding of Solid Waste Services.

(A) Upon the imposition of Solid Waste Service Assessments for Solid Waste collection and disposal against Assessed Property located within the Village, the Village shall provide Solid Waste collection and disposal services to such Assessed Property.

(B) It is hereby ascertained, determined, and declared that each parcel of Assessed Property will be benefited by the Village's provision of Solid Waste collection and disposal

services in an amount not less than the Solid Waste Service Assessment imposed against such parcel, computed in the manner set forth in this Preliminary Rate Resolution.

Section 5. Legislative Determinations of Special Benefit and Fair Apportionment.

The legislative determinations of special benefit and fair apportionment embodied in the Ordinance, the Initial Assessment Resolution and the Final Assessment Resolution are hereby affirmed and incorporated herein by reference.

Section 6. Establishment of Annual Solid Waste Service Assessment Rate.

(A) For Fiscal Year 2026-2027, beginning October 1, 2026, through September 30, 2027, for which Solid Waste Service Assessments for Solid Waste collection and disposal services, facilities and programs are to be re-imposed, the Solid Waste Cost shall be allocated among all parcels of Assessed Property, based upon each parcels' classification as Residential Property and the number of Dwelling Units for such parcels. Only those parcels assigned an Improvement Code of "R" by the Property Appraiser on the Tax Roll shall be classified as Assessed Property. The total Solid Waste Cost for the Fiscal Year beginning October 1, 2026, is estimated to be \$2,453,550. Accordingly, a preliminary rate of assessment equal to \$550.00 for each Dwelling Unit for solid waste collection and disposal services is hereby approved for Fiscal Year beginning October 1, 2026, through September 30, 2027.

(B) In accordance with Section 2.08 of the Ordinance, a maximum assessment rate of \$550.00 per Dwelling Unit for solid waste collection and disposal services is hereby approved for future fiscal years without mailed notice.

(C) The Village Manager is hereby directed to prepare, or cause to be prepared, an updated Assessment Roll for the Fiscal Year beginning October 1, 2026, in the manner provided in the Ordinance. Such updated Assessment Roll shall contain the following: (1) a summary description of all Assessed Property within the Village conforming to the description contained on the Tax Roll, (2) the name and address of the Owner of record of each parcel as shown on the Tax Roll, and (3) the amount of the Solid Waste Service Assessment attributable to each Dwelling Unit for Solid Waste collection and disposal services.

(D) A copy of this Preliminary Rate Resolution, the Ordinance, the Initial Assessment Resolution, the Final Assessment Resolution and the updated Assessment Roll is maintained on file in the office of the Village Clerk and open to public inspection. The foregoing shall not be construed to require that the updated Assessment Roll be in printed form if the amount of the Solid Waste Service Assessment for each parcel of property can be determined by use of a computer database available to the public.

(E) The Solid Waste Service Assessment for each parcel of Assessed Property shall be computed by multiplying the assessment rate by the number of Dwelling Units on such parcel.

(F) It is hereby ascertained, determined, and declared that the foregoing method of determining the Solid Waste Service Assessments for Solid Waste collection and disposal services is a fair and reasonable method of apportioning the Solid Waste Cost therefore among parcels of Assessed Property.

Section 7. Public Hearing. The Village Council hereby confirms that a public hearing is scheduled to be held at 5:30 p.m. on August 18, 2026, at Founders Park Community Center, 87000 Overseas Highway, Islamorada, Florida, for the purpose of (A) receiving and considering any comments on the Solid Waste Service Assessments from affected property owners and (B) authorizing the reimposition of such Solid Waste Service Assessments for Solid Waste collection and disposal for Fiscal Year 2026-2027 and collecting such assessments on the same bill as ad valorem taxes.

Section 8. Notice by Publication. The Village Manager shall publish a notice, as required by Section 2.04 of the Ordinance, in substantially the form attached hereto as Appendix A. Such notice shall be published no later than July 28, 2026, in a newspaper generally circulated within Monroe County.

Section 9. Notice by Mail. The Village Manager shall provide notice by first class mail to the Owner of each parcel of Assessed Property which has been reclassified or issued a new Certificate of Occupancy (CO) pursuant to a building permit for a Dwelling Unit that was not included on the Assessment Roll approved for the prior fiscal year, and in the event circumstances described in Section 2.08(F) of the Ordinance so require. Such notice shall be in substantially the form attached hereto as Appendix B. Such notices shall be mailed not later than July 28, 2026.

Section 10. Effective Date. This Preliminary Rate Resolution shall take effect immediately upon its passage and adoption.

[Remainder of this page intentionally left blank.]

Motion to adopt by _____, seconded by _____.

FINAL VOTE AT ADOPTION

VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilman Anna Richards _____

PASSED AND ADOPTED THIS ____ DAY OF _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE McGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY

Islamorada, Village of Islands
FY 2026-2027 Budget
SOLID WASTE FUND

FUND BALANCE, Beginning
 102-282-000 Committed 10/1/2025 \$ 36,015 10/1/2026 \$ 36,015

		FY 2024-2025 Actuals (Un-Audited)	FY 2025-2026 Budget	9/30/2026 Projected Balance	FY 2026-2027 BUDGET	CHANGE IN BUDGET FY 25-26 VS FY 26-27
REVENUES						
	Estimated # of Residential Units				\$ 4,461	
	FY 26-27 Solid Waste Non-Ad Valorem Assessment				\$ 550	
	Gross Revenue				\$ 2,453,550	
	Less Early Payment Discounts (3%)				\$ (73,700)	
	Net Revenue				\$ 2,379,850	
102-325-101	Solid Waste Assessment Revenue	\$ 2,115,002	\$ 2,188,030	\$ 2,219,819	\$ 2,379,850	191,820.00
102-361-000	Interest Revenue	2,059	5,000	\$ 13,717	5,000	-
102-381-001	Transfer from General Fund (Solid Waste Franchise Fees)	343,655	315,958	\$ 255,999		(315,958.00)
	TOTAL REVENUES	\$ 2,460,715	\$ 2,508,988	\$ 2,489,535	\$ 2,384,850	\$ (124,138)
EXPENDITURES						
<i>Personnel</i>						
102-1200-534-12	Full Time Wages	\$ 15,123	\$ 15,081	\$ 15,081	\$ 16,363	\$ 1,282
102-1200-534-21	Payroll Taxes	1,210	1,154	1,171	1,252	98
102-1200-534-22	Retirement Plan Contributions	1,953	2,116	2,216	2,252	137
102-1200-534-23	Employee Insurance Benefits	1,213	1,303	727	766	(536)
102-1200-534-24	Workers Compensation Insurance	222	185	198	250	65
		19,721	19,838	19,393	20,884	1,045
<i>Operating</i>						
102-1200-534-31	Professional Services	6,091	6,000	6,000	6,000	-
102-1200-534-43	Solid Waste (Utility) Services	2,418,143	2,482,435	2,463,480	2,577,000	94,565
102-1200-534-45	Insurance	240	215	215	237	22
102-1200-534-48	Legal Advertisements	447	500	447	500	-
		2,424,922	2,489,150	2,470,142	2,583,737	94,587
	TOTAL EXPENDITURES	\$ 2,444,642	\$ 2,508,988	\$ 2,489,535	\$ 2,604,621	\$ 95,632
	REVENUES OVER / (UNDER) EXPENDITURES	\$ 16,073	\$ (0)	\$ -	\$ (219,771)	\$ (219,770)

FUND BALANCE, Ending
 102-282-000 Committed 9/30/2026 \$ 36,015 9/30/2027 \$ (183,755)



Council Communication

To: Mayor and Village Council
From: Terry Abel, Fire Chief
Date: June 9, 2026
SUBJECT: **Resolution Approving Amendment to Agreement with Early Alert Inc. for Emergency Management Consulting Servicing TAB 7**

Background:

Islamorada, Village of Islands (the "Village") is responsible for all emergency management response throughout the Village. In the past few years, the changes in federal processes throughout the emergency management operational spectrum have had many changes, making keeping up with the dynamic challenging at times. The Village does not have anyone dedicated solely to emergency management within its ranks, everyone that works in the emergency management capacity during an activation also does their normal jobs within the Village. Luckily, when most emergency operations occur, the Village's normal operations cease for at least a brief period, allowing those staff members to then focus on the task at hand.

In February 2025, the Village sent out an RFP for Emergency Management Consulting services and at the April meeting, the Village approved the rankings of the committee with Early Alert Inc. being the winning bid. In May 2025, Council approved an agreement with Early Alert Inc. for Emergency Management Consulting. In April 2026, Village Manager Ron Saunders requested an expansion in the scope of services for Early Alert to include an operational audit of the fire department.

Analysis:

The amendment to the contracted services will assess current capabilities against the Village's risk profile and service expectations, with a focus on fire protection, prevention, and operational readiness. It will also establish a framework for prioritizing needs, aligning resources, and tracking performance to sustain updated strategies consistent with Village policy. Upon completion, the Village anticipates having a clear, defensible basis to plan, implement, and manage fire protection services, including associated fiscal obligations, in alignment with defined service levels and community risk reduction objectives.

The adoption of the Resolution would: (a) authorize the Village Manager and Village Attorney to amend the agreement with Early Alert Inc. for the requested services in substantially the form of Agreement provided as an Exhibit "1" to the proposed resolution; and (b) authorize the Village Manager to expend funds.

Budget Impact:

This is an unbudgeted amendment to the original scope of services. Staff will present a budget amendment to increase the professional services allocation of the fire rescue departmental budget accordingly.

Staff Impact:

No change in staffing levels would occur as a result of adopting this resolution.

Recommendation:

It is recommended that the Village Council adopt the attached resolution, thereby approving amended contract with and expenditures to Early Alert Inc.

- Attachments:**
1. 2026-Resolution re Early Alert consulting services amendment
 2. Village of Islamorada_Evaluation of Fire Protection Services_T01_2026 Amendment to Agreement

RESOLUTION NO. 26-

A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING A CONTINUING SERVICES AGREEMENT; FISCAL YEAR 2025-2026 EXPENDITURES FROM EARLY ALERT INC. FOR EMERGENCY MANAGEMENT CONSULTING SERVICES; AUTHORIZING VILLAGE OFFICIALS TO IMPLEMENT THE TERMS AND CONDITIONS OF THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND FUNDS; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, Islamorada, Village of Islands ("Village") requires a vendor to provide emergency management consulting services; and

WHEREAS, on February 28, 2025, the Village issued Request for Proposals (RFP) 25-02 to solicit proposals from qualified contractors to provide the Emergency Management Consulting Services ("Consulting Services"); and

WHEREAS, following the competitive bidding process, on May 6, 2025, the Village Council adopted Resolution 25-05-32 which approved the committee's recommendation and selection of Early Alert Inc. to perform the Consulting Services; and

WHEREAS, following the adoption of 25-05-32, the Village Council adopted Resolution 25-06-51 which approved the terms and conditions of the agreement with Early Alert Inc. to perform the Consulting Services; and

WHEREAS, the Village Manager requested an addition to the scope of services to include an operational audit of the fire department; and

WHEREAS, the Village Council finds that approval of a Fiscal Year 2025-2026 not to exceed amount of \$114,890.00 for the Consulting Services from Early Alert Inc. is in the best interest of the Village.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA,

VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this reference.

Section 2. **Approval of Agreement.** The Village Council hereby approves the amendment to the Agreement for the Consulting Services, as set forth in Exhibit "1" attached hereto.

Section 3. **Authorization of Village Officials.** The Village Manager and/or his designee and the Village Attorney are authorized execute and deliver the Agreement in substantially the same form as set forth in Exhibit 1 hereto.

Section 4. **Approval of Fiscal Year Expenditures.** The Village Council hereby approves an amount not to exceed One-Hundred, Fourteen-Thousand Eight-Hundred and Ninety Dollars (\$114,890.00) for the Consulting Services from Early Alert Inc.

Section 5. **Authorization of Fund Expenditure.** Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the Village Manager is authorized to expend budgeted funds for the Emergency Management Consulting Services from Early Alert for Fiscal Year 2025-2026.

Section 6. **Effective Date.** This Resolution shall take effect immediately upon adoption.

Remainder of this page intentionally left blank.

Motion to adopt by _____, second by _____.

**FINAL VOTE AT ADOPTION
VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS**

Mayor Don Horton _____

Vice Mayor Sharon Mahoney _____

Councilwoman Anna Richards _____

Councilman Steve Friedman _____

Councilwoman Deb Gillis _____

PASSED AND ADOPTED THIS ____ DAY OF _____, 2026

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE EXCLUSIVE USE AND BENEFIT
OF ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY

TASK ORDER:

**Islamorada, Village of Islands
Evaluation of Fire Protection Services: TO#1-2026**

This Task Order is issued pursuant to and governed by the terms and provisions of Article 3 of the Standard Services Agreement between Early Alert, Inc. (EA) and Islamorada, Village of Islands (Village).

Per ARTICLE 3:

- The Village shall direct Early Alert to commence services under this Task Order upon approval.
- This Task Order specifies the scope of services related to the update of the Village's Comprehensive Emergency Management Plan (CEMP), as outlined herein.
- Early Alert shall submit a detailed quote consistent with the pricing terms in the approved Proposal. Work will not commence until written approval is received from the Village.
- The project will commence within 7 calendar days of Task Order execution and is anticipated to be completed within 30 calendar days, as mutually agreed upon and documented in this Task Order.

ARTICLE 10:

CHANGES TO SCOPE OF WORK AND ADDITIONAL WORK

10.1 The VILLAGE may request changes that would increase, decrease or otherwise modify the Scope of Services/Basic Services to be provided under this Agreement as described in Article 2 of this Agreement. Such changes or additional services must be in accordance with the provisions of the Code of Ordinances of the VILLAGE and must be contained in a written amendment, executed by the parties hereto, with the same formality and with equality and dignity prior to any deviation from the terms of this Agreement, including the initiation of any additional or extra work.

Executive Summary

The purpose of this evaluation is to conduct a thorough, standards-based assessment of the Village's fire suppression, emergency medical services (EMS), fire prevention, emergency management, and special operations capabilities, identifying strengths, gaps, and opportunities for improvement across all operational and administrative dimensions of the department.

The evaluation will be grounded in the regulatory requirements of Florida Statutes (Chapters 633 and 252), the Florida Administrative Code, applicable provisions of the Islamorada Village Code, and the performance benchmarks established by NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. These authoritative frameworks will serve as the foundation for all assessment criteria, findings, and recommendations.

At the conclusion of this evaluation, the Village will possess a clear, defensible, and actionable basis for planning, implementing, and managing fire protection services.

The resulting deliverables will provide a framework for prioritizing needs, aligning resources with community risk, managing fiscal obligations, and tracking performance over time, ensuring that fire protection service delivery remains consistent with Village policy and responsive to evolving conditions.

Purpose and Scope

Purpose

The purpose of this evaluation is to assess the Village of Islamorada's fire protection services against its risk profile, service-level expectations, and regulatory obligations. This assessment will produce a comprehensive analysis of current capabilities, resource alignment, and operational performance, providing the Village with an evidence-based foundation for strategic decision-making and sustained service-delivery improvement.

Scope

The scope of this evaluation encompasses the full breadth of services delivered by Islamorada Fire Rescue, including but not limited to:

- **Fire Protection and Suppression:** Operational readiness, deployment models, apparatus and equipment, incident management, and fire investigation capabilities.
- **Fire Prevention:** Plan review, inspection programs, code enforcement, and public education efforts.
- **Emergency Medical Services:** BLS and ALS delivery, licensure, transport operations, medical direction, protocols, and quality assurance.
- **Emergency Management:** Planning, preparedness, response, recovery, and mitigation activities across the four phases of emergency management.
- **Special Operations:** Hazardous materials response, technical rescue, water rescue, and related specialized capabilities.
- **Administrative and Fiscal Operations:** Staffing, training, capital planning, facility management, financial management, and grant utilization.

At the completion of this evaluation, the Village will have a clear, defensible basis to plan, implement, and manage fire protection services, including associated fiscal obligations, in alignment with defined service levels and community risk reduction objectives. The evaluation will establish a framework for prioritizing needs, aligning resources, and tracking performance to sustain updated strategies consistent with Village policy.

Regulatory and Standards Framework

This evaluation will be conducted within the regulatory and professional standards framework governing fire protection services in the State of Florida and as adopted by the Islamorada, Village of Islands. The following authorities and standards will serve as the basis for all assessment criteria:

3.1 Florida Statute Chapter 633 — Fire Prevention and Control

Chapter 633, Florida Statutes, establishes the comprehensive legal framework for fire prevention and control in the state. This evaluation will assess compliance and alignment across all five parts of the statute:

Part	Title	Scope
Part I	General Provisions	Definitions, applicability, and general regulatory authority governing fire services in the State of Florida.
Part II	Fire Safety and Prevention	Fire safety codes, fire prevention inspection requirements, plan review mandates, and fire safety enforcement authority.
Part III	Fire Protection and Suppression	Requirements for fire suppression service delivery, apparatus and equipment standards, and operational requirements.
Part IV	Fire Standards and Training	Firefighter certification, minimum training standards, continuing education requirements, and professional qualifications.
Part V	Florida Firefighters Occupational Safety and Health Act	Occupational safety and health protections for firefighters, including exposure reporting, health monitoring, and workplace safety requirements.

Florida Statute Chapter 252 — Emergency Management

Chapter 252, Florida Statutes, establishes requirements for comprehensive emergency management at the state, county, and local levels. This evaluation will assess the degree to which the Islamorada Fire Rescue Department's emergency management functions, including planning, preparedness, response, recovery, and mitigation, comply with the requirements set forth in this chapter. Areas of focus include the integration of fire rescue operations with the Village's comprehensive emergency management plan, coordination with Monroe County emergency management, and compliance with state reporting and planning obligations.

Florida Administrative Code

Applicable provisions of the Florida Administrative Code (FAC) that implement and supplement the statutory requirements of Chapters 633 and 252 will be evaluated. This includes rules governing fire service training and certification, fire prevention and life safety code enforcement, apparatus and equipment standards, and emergency management planning requirements.

Islamorada Village Code

Relevant provisions of the Islamorada Village Code governing fire protection services, fire prevention, building and fire code adoption, and emergency management will be reviewed to assess alignment between local ordinances, state requirements, and operational practices.

The evaluation will identify any gaps between adopted Village Code provisions and current departmental operations.

NFPA 1710 – Standard for Career Fire Departments

NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments serves as the primary professional standard against which the department's operational performance will be measured. Key areas addressed by NFPA 1710 include:

- **Response Time Objectives:** Defined time intervals for alarm answering, alarm processing, turnout time, travel time, and total response time for both fire suppression and EMS incidents.
- **Staffing Benchmarks:** Minimum staffing levels for engine companies (4 personnel), truck/ladder companies (4 personnel), and other operational units.
- **Deployment Models:** Standards for initial alarm assignments, effective response force assembly, and geographic coverage.
- **Performance Measurement:** Requirements for data collection, analysis, and reporting to evaluate compliance with adopted response time and deployment objectives.

Evaluation Focus Areas

The following focus areas define the core components of this evaluation. Each area will be assessed against the regulatory and standards framework described in Section 3, with findings, analysis, and recommendations developed for each.

Response Time Objectives and Performance Benchmarks

This evaluation component will assess the department's current response time performance against the time-interval benchmarks established by NFPA 1710 and applicable state requirements. The analysis will encompass the full response-time continuum:

Time Interval	NFPA 1710 Benchmark	Evaluation Focus
Alarm Answering	15 seconds (95th percentile)	Dispatch center performance and protocols
Alarm Processing	60 seconds (90th percentile)	Call processing efficiency and CAD systems
Turnout Time	60 seconds fire / 60 seconds EMS	Station design, alerting systems, crew readiness
Travel Time	240 seconds (4 minutes)	Station distribution, road network, geography

Time Interval	NFPA 1710 Benchmark	Evaluation Focus
Total Response Time	Composite of above intervals	End-to-end performance measurement

The evaluation will also assess the department's performance measurement and reporting systems, data integrity and completeness, and benchmark performance against comparable jurisdictions and industry standards. Particular attention will be given to the unique geographic constraints of the Florida Keys, including limited road networks, bridge dependencies, and island geography, that directly impact travel time and deployment modeling.

Staffing Requirements and Deployment Models

This component will evaluate current staffing levels and deployment configurations against NFPA 1710 minimum staffing requirements and the operational demands of the Village's risk profile. Key areas of analysis include:

- **NFPA 1710 Staffing Compliance:** Assessment of current staffing against the standard's minimum requirements of four (4) personnel per engine company and four (4) personnel per truck/ladder company.
- **Shift Model Analysis:** Evaluation of the current 24/48-hour shift schedule, including its impact on daily minimum staffing, fatigue management, and operational readiness.
- **Three-Station Deployment:** Analysis of personnel distribution across Station 19 (Lower Matecumbe), Station 20 (Upper Matecumbe), and Station 21 (Plantation Key), including assessment of geographic coverage, unit availability, and response reliability.
- **Career/Volunteer Integration:** Evaluation of the combination staffing model, including volunteer recruitment, retention, training, response participation, and integration with career personnel.
- **Simultaneous Incident Capacity:** Assessment of the department's ability to manage concurrent incidents, including surge capacity, callback procedures, and resource availability during peak demand periods.

Operational Scope

Fire Suppression and Prevention

The evaluation will assess the department's fire suppression capabilities and fire prevention programs, including:

- **Suppression Operations:** Initial alarm deployment, effective response force assembly, incident command system implementation, fireground operations, and post-incident analysis.

- **Fire Prevention Program:** Plan review processes, inspection scheduling and completion rates, code enforcement effectiveness, and compliance with Florida Statute Chapter 633, Part II.
- **Public Education:** Community risk reduction education programs, fire safety outreach, and targeted education for vulnerable populations.
- **Fire Investigation:** Investigation capacity, cause and origin determination capabilities, coordination with the State Fire Marshal, and evidence preservation procedures.

Emergency Medical Services (BLS/ALS)

The evaluation will assess the department's EMS delivery model comprehensively, including:

- **Service Delivery Model:** Assessment of BLS and ALS service configurations, unit deployment, and transport capabilities across the service area.
- **Licensure and Compliance:** Review of vehicle licensure, personnel certifications, continuing education compliance, and adherence to Florida Bureau of EMS requirements.
- **Medical Direction and Protocols:** Evaluation of medical direction arrangements, protocol currency, standing orders, and scope-of-practice alignment.
- **Quality Assurance:** Assessment of quality assurance and quality improvement (QA/QI) programs, patient care reporting, outcome tracking, and peer review processes.

Hazardous Materials Response

The evaluation will assess the department's hazardous materials response capabilities, including:

- **Training and Certification Levels:** Assessment of personnel training across the operations-level and technician-level spectrum, with verification of compliance with OSHA 29 CFR 1910.120 (Hazardous Waste Operations and Emergency Response).
- **Equipment and Resources:** Inventory and condition assessment of hazmat detection, monitoring, containment, and decontamination equipment.
- **Response Protocols:** Review of hazmat response SOPs, incident command integration, and notification and escalation procedures.
- **Regional Coordination:** Assessment of coordination with regional hazmat teams and mutual aid resources.

Special Operations and Training Standards

This component addresses the department's special operations capabilities and overall training program:

- **Special Operations Capabilities:** Assessment of technical rescue capabilities (structural collapse, confined space, trench rescue) and marine fire suppression and water rescue operations, a critical capability given the Keys' coastal and marine environment.
- **Training Program Comprehensiveness:** Evaluation of the overall training program against NFPA training standards (NFPA 1001, 1002, 1021, 1041, and related standards), including initial training, continuing education, and skills maintenance.

- **Training Documentation:** Review of training records management, compliance tracking, and reporting systems.
- **Facilities and Resources:** Assessment of training facilities, props, and equipment adequacy for maintaining operational proficiency.

Mutual Aid Agreements and Resource Management Frameworks

The evaluation will review the department's mutual aid and automatic aid arrangements and their effectiveness in supplementing local capabilities:

- **Agreement Review:** Comprehensive review of existing mutual aid and automatic aid agreements with surrounding jurisdictions, including Monroe County Fire Rescue, Key Largo Fire District, and the City of Marathon Fire Rescue.
- **Resource Typing and Deployment:** Assessment of resource typing consistency, deployment protocols, dispatch integration, and response reliability under mutual aid activations.
- **Interoperability:** Evaluation of communications interoperability, command structure compatibility, and joint operations planning with mutual aid partners.
- **NIMS Compliance:** Assessment of compliance with the National Incident Management System (NIMS) in mutual aid operations, including credentialing, resource management, and incident management structure.

Emergency Management Integration

This component will evaluate the integration of fire rescue operations with the Village's emergency management responsibilities across all four phases:

Phase	Evaluation Focus
Preparedness	Emergency plans, training and exercise programs, resource pre-positioning, public notification systems, and continuity of operations planning (COOP).
Response	Emergency Operations Center (EOC) activation and operations, incident command integration, resource mobilization, and coordination with county, state, and federal agencies.
Recovery	Damage assessment, debris management coordination, continuity of essential services, and after-action reporting.
Mitigation	Hazard identification and risk assessment, vulnerability analysis, mitigation project implementation, and integration with the Village's comprehensive plan.

Given the Village's geographic vulnerability within the Florida Keys, particular emphasis will be placed on disaster planning for **natural hazards**; including hurricanes, tropical storms, storm surge, coastal flooding, and sea-level rise impacts, as well as **man-made threats** and technological hazards. The evaluation will assess compliance with the requirements of Florida Statute Chapter 252, coordination with the Monroe County Division of Emergency Management and the Village CEMP.

Capital Equipment Inventory, Lifecycle, and Replacement Planning

This evaluation component will conduct a comprehensive assessment of the department's capital equipment:

Apparatus	Quantity	Evaluation Criteria
Pumpers	3	Age, condition, pump test results, NFPA 1901 compliance, remaining service life
75-Foot Ladder Truck	1	Age, condition, aerial certification, NFPA 1901/1911 compliance, remaining service life
Rescue / Ambulances	3	Age, mileage, condition, KKK/CAAS specification compliance, licensure status
Reserve Rescue	1	Condition, readiness status, deployment history

Beyond the apparatus fleet, the evaluation will inventory all major specialized equipment, including self-contained breathing apparatus (SCBA), thermal imaging cameras, extrication tools, cardiac monitors/defibrillators, and communications equipment, assessing condition, lifecycle status, and technology currency. A critical deliverable of this component will be the assessment of the department's replacement planning methodology and capital improvement program, including funding adequacy and scheduling discipline.

Facility and Apparatus Maintenance

The evaluation will assess the condition, adequacy, and maintenance practices for all three fire stations and the department's apparatus fleet:

- **Station 19 – Lower Matecumbe:** Structural condition, space adequacy, living quarters, storage, decontamination facilities, ADA compliance, and resilience to natural hazards.
- **Station 20 – Upper Matecumbe (Bernard Russell Station):** Same assessment criteria as Station 19, with additional evaluation of the station's role and positioning within the service area.
- **Station 21 – Plantation Key:** Same assessment criteria, with evaluation of geographic coverage contribution and station siting adequacy.

The evaluation will also assess:

- **Vehicle Maintenance Programs:** Preventive maintenance schedules, maintenance tracking systems, compliance with NFPA 1911 (Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles), and mechanic staffing/outsourcing arrangements.
- **Facility Adequacy:** Capacity of each station to accommodate current and projected needs, including staffing growth, apparatus size, equipment storage, training space, and health/safety requirements (exhaust extraction, gear storage, decontamination).

Methodology

The evaluation will employ a structured, multi-method approach to ensure comprehensive data collection, rigorous analysis, and defensible findings. The methodology incorporates the following components:

Method	Description
Document Review	Comprehensive review of department policies, procedures, SOPs/SOGs, mutual aid agreements, budgets, capital plans, training records, inspection records, response data, and prior assessments or audit reports.
Data Analysis	Quantitative analysis of response time data, call volume and type distribution, staffing patterns, apparatus utilization, financial data, and performance metrics over a minimum three-year period.
Site Visits	On-site inspection of all three fire stations, apparatus and equipment, training facilities, and observation of operational activities and shift operations.
Stakeholder Interviews	Structured interviews with department leadership, line personnel, volunteer members, Village administration, elected officials, mutual aid partners, and community stakeholders.
Benchmarking	Comparative analysis against NFPA 1710 standards, comparable Florida jurisdictions, national best practices, and industry-recognized performance indicators.
Gap Analysis	Systematic identification of gaps between current capabilities and applicable standards, regulatory requirements, and community risk profile, with risk-based prioritization of findings.

All assessment activities will be conducted using industry-standard evaluation frameworks, including the Center for Public Safety Excellence (CPSE) assessment methodology, the Insurance Services Office (ISO) Public Protection Classification criteria, and applicable NFPA standards. The evaluation team will maintain objectivity and independence throughout the process, ensuring that findings and recommendations are evidence-based and defensible.

Deliverables

Upon completion of the evaluation, the following deliverables will be provided to the Village:

#	Deliverable	Description
1	Comprehensive Evaluation Report	Written report presenting detailed findings, analysis, and recommendations for each evaluation focus area. The report will include an executive summary suitable for presentation to elected officials and Village leadership.
2	Gap Analysis Matrix	A structured matrix mapping current departmental capabilities against applicable standards (NFPA 1710, Florida Statutes, Village Code) and the Village's community risk profile, with gap severity ratings and risk-based prioritization.
3	Prioritized Implementation Roadmap	A phased implementation plan with short-term (0–12 months), mid-term (1–3 years), and long-term (3–5+ years) recommendations, including estimated resource requirements and implementation sequencing.
4	Financial Analysis and Funding Strategy	A comprehensive financial analysis of the Village's current and projected fire protection service costs, including staffing, operations, capital equipment, and lifecycle replacement requirements. This deliverable will identify and evaluate grant opportunities and alternative funding sources and provide a prioritized funding strategy aligned with recommended service levels and implementation timelines. The analysis will align fiscal planning with established fire protection service level objectives, operational requirements, and community risk reduction priorities. It will provide the Village with a defensible, data-driven framework to support budgeting, resource allocation, and long-term financial sustainability.
5	Performance Measurement Framework	A structured framework of key performance indicators (KPIs), measurement methodologies, data collection protocols, and reporting templates to enable ongoing performance tracking and accountability.

Timeline

The evaluation will be conducted in five sequential phases, with defined milestones and deliverables at each stage:

Phase	Activity	Duration	Key Activities
Phase 1	Site Assessment	Week 1	Project kickoff meeting with Village Manager, document collection, on-site station inspections, apparatus and equipment assessments, Quantitative analysis, standards compliance assessment, benchmarking against comparable jurisdictions, gap identification and prioritization.
Phase 2	Report Development and Recommendations	Week 2	Draft report preparation, recommendation development, implementation roadmap construction, financial analysis, and internal review.
Phase 3	Report Completion	Week 3	Draft report review with Village Manager and applicable staff, incorporation of feedback and final report delivery.

Conclusion

This evaluation will provide the Islamorada, Village of Islands with a comprehensive, defensible, and a standards-based foundation for fire protection service delivery, fiscal planning, and community risk reduction. By assessing current capabilities against the requirements of Florida Statutes, the Florida Administrative Code, the Islamorada Village Code, and the performance benchmarks of NFPA 1710, the evaluation will produce an authoritative baseline from which the Village can make informed, strategic decisions regarding the future of its fire protection services.

The deliverables produced by this evaluation are designed to be actionable. The comprehensive report, gap analysis matrix, prioritized implementation roadmap, financial analysis, and performance measurement framework will collectively equip Village leadership with the tools necessary to:

- Align fire protection resources with the Village's community risk profile and service-level expectations.
- Prioritize capital and operational investments based on defensible, risk-informed analysis.
- Manage fiscal obligations transparently and strategically.
- Track performance over time against defined benchmarks and objectives.
- Sustain a framework for continuous improvement responsive to evolving conditions.

The Islamorada Fire Rescue Department’s ISO Class 2 rating, combined with its dedicated career and volunteer workforce and comprehensive service portfolio, including fire suppression, EMS, fire prevention, emergency management, and special operations, reflects a strong operational foundation on which this evaluation will build.

The objective of this effort is not simply to identify gaps, but to define a clear, actionable path forward. That path will be grounded in applicable standards, informed by data, and aligned with the Village’s values, statutory obligations, and expectations for public safety excellence and fire protection service level policy.

FEE - Estimated Level of Effort

All rates and costs will be applied in accordance with the Fee Schedule outlined on pages 33–38 of Early Alert’s proposal submitted in response to RFP 25-02.

Personnel				
Title	Number Required	Rate	Number of Hours	Total
Project Manager	1	\$225.00	40	\$9,000
EM Consultant -Team Leader	1	\$185.00	90	\$16,650
IM Specialist/Sr. Planner	1	\$175.00	90	\$15,750
Reimbursable Expenses:				
Travel Day Compensation	8	\$200.00		\$1,600
Lodging	4	\$300.00		\$1,200
Air Fare	4	\$500.00		\$2,000
Baggage Fees	4	\$50.00		\$200
Airport Parking	4	\$50.00		\$200
Per Diem - First and Last Day	4	\$64.50		\$258
Per Diem	12	\$86.00		\$1,032
TOTAL				\$47,890.00

*** End of Document ***

TASK ORDER:

**Islamorada, Village of Islands
Evaluation of Fire Protection Services: TO#1-2026**

Approval and Acceptance:

The undersigned hereby acknowledge and accept the terms and conditions of this Task Order, as authorized representatives of the respective parties under the Standard Services Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement or caused this Agreement to be executed by their authorized representatives on the Effective Date.

Islamorada, Village of Islands, FL.

EARLY ALERT, INC.

Name: _____

Name: William A Wagner III

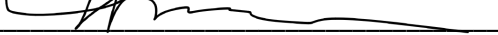
Print

Print

Title: _____

Title: President

Sign: _____

Sign: 

Authorized Agent or Officer

Authorized Agent or Officer

Date: _____

Date: 04-25-2026



Council Communication

To: Mayor and Village Council
From: Hatti Jenkins, Finance Director
Date: June 9, 2026
SUBJECT: **Ordinance Amending Section 2-236, Purchasing - Second Reading TAB
8**

Background:

A Business Impact Estimate has been prepared in accordance with section 166.041(4), Florida Statutes.

Analysis:

The proposed ordinance would increase the authority of the Village Manager from \$25,000.00 to \$50,000.00. It also authorizes facsimile signatures on checks as authorized by Section 166.34, Florida Statutes, in lieu of a manual signature.

Budget Impact:

N/A

Staff Impact:

N/A

Recommendation:

Staff recommends adoption of the proposed ordinance.

- Attachments:**
1. 4DH5882-Business Impact Estimate - Village purchasing authority (June 9, 2026)
 2. 4DH5879-Ordinance amending section 2-236 of Division 2 Purchasing (May June 2026)



Meeting Date: June 9, 2026

Business Impact Estimate Form

This Business Impact Estimate Form is provided to document compliance with and exemption from the requirements of section 166.041(4), Fla. Stat. If one or more boxes are checked below under “Applicable Exemptions”, this indicates that the Village has determined that section 166.041(4), Fla. Stat., does not apply to the proposed ordinance and that a business impact estimate is not required by law. If no exemption is identified, a business impact estimate required by section 166.041(4), Fla. Stat. will be provided in the “Business Impact Estimate” section below. In addition, even if one or more exemptions are identified, the Village may nevertheless choose to provide information concerning the proposed ordinance in the “Business Impact Estimate” section below. This Business Impact Estimate Form may be revised following its initial posting.

Proposed ordinance’s title/reference:

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 2 "ADMINISTRATION", ARTICLE 2-IV "FINANCE", DIVISION 2-IV-2 "PURCHASING", AMENDING SECTION 2-236 "AUTHORITY OF VILLAGE MANAGER" TO UPDATE THE SIGNING AUTHORITY OF CHECKS; AMENDING SECTION 2-237 "GUIDELINES" TO PROVIDE FOR INCREASED AMOUNTS IN PURCHASING AUTHORITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

Applicable Exemptions:

- The proposed ordinance is required for compliance with Federal or State law or regulation;
- The proposed ordinance relates to the issuance or refinancing of debt;
- The proposed ordinance relates to the adoption of budgets or budget amendments, including revenue sources necessary to fund the budget;
- The proposed ordinance is required to implement a contract or an agreement, including, but not limited to, any Federal, State, local, or private grant, or other financial assistance accepted by the municipal government;
- The proposed ordinance is an emergency ordinance;

- The ordinance relates to procurement; or
- The proposed ordinance is enacted to implement the following:
 - Development orders and development permits, as those terms are defined in s. 163.3164, and development agreements, as authorized by the Florida Local Government Development Agreement Act under ss. 163.3220-163.3243;
 - Sections 190.005 and 190.046, Florida Statutes, regarding community development districts;
 - Section 553.73, Florida Statutes, relating to the Florida Building Code; or
 - Section 633.202, Florida Statutes, relating to the Florida Fire Prevention Code.

Business Impact Estimate:

The Village hereby publishes the following information:

- 1. A summary of the proposed ordinance (must include a statement of the public purpose, such as serving the public health, safety, morals and welfare):**

The proposed ordinance would increase the purchasing authority of the Village Manager and authorize the use of facsimile signatures.

- 2. An estimate of the direct economic impact of the proposed ordinance on private, for-profit businesses in the municipality, including the following, if any:**

- (a) An estimate of direct compliance costs that businesses may reasonably incur if the ordinance is enacted:**

Modifying the Village's purchasing ordinance is not intended to impact any business in the Village.

- (b) Identification of any new charge or fee on businesses subject to the proposed ordinance, or for which businesses will be financially responsible:**

Modifying the Village's purchasing ordinance is not intended to impact any charges/fees on businesses in the Village.

- (c) An estimate of the municipality's regulatory costs, including an estimate of revenues from any new charges or fees that will be**

imposed on businesses to cover such costs:

None.

3. A good faith estimate of the number of businesses likely to be impacted by the ordinance:

Modifying the Village's purchasing ordinance is not intended to impact any business in the Village.

4. Additional information the governing body determines may be useful (if any):

N/A.

Note: The Village's provision of information in the Business Impact Estimate section above, notwithstanding an applicable exemption, shall not constitute a waiver of the exemption or an admission that a business impact estimate is required by law for the proposed ordinance. The Village's failure to check one or more exemptions above shall not constitute a waiver of the omitted exemption or an admission that the omitted exemption does not apply to the proposed ordinance under section 166.041(4), Fla. Stat., section 166.0411, Fla. Stat., or any other relevant provision of law.

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 2 "ADMINISTRATION", ARTICLE 2-IV "FINANCE", DIVISION 2-IV-2 "PURCHASING", AMENDING SECTION 2-236 "AUTHORITY OF VILLAGE MANAGER" TO UPDATE THE SIGNING AUTHORITY OF CHECKS; AMENDING SECTION 2-237 "GUIDELINES" TO PROVIDE FOR INCREASED AMOUNTS IN PURCHASING AUTHORITY; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, Chapter 166, Florida Statutes, authorizes municipalities to have the governmental, corporate, and proprietary powers to enable them to conduct municipal government, perform municipal functions, and render municipal services, and may exercise any power for municipal purposes, except when expressly prohibited by law; and

WHEREAS, the Village established, among other things, authorized signatories and withdrawal amounts for certain officers of the Village by Ordinance No. 00-06 on June 8, 2000, as amended by Ordinance No. 01-01, on March 8, 2001, and as further amended by Ordinance No. 08-02, on May 8, 2008; and

WHEREAS, the Village established, among other things, purchasing guidelines and authorizations for limited expenditures by certain officers of the Village by Ordinance No. 00-06 on June 8, 2000, as amended by Ordinance No. 01-01, on March 8, 2001, as amended by Ordinance No. 07-09, on May 1, 2007, and as further amended by Ordinance No. 11-09, on March 24, 2011; and

WHEREAS, the Village Council desires to amend existing provisions under DIVISION 2-IV-2 "PURCHASING" Sections 2-236 and 2-237, to update the authorization of signatories to checks and withdrawals and increase the authorization amounts for expenditures; and

WHEREAS, amending the above referenced provisions are in the best interest of the Village and program participants; and

WHEREAS, the Village Council finds that the provisions of this Ordinance are intended to advance the public health, safety, and welfare of the residents of the Village.

NOW THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Amendment to Subsection 4 of Section 2-326 of the Code.¹

Subsection 4 of Section 2-326 of the Village Code, titled "Authority Of Village Manager" is hereby *amended* as follows:

CHAPTER 2 – ADMINISTRATION.

ARTICLE 2-IV – FINANCE.

DIVISION 2-IV-2- PURCHASING

Section 2-326 – Authority Of Village Manager.

- (a) The village manager shall supervise and have full authority to approve or disapprove purchases by all departments. The village manager shall approve all contracts relating to purchases of the village subject to the provisions of this division. All purchases of supplies, equipment, improvements or services shall conform to section 7 of the Charter.
- (b) The village manager is authorized to draw and sign checks for all banking activities and investment accounts for the village, and to designate the finance director to do the same, subject to the limitations in this division.
- (c) The mayor, vice-mayor, village manager and the finance director are authorized signatories for the village's bank accounts.
- (d) Checks or withdrawals up to \$1,000.00 may be signed by the finance director. Checks or withdrawals over \$1,000.00 shall be signed by both the finance director and the village manager. Checks over \$10,000.00 shall be signed by the finance director or village manager and by the mayor or vice-mayor. Any signatures authorized herein may be by facsimile signature as authorized by Section 116.34, Florida Statutes, in lieu of a manual signature.
- (e) The village manager or finance director are authorized to initiate wire transfers, stop payments, and take all other steps to properly fund the village's bank accounts, investment accounts, and operating accounts (the "bank accounts") as well as pay any required debt service on any village notes, bonds or equity lines.
- (f) The village manager or finance director are authorized to obtain village credit cards and are authorized signatories for any village credit cards.
- (g) The village manager is authorized to sign contracts, contract amendments, contract extensions, change orders or purchase orders (collectively "contracts") on behalf of the village provided that for contracts above the monetary limitations specified in the village's

¹ / Deleted text is indicated by a strikethrough and added text is indicated by an underline.

purchasing guidelines, the contract(s) has been previously approved by the village council and the expense is budgeted.

Section 3. Amendment to Subsections 1, 2, and 3 of Section 2-327 of the Code.

Subsections 1, 2, and 3 of Section 2-327 of the Village Code, titled "Guidelines" is hereby *amended* as follows:

CHAPTER 2 – ADMINISTRATION.

ARTICLE 2-IV – FINANCE.

DIVISION 2-IV-2- PURCHASING

Section 2-327 – Guidelines

- (a) *Purchases less than ~~\$25,000.00~~ 50,000.00.* Purchases of or contracts for materials, supplies, equipment, improvements, or services where the total amount expended is less than \$ ~~25,000.00~~ 50,000.00 and the aggregate total for any single vendor in any single year is less than ~~\$25,000.00~~ 50,000.00 may be made or entered into by the village manager without village council approval.
- (b) *Purchases of ~~\$25,000.00~~ 50,000.00 or more.* Purchases of or contracts for materials, supplies, equipment, improvements, or services where the total amount expended is ~~\$25,000.00~~ 50,000.00 or more shall be awarded by the village council.
- (c) *Competitive bidding.* Competitive bidding shall apply in the following situations:
 - (1) As required by state statutes.
 - (2) As required by federal law.
 - (3) As required by the terms and conditions of a federal, state or county grant.
 - (4) Purchase of or contracts for materials, supplies, equipment, improvements, or services where the anticipated cost is estimated to exceed ~~\$25,000.00~~ 50,000.00.

* * *

Section 4. Repeal of Conflicting Provisions. The Provisions of the Village of Islamorada Code and all Ordinances or parts of Ordinances in conflict with the provisions of this Ordinance are hereby repealed.

Section 5. Severability. The provisions of this Ordinance are declared to be severable and if any sentence, section, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sentences, sections, clauses or phrases of the Ordinance but they shall remain in effect it being the legislative

intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 6. Inclusion in the Code. It is the intention of the Village Council and it is hereby ordained the provisions of this Ordinance shall become and be made part of the Village of Islamorada Code, that sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions, and that the word "Ordinance" shall be changed to "Section" or other appropriate word.

Section 7. Effective Date. This Ordinance shall be effective immediately upon adoption.

The foregoing Ordinance was offered by Councilmember _____, who moved for its adoption on first reading. This motion was seconded by Councilmember _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	___
Vice Mayor Sharon Mahoney	___
Councilman Steve Friedman	___
Councilwoman Deb Gillis	___
Councilwoman Anna Richards	___

PASSED on the first reading this ___ day of _____, 2026.

[Remainder of this page intentionally left blank]

The foregoing Ordinance was offered by Councilmember _____, who moved for its adoption on second reading. This motion was seconded by Councilmember _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this _____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From:
Date: June 9, 2026
SUBJECT: **Ordinance Creating Chapter 66 "Waterways", Article 1 "In General", Section 66-4 "Restricted Activities in Public and Private Marinas" Regarding No Swimming in Marinas - Second Reading TAB 9**

Background:

At the May 12 meeting, the Council considered the first reading of the proposed ordinance creating no swim zones in marinas. The ordinance was created at the request of, and in conjunction with, marinas within the Village in order to address health and safety issues.

Analysis:

The requested changes have been made to the proposed ordinance based on the Council's direction. The amended ordinance is attached for Council consideration.

Budget Impact:

The creation of no swim zones in marinas is not intended to impact any charges/fees on businesses in the Village. Violations of the ordinance could result in a penalty of up to a \$500 fine.

Staff Impact:

There is no expected staff impact associated with this ordinance.

Recommendation:

Attachments: 1. 4DD763403-Ordinance creating no swimming zones in marinas (as amended 5-12-26 with double strikethrough and underline)

ORDINANCE NO. 25-__

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CREATING CHAPTER 66 "WATERWAYS", ARTICLE I "IN GENERAL", SECTION 66-4 "RESTRICTED ACTIVITES IN PUBLIC AND PRIVATE MARINAS" OF THE VILLAGE CODE TO CREATE A NON-VESSEL ACTIVITY EXCLUSION ZONE IN PUBLIC AND PRIVATE MARINAS; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, pursuant to section 166.021, Florida Statutes, and section 66-3 of the Village Code, the Village of Islamorada, Village of Islands (the "Village") has the authority to adopt restrictions to activities that pose a threat to public safety within the Village; and

WHEREAS, recently, marinas in the Village have seen an increase in non-vessel activity within their marinas, such as swimming, wading, and diving within the marina waters; and

WHEREAS, some marina owners have petitioned the Village to codify no swimming restrictions within marinas in the Village Code; and

WHEREAS, swimming, wading, and diving in public and private marinas threaten the safety and welfare of the public; and

WHEREAS, any additional, non-vessel activity in public and private marinas threatens the safety and welfare of the public; and

WHEREAS, section 327.32, Florida Statutes, declares Vessels to be "dangerous instrumentalities"; and

WHEREAS, section 327.33, Florida Statutes, requires any person operating a vessel to do so in a "reasonably prudent manner"; and

WHEREAS, swimming, wading, and diving in public and private marinas heightens the

risk of operating a Vessel in a marina; and

WHEREAS, for the protection of the public, the Village Council of Islamorada, Village of Islands (the "Village Council") desires to create non-vessel activity (e.g., swimming, wading, diving, etc.) exclusion zones in all public and private marinas within the Village; and

WHEREAS, the Village Council hereby finds and declares that the adoption of this Ordinance is necessary, appropriate and in the best interests of the Village and its residents.

NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. **Recitals.** The above recitals are true and correct and are incorporated herein by this reference.

Section 2. **Amendments to the Code.** Section 66-4, titled "Restricted activities in public and private marinas" is hereby created as part of Chapter 66, titled "Waterways", Article I, "In General", is hereby created as follows:¹

Article I. In General

* * *

Sec. 66-4 Restricted activities in public and private marinas.

(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning. If any definition is inconsistent with the definitions in F.S. § 327.02, the definition in F.S. § 327.02 shall take precedence.

Diving shall mean both (i) the sport or activity of swimming or exploring underwater; and (ii) the sport or activity of diving into water from a dock, diving

¹ / Coding: ~~Strikethrough words~~ are deletions to the existing words. Underlined words are additions to the existing words. Changes between first and second reading are indicated with **highlighted** ~~double strikethrough~~ and double underline.

board, vessel, land, or land-based structure or vessel.

Human-powered vessel shall mean a vessel powered only by its occupant or occupants, including, but not limited to, a vessel powered only by the occupants' hands or feet, oars, or paddles.

Idle speed - no wake means that a vessel must proceed at a speed no greater than that which will maintain steerageway and headway. At no time is any vessel required to proceed so slowly that the operator is unable to maintain control over the vessel or any other vessel or object that it has under tow.

Marina shall mean any public or privately owned harbor, or designated area, within the Village of Islamorada where boats are moored or docked. If the subject property is only partially within Islamorada, Village of Islands, then this section shall apply to the property in its entirety.

Marker means any channel mark or other aid to navigation, information or regulatory mark, isolated danger mark, safe water mark, special mark, inland waters obstruction mark, or mooring buoy in, on, or over the Village-controlled waters or the shores thereof.

Motorized vessel means any vessel equipped with machinery for propulsion, irrespective of whether the propulsion is in actual operation.

Non-vessel activity means any activity on or below the water surface that does not primarily involve a motorized vessel, **human-powered vessel**, or sailboat, including but not limited to swimming, diving, and wading.

Operate means to be in charge of or in command of or in actual physical control of a vessel upon the Village-controlled waters, or to exercise control over or to have responsibility for a vessel's navigation or safety while the vessel is underway upon Village-controlled waters, or to control or steer a vessel being towed by a vessel upon Village-controlled waters.

Person means an individual, partnership, firm, corporation, association or other entity.

Sailboat means a vessel whose sole source of propulsion is the wind.

Slow Speed Minimum Wake and *Slow Speed* may be used interchangeably and means that a vessel must be fully off plane and completely settled into the water. The vessel must then proceed at a speed which is reasonable and prudent under the prevailing circumstances so as to avoid the creation of an excessive wake or other hazardous condition which endangers or is likely to endanger other vessels or other persons using the waterway. At no time is any vessel required to proceed

so slowly that the operator is unable to maintain control over the vessel or any other vessel or object that it has under tow.

Steerageway means the minimum rate of motion required for the helm of the vessel to have effect.

Swim Area means a designated area wherein all vessels of any type are prohibited from entering the marked area.

Swimming shall mean the act of propelling oneself through the water using one's limbs and body, either for recreational, exercise, sport, or a similar purpose.

Vessel means every description of watercraft, barge, and air boat, other than a sea plane on water, used or capable of being used as a means of transportation on water, including a human-powered craft vessel.

Vessel-exclusion zone means an area from which all vessels or certain classes of vessels are excluded.

Wading means the act of walking or standing in shallow water.

- (b) It shall be prohibited for any individual to swim, dive, or wade in any public or private marina.
- (c) No individual may enter a marina and engage in any non-vessel activity. In addition, no individual may utilize a human-powered vessel in a marina. If any owner, operator or Person in command of any vessel ("Responsible Party") engages in, or permits any passenger(s) of the vessel to engage in a non-vessel activity, then the Responsible Party may be subject to section 66-4(e) of this Ordinance.
- (d) Exemptions. The following acts shall be exempt from the regulations contained in this section:
- ~~(1) A human-powered vessel operating under emergency conditions during an emergency; or~~
 - ~~(2)~~(1) Any other prohibited activity solely for sea rescue/emergency or for ensuring compliance with local, state or federal law.
- (e) Penalties. A violation of this section may be enforced by issuance of a citation, summons, or notice to appear in county court, or arrest as provided in F.S. ch. 901, or in accordance with chapter 2, article 2-III of this Code, and is punishable by a fine not to exceed \$500.00. Nothing contained in this section, however, shall prohibit the

village from enforcing this section by any other lawful means.

Section 3. Repeal of Conflicting Provisions. The provisions of the Village Code of Ordinances and all Ordinances or parts of Ordinances in conflict with the provisions of this Ordinance are hereby repealed.

Section 4. Severability. The provisions of this Ordinance are declared to be severable and if any sentence, section, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sentences, sections, clauses or phrases of the Ordinance but they shall remain in effect it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 5. Inclusion in the Code. It is the intention of the Village Council and it is hereby ordained the provisions of this Ordinance shall become and be made part of the Village of Islamorada Code, that sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions, and that the word "Ordinance" shall be changed to "Section" or other appropriate word.

Section 6. Effective Date. This Ordinance shall become effective immediately upon adoption.

The remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on first reading. This motion was seconded by _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilwoman Deb Gillis	_____
Councilman Steve Friedman	_____
Councilwoman Anna Richards	_____

PASSED on first reading this ____ day of _____, 2026.

The remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on second reading. This motion was seconded by _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilwoman Deb Gillis	_____
Councilman Steve Friedman	_____
Councilwoman Anna Richards	_____

PASSED AND ADOPTED on the second reading this ____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS ONLY

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: John Quick, Interim Village Attorney
Date: June 9, 2026
SUBJECT:

Ordinance of Islamorada, Village Of Islands, Florida, Amending Chapter 14 "Elections", Article I "In General", Creating Section 14-2 "Vacancy in Candidacy"; Providing for Severability; Providing for Inclusion in the Code; and Providing for an Effective Date - First Reading TAB 10

Background:

Section 166.031(6), Florida Statutes, states that "[e]ach municipality shall, by ordinance or charter provision, provide procedures for filling a vacancy in office caused by death, resignation, or removal from office. Such ordinance or charter provision shall also provide procedures for filling a vacancy in candidacy caused by death, withdrawal, or removal from the ballot of a qualified candidate following the end of the qualifying period which leaves fewer than two candidates for an office." (emphasis added).

The proposed ordinance would establish procedures for filling a vacancy in candidacy. Section 5(7) of the Village Charter already includes procedures for filling vacancies in office.

Analysis:

Since neither the Village Charter Code currently includes procedures for filling vacancies in candidacy, the Village needs to establish such procedures either via ordinance or charter provision.

Budget Impact:

None.

Staff Impact:

N/A.

Recommendation:

Staff recommends adoption of the proposed ordinance.

Attachments: 1. 4DH6002-Ordinance creating vacancy in candidacy provisions

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AMENDING CHAPTER 14 "ELECTIONS", ARTICLE I "IN GENERAL", CREATING SECTION 14-2 "VACANCY IN CANDIDACY"; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CODE; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, Chapter 166, Florida Statutes, authorizes municipalities to have the governmental, corporate, and proprietary powers to enable them to conduct municipal government, perform municipal functions, and render municipal services, and may exercise any power for municipal purposes, except when expressly prohibited by law; and

WHEREAS, section 166.031(6), Florida Statutes, states that "[e]ach municipality shall, by ordinance or charter provision, provide procedures for filling a vacancy in office caused by death, resignation, or removal from office. Such ordinance or charter provision shall also provide procedures for filling a vacancy in candidacy caused by death, withdrawal, or removal from the ballot of a qualified candidate following the end of the qualifying period which leaves fewer than two candidates for an office."

WHEREAS, the Village Council desires to amend the Village Code, to include provisions addressing vacancies in candidacy in accordance with section 166.031(6), Florida Statutes; and

WHEREAS, the Village Council finds that amending the Code to create such a provision is in the best interests of the Village and its residents.

NOW THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Creation of Section 14-2 of the Village Code.¹

Section 14-2 of the Village Code, titled "Vacancy in Candidacy", is hereby created as follows:

CHAPTER 14 – ELECTIONS.

ARTICLE I – IN GENERAL.

Section 14-2 – Vacancy in Candidacy.

(a) Withdrawal. A candidate for Council may withdraw at any time prior to the election by filing a sworn, executed statement of withdrawal with the Village Clerk.

(b) Effect of death, withdrawal or removal where candidate remains on the ballot.

(1) No supplemental qualifying period. If the death, withdrawal or removal from the ballot of a qualified candidate or candidates for office following the end of the qualifying period leaves less than two candidates for that office, the remaining candidate shall be declared duly elected as unopposed and no election shall be held for that office.

¹ / Deleted text is indicated by a strikethrough and added text is indicated by an underline.

(2) Changes in ballot. The name of any qualified candidate who has withdrawn, died or been removed from the ballot shall not be printed on the ballot. If the ballot cannot be changed, any votes for that candidate shall be null and void.

(c) Effect of death, withdrawal or removal where no candidate remains on the ballot. Should a vacancy in candidacy leave no candidate remaining for an office after the conclusion of the qualifying period, the resulting vacancy shall be filled in accordance with Section 5(7) of the Village Charter.

Section 3. Repeal of Conflicting Provisions. The provisions of the Village of Islamorada Code and all ordinances or parts of ordinances in conflict with the provisions of this Ordinance are hereby repealed.

Section 4. Severability. The provisions of this Ordinance are declared to be severable and if any sentence, section, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sentences, sections, clauses or phrases of the Ordinance but they shall remain in effect it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 5. Inclusion in the Code. It is the intention of the Village Council and it is hereby ordained the provisions of this Ordinance shall become and be made part of the Village of Islamorada Code, that sections of this Ordinance may be renumbered or re-lettered to accomplish such intentions, and that the word "Ordinance" shall be changed

to "Section" or other appropriate word.

Section 6. Effective Date. This Ordinance shall be effective immediately upon adoption.

The foregoing Ordinance was offered by Councilmember _____, who moved for its adoption on first reading. This motion was seconded by Councilmember _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	___
Vice Mayor Sharon Mahoney	___
Councilman Steve Friedman	___
Councilwoman Deb Gillis	___
Councilwoman Anna Richards	___

PASSED on the first reading this __ day of _____, 2026.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by Councilmember _____, who moved for its adoption on second reading. This motion was seconded by Councilmember _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this ___ day of ____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS:

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: John Quick, Interim Village Attorney
Date: June 9, 2026
SUBJECT: **Ordinance Concerning a Charter Amendment Related to Three-Year Staggered Terms - First Reading TAB 11**

Background:

During the Charter Review Committee process, the Committee recommended for the Village Council's consideration, a potential charter change. This change, if approved by the voters, would do the following beginning with the November 2026 election:

1. Create staggered three-year terms of office;
2. Change the term limits from 8 years to 3 terms; and
3. Establish a transition period to create the staggering of terms.

Analysis:

The language has been modified slightly from what was discussed and approved at the Charter Review Committee stage. This is because legal felt it important to account for the potential scenario where more than 3 candidates are unopposed in their elections. While not necessarily likely, legal feels it important to ensure that scenario is accounted for should it come to pass.

The term of office for the candidates elected at the November 2026 election would be split with three candidates serving three-year terms of office and two candidates serving two-year terms of office, to be implemented upon the certification of the November 2026 election.

The staggering of terms of office would occur as follows:

The staggering of terms shall be implemented as follows: The three (3) candidates elected at the November 2026 general election who receive the highest number of votes shall receive three-year terms of office ending in November 2029, and all remaining elected candidates shall receive two-year terms of office ending in November 2028. For purposes of this allocation, any candidate elected unopposed pursuant to Section 8(6) of the Village Charter shall automatically receive a three-year term and shall count toward the three (3) candidates receiving three-year terms. If more than three (3) candidates are elected unopposed in the November 2026 general election, the candidates receiving three-year terms and the candidates receiving two-year terms shall be determined by lot. Beginning with the November 2028 election, all terms of office for councilmembers shall be for three (3) years.

Budget Impact:

Unknown at this time. However, since this proposal would result in certain elections not aligning with a state or national election, a special election would need to be held some years. This special election would result in a yet-to-be-determined cost.

Staff Impact:

Additional staff time would likely be required for a special election.

Recommendation:

Attachments: 1. 4DL3365-Ordinance - Charter Amendment - Three Year Staggered Terms

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER RELATING TO THREE-YEAR STAGGERED TERMS OF OFFICE WITH THREE TERM LIMIT; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Village Charter of Islamorada, Village of Islands (the "Village") provides for two-year terms of office, with a term limit of eight years; and

WHEREAS, on May 12, 2026, the Village Council has directed the Village Attorney to prepare an Ordinance calling for a special election on a proposed charter amendment that would change the term of office for Council to establish three year staggered Council terms and a three term limit, including an initial transition period where the three candidates receiving the most votes receive three-year terms and the remaining candidates receive two-year terms; and

WHEREAS, pursuant to Section 11(1) of the Charter and Section 166.031, Florida Statutes, the Village Council is authorized to provide by ordinance for the submission of a proposed amendment to the Village Charter to the electorate of the Village for acceptance or rejection; and

WHEREAS, the Village Council desires to submit to the electors of the Village the following proposed Charter Amendment.

NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Charter Amendment. Pursuant to Section 11(1) of the Village Charter, and Section 166.031, Florida Statutes, Section 5(2) of the Village Charter of Islamorada, Village of Islands, is hereby amended to read as follows: ¹

Sec 5 Village Council

* * *

(2). *Term of office.* The term of office for councilmembers shall be ~~two~~ three years, after the November 2026 election. Each councilmember shall remain in office until a successor is elected and assumes the duties of the position, except as otherwise provided herein. No councilmember shall serve more than ~~eight years~~ three terms in office.

In order to provide for staggered terms of office, the term of office for the candidates elected at the November 2026 election shall be split with three candidates serving three-year terms of office and two candidates

¹ Deleted text is indicated by a strikethrough and added text is indicated by an underline.

serving two-year terms of office, to be implemented upon the certification of the November 2026 election. The staggering of terms shall be implemented as follows:

The three (3) candidates elected at the November 2026 general election who receive the highest number of votes shall receive three-year terms of office ending in November 2029, and all remaining elected candidates shall receive two-year terms of office ending in November 2028. For purposes of this allocation, any candidate elected unopposed pursuant to Section 8(6) of the Village Charter shall automatically receive a three-year term and shall count toward the three (3) candidates receiving three-year terms. If more than three (3) candidates are elected unopposed in the November 2026 general election, the candidates receiving three-year terms and the candidates receiving two-year terms shall be determined by lot. Beginning with the November 2028 election, all terms of office for councilmembers shall be for three (3) years.

Section 3. Election Called. A referendum vote is hereby called along with the General Election, to be held on Tuesday, November 3, 2026, to present to the electors of Islamorada, Village of Islands, the ballot question provided in Section 5 of this Ordinance.

Section 4. Balloting. That balloting shall be conducted between the hours of 7:00 a.m. and 7:00 p.m. at the regular polling places for Village elections. All qualified Village

electors who are timely registered in accordance with law shall be entitled to vote. If authorized by statute and the Village Code, early voting shall be available. Vote-by-Mail shall be available.

Section 5. Form of Ballot.

(a) That the form of the Ballot Question for the proposed Charter amendment provided for in Section 2 of this Ordinance shall be substantially as follows:

Three-Year Staggered Terms for Councilmembers With Limit of Three Terms

The Village Charter provides for two-year terms for Council, with an eight-year term limit.

It is proposed to amend the Village Charter to establish three-year staggered Council terms and a three-term limit, with an initial transition in November 2026 where the three candidates receiving the most votes or running unopposed receive three-year terms and the remaining candidates receive two-year terms.

Shall the above described Charter amendment be adopted?

Yes []

No []

(b) The Village Clerk and the Village Attorney are authorized to make any nonmaterial changes to the proposed text of the Ballot Question to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Section 6. Notice of Election.

(a) Notice of said election shall be published in accordance with Section 100.342, Florida Statutes, in a newspaper of general circulation within the Village at least thirty (30) days prior to said election, the first publication to be in the fifth week prior to the election, and the second publication to be in the third week prior to the election.

(b) The notice of election shall be in substantially the following form:

NOTICE OF SPECIAL ELECTION

PUBLIC NOTICE IS HEREBY GIVEN THAT PURSUANT TO ORDINANCE NO. ____ ADOPTED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA (THE "VILLAGE") AN ELECTION HAS BEEN CALLED AND ORDERED TO BE HELD WITHIN THE VILLAGE ON TUESDAY, NOVEMBER 3, 2026, BETWEEN THE HOURS OF 7:00 A.M. AND 7:00 P.M., AT WHICH TIME THE FOLLOWING CHARTER AMENDMENT PROPOSAL SHALL BE SUBMITTED TO THE QUALIFIED ELECTORS OF THE VILLAGE.

Three-Year Staggered Terms for Councilmembers With Limit of Three Terms

The Village Charter provides for two-year terms for Council, with an eight-year term limit.

It is proposed to amend the Village Charter to establish three-year staggered Council terms and a three-term limit, with an initial transition in November 2026 where the three candidates receiving the most votes or running unopposed receive three-year terms and the remaining candidates receive two-year terms.

Shall the above described Charter amendment be adopted?

Yes []

No []

The Village Clerk and the Village Attorney are authorized to make any non-material changes to the proposed text of the Ballot Questions to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Polling place information and the full text of the proposed Village Charter amendment are available at the Office of the Village Clerk, 86800 Overseas Highway, Islamorada, Florida 33036.

Village Clerk

Section 7. Authorization of Village Clerk. The Village Clerk, with necessary assistance from the Monroe County Supervisor of Elections, is hereby authorized to take all appropriate actions necessary to carry into effect and accomplish the electoral provisions of this Ordinance.

Section 8. Village Canvassing Board. This election shall be canvassed by the Village Clerk in accordance with the provisions of Section 8(7) of the Village Charter and any applicable provisions of the general election laws.

Section 9. Effectiveness. Adoption of the proposed Charter Amendment shall occur if a majority of the electors voting in the referendum vote for its adoption. The adopted Charter Amendment shall be considered adopted and effective upon certification of the election results.

Section 10. Severability. The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 11. Inclusion in the Charter/Conformity of Amendment. Following adoption of the Charter Amendment, the Village Clerk shall have the Charter Amendment incorporated into the Village Charter and shall file the revised Charter with the Department of State.

Section 12. Effective Date. This Ordinance shall become effective immediately upon adoption on second reading.

The foregoing Ordinance was offered by _____, who moved its adoption on first reading. This motion was seconded by _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilman Steve Friedman	_____
Councilwoman Deb Gillis	_____
Councilwoman Anna Richards	_____

PASSED on first reading this ____ day of _____, 2026.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on second reading. This motion was seconded by _____. and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this ____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS ONLY

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: John Quick, Interim Village Attorney
Date: June 9, 2026
SUBJECT: **Ordinance Concerning a Charter Amendment Related to Council Compensation - First Reading TAB 12**

Background:

During the Charter Review Committee process, the Committee recommended for the Village Council's consideration, a potential charter change. This change, if approved by the voters, would do the following beginning with the November 2026 election:

1. Increase Council compensation from \$1,000 to \$1,500 per month; and
2. Establish that Council compensation is subject to annual cost of living adjustments commensurate with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) in the same fiscal year.

Analysis:

The proposed ordinance accomplishes what was proposed by the Charter Review Committee.

Budget Impact:

At the outset, total Council compensation would increase by \$2,500 per month.

Staff Impact:

None.

Recommendation:

Attachments: 1. 4DL336202-Ordinance - Charter Amendment - Compensation

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER RELATING TO COUNCIL SALARIES; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Village Charter of Islamorada, Village of Islands (the "Village") provides for compensation for Village Councilmembers in the amount of \$1,000 per month; and

WHEREAS, on May 12, 2026, the Village Council has directed the Village Attorney to prepare an Ordinance calling for a special election on a proposed charter amendment that would increase compensation to Village Councilmembers from \$300 to \$1,500 per month, subject to annual cost of living adjustments commensurate with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) in the same fiscal year; and

WHEREAS, pursuant to Section 11(1) of the Charter and Section 166.031, Florida Statutes, the Village Council is authorized to provide by ordinance for the submission of a proposed amendment to the Village Charter to the electorate of the Village for acceptance or rejection; and

WHEREAS, the Village Council desires to submit to the electors of the Village the following proposed Charter Amendment.

NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Charter Amendment. Pursuant to Section 11(1) of the Village Charter, and Section 166.031, Florida Statutes, Section 5(5) of the Village Charter of Islamorada, Village of Islands, is hereby amended to read as follows: ¹

Sec 5 Village Council

* * *

(5) *Compensation and expenses.* Village councilmembers shall initially be compensated at the rate of ~~\$300~~² \$1,500 per month and, shall be entitled to receive reimbursement in accordance with Florida Statutes for authorized travel and per diem expenses incurred in the performance of their official duties. In addition, compensation for Village councilmembers shall also be subject to annual cost of living adjustments commensurate with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W)

¹ Deleted text is indicated by a ~~strikethrough~~ and added text is indicated by an underline.

² / ~~In Ord. No. 05-23 the village council increased council compensation to \$1,000.00 per month which was effective in March of 2006.~~

in the same fiscal year. The village council, by not less than four affirmative votes, may elect to provide for an increase in compensation by ordinance. However, no such ordinance establishing or increasing compensation shall take effect until approved by a majority of the village electors at the next regular election which follows the adoption of said ordinance.

Section 3. Election Called. A referendum vote is hereby called along with the General Election, to be held on Tuesday, November 3, 2026, to present to the electors of Islamorada, Village of Islands, the ballot question provided in Section 5 of this Ordinance.

Section 4. Balloting. That balloting shall be conducted between the hours of 7:00 a.m. and 7:00 p.m. at the regular polling places for Village elections. All qualified Village electors who are timely registered in accordance with law shall be entitled to vote. If authorized by statute and the Village Code, early voting shall be available. Vote-by-Mail shall be available.

Section 5. Form of Ballot.

(a) That the form of the Ballot Question for the proposed Charter amendment provided for in Section 2 of this Ordinance shall be substantially as follows:

Village Councilmember Salaries

The Village currently provides compensation for Village Councilmembers in the amount of \$1,000 per month. It is proposed to amend the charter to increase compensation to Village Councilmembers to \$1,500 per month,

subject to annual cost of living adjustments commensurate with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) in the same fiscal year.

Shall the above described Charter amendment be adopted?

Yes []

No []

(b) The Village Clerk and the Village Attorney are authorized to make any nonmaterial changes to the proposed text of the Ballot Question to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Section 6. Notice of Election.

(a) Notice of said election shall be published in accordance with Section 100.342, Florida Statutes, in a newspaper of general circulation within the Village at least thirty (30) days prior to said election, the first publication to be in the fifth week prior to the election, and the second publication to be in the third week prior to the election.

(b) The notice of election shall be in substantially the following form:

NOTICE OF SPECIAL ELECTION

PUBLIC NOTICE IS HEREBY GIVEN THAT PURSUANT TO ORDINANCE NO. ____ ADOPTED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA (THE "VILLAGE") AN ELECTION HAS BEEN CALLED AND ORDERED TO BE HELD WITHIN THE VILLAGE ON TUESDAY, NOVEMBER

3, 2026, BETWEEN THE HOURS OF 7:00 A.M. AND 7:00 P.M., AT WHICH TIME THE FOLLOWING CHARTER AMENDMENT PROPOSAL SHALL BE SUBMITTED TO THE QUALIFIED ELECTORS OF THE VILLAGE.

Village Councilmember Salaries

The Village currently provides compensation for Village Councilmembers in the amount of \$1,000 per month. It is proposed to amend the charter to increase compensation to Village Councilmembers to \$1,500 per month, subject to annual cost of living adjustments commensurate with the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) in the same fiscal year.

Shall the above described Charter amendment be adopted?

Yes []

No []

The Village Clerk and the Village Attorney are authorized to make any non-material changes to the proposed text of the Ballot Questions to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Polling place information and the full text of the proposed Village Charter amendment are available at the Office of the Village Clerk, 86800 Overseas Highway, Islamorada, Florida 33036.

Village Clerk

Section 7. Authorization of Village Clerk. The Village Clerk, with necessary assistance from the Monroe County Supervisor of Elections, is hereby authorized to take all appropriate actions necessary to carry into effect and accomplish the electoral provisions of this Ordinance.

Section 8. Village Canvassing Board. This election shall be canvassed by the Village Clerk in accordance with the provisions of Section 8(7) of the Village Charter and any applicable provisions of the general election laws.

Section 9. Effectiveness. Adoption of the proposed Charter Amendment shall occur if a majority of the electors voting in the referendum vote for its adoption. The adopted Charter Amendment shall be considered adopted and effective upon certification of the election results.

Section 10. Severability. The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 11. Inclusion in the Charter/Conformity of Amendment. Following adoption of the Charter Amendment, the Village Clerk shall have the Charter Amendment incorporated into the Village Charter and shall file the revised Charter with the Department of State.

Section 12. Effective Date. This Ordinance shall become effective immediately upon adoption on second reading.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on first reading. This motion was seconded by _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilman Steve Friedman	_____
Councilwoman Deb Gillis	_____
Councilwoman Anna Richards	_____

PASSED on first reading this ____ day of _____, 2026.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on second reading. This motion was seconded by _____. and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this ____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS ONLY

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: John Quick, Interim Village Attorney
Date: June 9, 2026
SUBJECT: **Ordinance Concerning a Charter Amendment Related to the Filing of Vacancies on Council - First Reading TAB 13**

Background:

During the Charter Review Committee process, the Committee recommended for the Village Council's consideration, a potential charter change. This change, if approved by the voters, would update the Charter to require a special election if more than 50 percent of an unexpired term remains in the vacant seat.

The existing Charter language is a holdover from when the Village previously had 4-year Councilmember terms. It was not updated when the Village moved to 2-year terms and, as a result, has made the current language when more than 50 percent of the term remains superfluous.

Analysis:

The language in the attached has been modified slightly to ensure formatting and ease of reading of the proposed language.

Budget Impact:

If a special election were required, the Village would need to pay additional funds unless it could piggyback on an existing state or national election.

Staff Impact:

Additional staff time would likely be required if a special election were necessary.

Recommendation:

Attachments: 1. 4DK817003-Proposed Charter Amendments_ Vacancies

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER PERTAINING TO COUNCILMEMBER VACANCIES; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Village Charter of Islamorada, Village of Islands (the "Village") provides the process by which Councilmembers will fill a Councilmember vacancy; and

WHEREAS, on May 12, 2026, the Village Council directed the Village Attorney to prepare an Ordinance proposing a change in the procedures for the filling of vacancies of the Village Council when the remainder of an unexpired term in the office of Council is equal to or more than 50 percent of the term; and

WHEREAS, pursuant to Section 11(1) of the Charter and Section 166.031, Florida Statutes, the Village Council is authorized to provide by ordinance for the submission of a proposed amendment to the Village Charter to the electorate of the Village for acceptance or rejection; and

WHEREAS, the Village Council desires to submit to the electors of the Village the following proposed Charter Amendment.

NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Charter Amendment. Pursuant to Section 11(1) of the Village Charter, and Section 166.031, Florida Statutes, Section 5(7)(d) of the Village Charter of Islamorada, Village of Islands, is hereby amended to read as follows: ¹

Sec 5 Village Council

* * *

(7) Vacancies; forfeitures of office; suspension; filling of vacancies.

* * *

(d) Filling of vacancies.

- (i) If a vacancy occurs in the office of mayor, the vice-mayor shall serve as mayor until a new mayor is elected as provided in paragraph (3)(a) and assumes the duties of his or her office.
- (ii) If any vacancy occurs in the office of any councilmember and the remainder of the unexpired term is less than 50 percent, the remaining councilmembers shall, within 30 days following the occurrence of such vacancy, by majority vote, appoint a person to fill the vacancy for the remainder of the unexpired term. If, however, the remainder of the unexpired term is equal to or exceeds 50 percent, the remaining councilmembers shall; (1) call a special election to elect a person to fill the vacancy for the remainder of the unexpired term within six (6) months following the

¹ Deleted text is indicated by a ~~strikethrough~~ and added text is indicated by an underline.

occurrence of such vacancy; and (2) by majority vote, appoint a person within thirty (30) days to fill the vacancy until the next regularly scheduled village election a successor is elected and assumes the duties of his or her office.

- (iii) Any person appointed to fill a vacant seat on the council shall be required to meet the qualifications of the seat to which he or she is appointed.

Section 3. Election Called. A referendum vote is hereby called along with the General Election, to be held on Tuesday, November 3, 2026, to present to the electors of Islamorada, Village of Islands, the ballot question provided in Section 5 of this Ordinance.

Section 4. Balloting. That balloting shall be conducted between the hours of 7:00 a.m. and 7:00 p.m. at the regular polling places for Village elections. All qualified Village electors who are timely registered in accordance with law shall be entitled to vote. If authorized by statute and the Village Code, early voting shall be available. Vote-by-Mail shall be available.

Section 5. Form of Ballot.

(a) That the form of the Ballot Question for the proposed Charter amendment provided for in Section 2 of this Ordinance shall be substantially as follows:

Procedure for Filling Councilmember Vacancies Exceeding Half a Term

The Village Charter provides that if a councilmember vacancy occurs and 50 percent or more of the term remains the remaining councilmembers must appoint a replacement by majority vote.

In this scenario, the proposed amendment requires the remaining Councilmembers to appoint an interim councilmember within 30 days and call a special election within 6 months to fill the vacancy for the remainder of the unexpired term.

Shall the above described Charter amendment be adopted?

Yes []

No []

(b) The Village Clerk and the Village Attorney are authorized to make any nonmaterial changes to the proposed text of the Ballot Question to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Section 6. Notice of Election.

(a) Notice of said election shall be published in accordance with Section 100.342, Florida Statutes, in a newspaper of general circulation within the Village at least thirty (30) days prior to said election, the first publication to be in the fifth week prior to the election, and the second publication to be in the third week prior to the election.

(b) The notice of election shall be in substantially the following form:

NOTICE OF SPECIAL ELECTION

PUBLIC NOTICE IS HEREBY GIVEN THAT PURSUANT TO ORDINANCE NO. _____ ADOPTED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA (THE "VILLAGE") AN ELECTION HAS BEEN CALLED AND ORDERED TO BE HELD WITHIN THE VILLAGE ON TUESDAY, NOVEMBER

3, 2026, BETWEEN THE HOURS OF 7:00 A.M. AND 7:00 P.M., AT WHICH TIME THE FOLLOWING CHARTER AMENDMENT PROPOSAL SHALL BE SUBMITTED TO THE QUALIFIED ELECTORS OF THE VILLAGE.

Procedure for Filling Councilmember Vacancies Exceeding Half a Term

The Village Charter provides that if a councilmember vacancy occurs and 50 percent or more of the term remains the remaining councilmembers must appoint a replacement by majority vote.

In this scenario, the proposed amendment requires the remaining Councilmembers to appoint an interim councilmember within 30 days and call a special election within 6 months to fill the vacancy for the remainder of the unexpired term.

Shall the above described Charter amendment be adopted?

Yes

No

The Village Clerk and the Village Attorney are authorized to make any non-material changes to the proposed text of the Ballot Questions to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Polling place information and the full text of the proposed Village Charter amendment are available at the Office of the Village Clerk, 86800 Overseas Highway, Islamorada, Florida 33036.

Village Clerk

Section 7. Authorization of Village Clerk. The Village Clerk, with necessary assistance from the Monroe County Supervisor of Elections, is hereby authorized to take all appropriate actions necessary to carry into effect and accomplish the electoral provisions of this Ordinance.

Section 8. Village Canvassing Board. This election shall be canvassed by the Village Clerk in accordance with the provisions of Section 8(7) of the Village Charter and any applicable provisions of the general election laws.

Section 9. Effectiveness. Adoption of the proposed Charter Amendment shall occur if a majority of the electors voting in the referendum vote for its adoption. The adopted Charter Amendment shall be considered adopted and effective upon certification of the election results.

Section 10. Severability. The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 11. Inclusion in the Charter/Conformity of Amendment. Following adoption of the Charter Amendment, the Village Clerk shall have the Charter Amendment

incorporated into the Village Charter and shall file the revised Charter with the Department of State.

Section 12. Effective Date. This Ordinance shall become effective immediately upon adoption on second reading.

The foregoing Ordinance was offered by _____, who moved its adoption on first reading. This motion was seconded by _____, and upon being put to a vote, the vote was as follows:

Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilman Steve Friedman	_____
Councilwoman Deb Gillis	_____
Councilwoman Anna Richards	_____

PASSED on first reading this ____ day of _____, 2026.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on second reading. This motion was seconded by _____. and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this ____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS ONLY

JOHN J. QUICK, VILLAGE ATTORNEY



Council Communication

To: Mayor and Village Council
From: John Quick, Interim Village Attorney
Date: June 9, 2026
SUBJECT: **Ordinance Concerning a Charter Amendment Related to Super-Majority Voting in Certain Instances - First Reading TAB 14**

Background:

During the Charter Review Committee process, the Committee recommended for the Village Council's consideration, a potential charter change. This change, if approved by the voters, would require a super-majority vote of Council for the following scenarios:

1. Conveyance of fee simple title of Village-owned real property;
2. Acquisition of fee simple title by the Village of real property;
3. Amendment to the Comprehensive Plan Future Land Use Map designation of Village-owned property designated Conservation (C), Public and Semi-Public Services (PS), or Recreation and Open Space (RO);
4. Rezoning of Village-owned property zoned Conservation (C), Public and Semi-Public Services (PS), or Recreation (R); and
5. Changes in use of Village-owned property used as a park to uses other than those allowed in the Recreation (R) or Conservation (C) zoning districts.

Analysis:

The language has been modified slightly from what was discussed and approved at the Charter Review Committee stage. This is to ensure that uses and zoning/FLUM designations are not commingled into one restriction, but to separate them since uses and zoning/FLUM categories, while potentially related, are not necessarily one and the same.

Budget Impact:

None.

Staff Impact:

None.

Recommendation:

Attachments: 1. 4DL221403-Proposed Charter Amendment - Super Majority

ORDINANCE NO. ____

AN ORDINANCE OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, CALLING FOR A REFERENDUM VOTE TO BE HELD WITH THE GENERAL ELECTION ON TUESDAY, NOVEMBER 3, 2026; PROVIDING FOR SUBMISSION TO THE ELECTORS OF A PROPOSED AMENDMENT TO THE VILLAGE CHARTER PERTAINING TO SUPER-MAJORITY VOTING; PROVIDING FOR PLACEMENT ON THE BALLOT; PROVIDING FOR REQUISITE BALLOT LANGUAGE; PROVIDING FOR NOTICE OF ELECTION; PROVIDING FOR AUTHORIZATION OF VILLAGE CLERK AND FOR VILLAGE CANVASSING BOARD; PROVIDING FOR SEVERABILITY; PROVIDING FOR INCLUSION IN THE CHARTER/CONFORMITY OF AMENDMENT; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Village Charter of Islamorada, Village of Islands (the "Village") provides general provisions applying to charter amendments, standards of conduct for elected officials and employees of the Village, and height restrictions of structures within the Village; and

WHEREAS, on May 12, 2026, the Village Council directed the Village Attorney to prepare an Ordinance proposing a requirement of a supermajority vote approving matters affecting Village-owned property, or acquisitions of property by the Village; and

WHEREAS, pursuant to Section 11(1) of the Charter and Section 166.031, Florida Statutes, the Village Council is authorized to provide by ordinance for the submission of proposed amendment to the Village Charter to the electorate of the Village for acceptance or rejection; and

WHEREAS, the Village Council desires to submit to the electors of the Village the following proposed Charter Amendment.

NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct and are incorporated herein by this reference.

Section 2. Charter Amendment. Pursuant to Section 11(1) of the Village Charter, and Section 166.031, Florida Statutes, Section 11 of the Village Charter of Islamorada, Village of Islands, is hereby amended to read as follows: ¹

Sec 11 General Provisions

* * *

- (4) Super-majority voting requirements. The affirmative vote of at least four (4) members of the Village Council shall be required for the approval of the following matters:
- (a) Conveyance of fee simple title of Village-owned real property;
 - (b) Acquisition of fee simple title by the Village of real property;
 - (c) Amendment to the Comprehensive Plan Future Land Use Map designation of Village-owned property designated Conservation (C), Public and Semi-Public Services (PS), or Recreation and Open Space (RO);
 - (d) Rezoning of Village-owned property zoned Conservation (C), Public and Semi-Public Services (PS), or Recreation (R); and
 - (e) Changes in use of Village-owned property used as a park to uses other than those allowed in the Recreation (R) or Conservation (C) zoning districts.

¹ Deleted text is indicated by a strikethrough and added text is indicated by an underline.

Section 3. Election Called. A referendum vote is hereby called along with the General Election, to be held on Tuesday, November 3, 2026, to present to the electors of Islamorada, Village of Islands, the ballot question provided in Section 5 of this Ordinance.

Section 4. Balloting. That balloting shall be conducted between the hours of 7:00 a.m. and 7:00 p.m. at the regular polling places for Village elections. All qualified Village electors who are timely registered in accordance with law shall be entitled to vote. If authorized by statute and the Village Code, early voting shall be available. Vote-by-Mail shall be available.

Section 5. Form of Ballot.

(a) That the form of the Ballot Question for the proposed Charter amendment provided for in Section 2 of this Ordinance shall be substantially as follows:

Requiring A Supermajority Vote Relating to Village-Owned Property

This Charter amendment would require a supermajority Council vote for the Village to convey or acquire fee simple title to real property. The amendment also requires a supermajority vote to amend the Future Land Use Map designation or zoning of certain Village-owned property, or the use of Village-owned property used as a park to uses not permitted in the Recreation or Conservation districts.

Shall the above described Charter amendment be adopted?

Yes []

No []

(b) The Village Clerk and the Village Attorney are authorized to make any nonmaterial changes to the proposed text of the Ballot Question to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Section 6. Notice of Election.

- (a) Notice of said election shall be published in accordance with Section 100.342, Florida Statutes, in a newspaper of general circulation within the Village at least thirty (30) days prior to said election, the first publication to be in the fifth week prior to the election, and the second publication to be in the third week prior to the election.
- (b) The notice of election shall be in substantially the following form:

NOTICE OF SPECIAL ELECTION

PUBLIC NOTICE IS HEREBY GIVEN THAT PURSUANT TO ORDINANCE NO. _____ ADOPTED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA (THE "VILLAGE") AN ELECTION HAS BEEN CALLED AND ORDERED TO BE HELD WITHIN THE VILLAGE ON TUESDAY, NOVEMBER 3, 2026, BETWEEN THE HOURS OF 7:00 A.M. AND 7:00 P.M., AT WHICH TIME THE FOLLOWING CHARTER AMENDMENT PROPOSAL SHALL BE SUBMITTED TO THE QUALIFIED ELECTORS OF THE VILLAGE.

Requiring A Supermajority Vote Relating to Village-Owned Property

This Charter amendment would require a supermajority Council vote for the Village to convey or acquire fee simple title to real property. The amendment also requires a

supermajority vote to amend the Future Land Use Map designation or zoning of certain Village-owned property, or the use of Village-owned property used as a park to uses not permitted in the Recreation or Conservation districts.

Shall the above described Charter amendment be adopted?

Yes []

No []

The Village Clerk and the Village Attorney are authorized to make any non-material changes to the proposed text of the Ballot Questions to carry out the intention of the Village Council in order to comply with applicable state law requirements pertaining to referenda found in Chapter 101, Florida Statutes.

Polling place information and the full text of the proposed Village Charter amendment are available at the Office of the Village Clerk, 86800 Overseas Highway, Islamorada, Florida 33036.

Village Clerk

Section 7. Authorization of Village Clerk. The Village Clerk, with necessary assistance from the Monroe County Supervisor of Elections, is hereby authorized to take all appropriate actions necessary to carry into effect and accomplish the electoral provisions of this Ordinance.

Section 8. Village Canvassing Board. This election shall be canvassed by the Village Clerk in accordance with the provisions of Section 8(7) of the Village Charter and any applicable provisions of the general election laws.

Section 9. Effectiveness. Adoption of the proposed Charter Amendment shall occur if a majority of the electors voting in the referendum vote for its adoption. The adopted Charter Amendment shall be considered adopted and effective upon certification of the election results.

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Mayor Don Horton	_____
Vice Mayor Sharon Mahoney	_____
Councilman Steve Friedman	_____
Councilwoman Deb Gillis	_____
Councilwoman Anna Richards	_____

PASSED on first reading this _____ day of _____, 2026.

Remainder of this page intentionally left blank.

The foregoing Ordinance was offered by _____, who moved its adoption on second reading. This motion was seconded by _____. and upon being put to a vote, the vote was as follows:

Mayor Don Horton _____
Vice Mayor Sharon Mahoney _____
Councilman Steve Friedman _____
Councilwoman Deb Gillis _____
Councilwoman Anna Richards _____

PASSED AND ADOPTED on the second reading this ____ day of _____, 2026.

DON HORTON, MAYOR

ATTEST:

MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY
FOR THE SOLE USE AND BENEFIT OF
ISLAMORADA, VILLAGE OF ISLANDS ONLY

JOHN J. QUICK, VILLAGE ATTORNEY