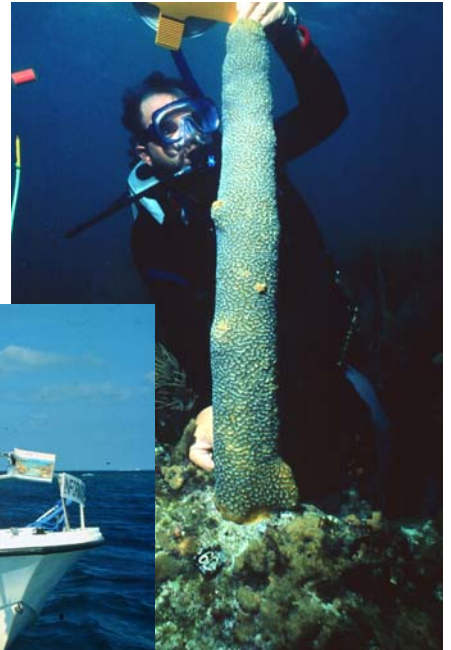


# Florida Keys National Marine Sanctuary Draft Revised Management Plan



February 2005

U.S. Department of Commerce

National Oceanic and  
Atmospheric Administration

National Ocean Service

National Marine Sanctuary Program

This document is the draft revised management plan for the Florida Keys National Marine Sanctuary. It replaces the management plan that was implemented in 1997 and will serve as the primary management document for the Sanctuary during the next five years.

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### **Note to Reader**

In an effort to make this document more user-friendly, we have included references to the Florida Keys National Marine Sanctuary web site rather than including the entire text of many bulky attachments or appendices that are traditionally included in management plans. Readers who do not have access to the Internet may call the Sanctuary office at (305) 743-2437 to request copies of any documents that are on the Sanctuary's web site. For readers with Internet access, the Sanctuary's web site can be found at: <http://floridakeys.noaa.gov>.

# ABOUT THIS DOCUMENT

This document is a report on the results of NOAA's five-year review of the strategies and activities detailed in the 1997 *Final Management Plan and Environmental Impact Statement* for the Florida Keys National Marine Sanctuary. It serves two primary purposes: 1) to update readers on the outcomes of successfully implemented strategies - in short, accomplishments that were merely plans on paper just five years ago; and, 2) to disseminate useful information about the Sanctuary and its management strategies, activities and products. The hope is that this information, which charts the next 5 years of Sanctuary management, will enhance the communication and cooperation so vital to protecting important national resources.

## *Sanctuary Characteristics*

The Florida Keys National Marine Sanctuary extends approximately 220 nautical miles southwest from the southern tip of the Florida peninsula. The Sanctuary's marine ecosystem supports over 6,000 species of plants, fishes, and invertebrates, including the nation's only living coral reef that lies adjacent to the continent. The area includes one of the largest seagrass communities in this hemisphere. Attracted by this tropical diversity, tourists spend more than thirteen million visitor days in the Florida Keys each year. In addition, the region's natural and man-made resources provide livelihoods for approximately 80,000 residents.

The Sanctuary is 2,900 square nautical miles of coastal waters, including the recent addition of the Tortugas Ecological Reserve. The Sanctuary overlaps six state parks and three state aquatic preserves. Three national parks have separate jurisdictions, and share a boundary with the Sanctuary. In addition, the region has some of the most significant maritime heritage and historical resources of any coastal community in the nation.

The Sanctuary faces specific threats, including direct human impacts such as ship groundings, pollution, and overfishing. Threats to the Sanctuary also include indirect human impacts, which are harder to identify but seem to be reflected in coral declines and increases in macroalgae and turbidity. More information about the Sanctuary can be found in this document and at the Sanctuary's web site: <http://floridakeys.noaa.gov>.

## *Management Plan Organization*

Within this document, the tools that the Sanctuary uses to achieve its goals, are presented under five management divisions: 1) Science; 2) Education, Outreach & Stewardship; 3) Enforcement & Resource Protection; 4) Resource Threat Reduction; and, 5) Administration, Community Relations, & Policy Coordination. Each management division contains two or more *action plans*, which are implemented through supporting *strategies* and *activities*. The strategies described in the 1997 *Management Plan* generally retain their designations in this document. As in the 1997 plan, two or more action plans may share a strategy where their goals and aims converge.

## *Accomplishments and Highlights*

The Sanctuary's programs and projects have made significant progress since the original management plan was implemented 1997. An overview of these accomplishments is provided in the Introduction. In addition, each action plan contains bulleted lists of accomplishments since the 1997 management plan was adopted.

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## Acronyms

ASA	Abandoned Shipwreck Act
ATBAs	Areas to Be Avoided
AWT	Advanced Wastewater Treatment
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
DARP	Damage Assessment and Restoration Program
DMR	Department of Marine Resources (Monroe County)
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
ESA	Endangered Species Act
F.S.	Florida Statutes
FAC	Florida Administrative Code
FDACS	Florida Department of Agriculture and Consumer Services
FDHR	Florida Division of Historical Resources
FDEP	Florida Department of Environmental Protection
FFWCC	Florida Fish and Wildlife Conservation Commission
FKNMS	Florida Keys National Marine Sanctuary
FKNMSPA	Florida Keys National Marine Sanctuary Protection Act
FPS	Florida Park Service
FWRI	Fish and Wildlife Research Institute
FWS	Fish and Wildlife Service
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Materials
MBTA	Migratory Bird Treaty Act
MEERA	Marine Ecosystem Event Response and Assessment
MHR	Maritime Heritage Resources
MMPA	Marine Mammal Protection Act
MMS	Minerals Management Service
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NEPA	National Environmental Protection Act
NGO	Non-governmental Organization
NHPA	National Historic Preservation Act
NMFS	National Marine Fisheries Service
NMS	National Marine Sanctuary
NMSA	National Marine Sanctuary Act
NMSP	National Marine Sanctuary Program
NOAA	National Oceanic and Atmospheric Administration
NOS	National Ocean Service
NPDES	National Pollutant Discharge Elimination System
NPS	National Park Service
OSDS	On-Site Disposal System
PSSA	Particularly Sensitive Sea Area



SAV	Submerged Aquatic Vegetation
SCR	Submerged Cultural Resources
SEFSC	Southeast Fisheries Science Center
SFWMD	South Florida Water Management District
SPA	Sanctuary Preservation Area
SWIM	Surface Water Improvement and Management Act
SWM	Stormwater Management
TNC	The Nature Conservancy
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USDOC	U.S. Department of Commerce
USDOI	U.S. Department of Interior
USDOS	U.S. Department of State
USDOT	U.S. Department of Transportation
USGS	U.S. Geological Survey
WMA	Wildlife Management Area

# 1.0 INTRODUCTION



# 1.1 The National Marine Sanctuary Program (NMSP)

The National Marine Sanctuary Program (NMSP) is a network of 13 marine protected areas (Figure 1.1), encompassing marine resources from Washington State to the Florida Keys, and Lake Huron to American Samoa. The National Oceanic and Atmospheric Administration’s (NOAA) National Ocean Service (NOS) has managed the nation’s marine sanctuaries since passage of the Marine Protection, Research and Sanctuaries Act of 1972. Title III of that Act is now called the National Marine Sanctuaries Act (NMSA), which is found in Appendix A.

Today, the national marine sanctuaries contain deep-ocean gardens, near-shore coral reefs, whale migration corridors, deep-sea canyons, and underwater archaeological sites. They range in size from one-quarter square mile in Fagatele Bay, American Samoa, to more than 5,300 square miles off Monterey Bay, California – one of the largest marine protected areas in the world. Together, these sanctuaries protect nearly 18,000 square miles of coastal and open ocean waters and habitats. While some activities are managed to protect resources, certain multiple uses, such as recreation, commercial fishing, and shipping are allowed to the extent that they are consistent with a sanctuary’s resource protection mandates. Research, education, outreach, and enforcement activities are major components in each sanctuary’s program of resource protection.

The NMSP is recognized around the world for its commitment to management of marine protected areas within which primary emphasis is placed on the protection of living marine resources and our nation’s maritime heritage resources.

Figure 1.1. The National Marine Sanctuaries



**The NMSP Vision:**  
*People value marine sanctuaries as treasured places protected for future generations.*

**The NMSP Mission:**  
*To serve as the trustee for the national system of marine protected areas to conserve, protect, and enhance their biodiversity, ecological integrity and cultural legacy.*

## 1.2 The Florida Keys National Marine Sanctuary (FKNMS)

### *Historical Setting*

Warning signs of the fragility and finite nature of the region's marine resources have been present in the Florida Keys for years. In 1957, a group of conservationists and scientists met at Everglades National Park to discuss the demise of the coral reef resources at the hands of those attracted by its beauty and uniqueness. The conference resulted in the 1960 creation of the world's first underwater park, John Pennekamp Coral Reef State Park. However, in the following decade, public outcry continued over pollution, overfishing, physical impacts, overuse, and user conflicts. The concerns continued to be voiced by environmentalists and scientists alike throughout the 1970s and into the 1990s.

As a result, additional management efforts were instituted to protect the Keys' coral reefs. In the Upper Keys, Key Largo National Marine Sanctuary was established in 1975 to protect 103 square nautical miles of coral reef habitat from north of Carysfort Lighthouse to south of Molasses Reef. In the Lower Keys, the 5.32 square nautical mile Looe Key National Marine Sanctuary was established in 1981.

Despite these efforts, oil drilling proposals and reports of deteriorating water quality occurred throughout the 1980s. At the same time, scientists were assessing coral bleaching and diseases, long-spined urchin die-offs, loss of living coral cover, a major seagrass die-off, and declining reef fish populations. Such threats prompted Congress to act. In 1988, Congress reauthorized the National Marine Sanctuary Program and ordered a feasibility study for possible expansion of Sanctuary sites in the Florida Keys - a directive that signaled that the health of the Keys ecosystem was of national concern.

The feasibility studies near Alligator Reef, Sombrero Key, and westward from American Shoal were overshadowed by several natural events and ship groundings that precipitated the designation of the Florida Keys National Marine Sanctuary (FKNMS). Three large ships ran aground on the coral reef during one 18-day period in the fall of 1989. Although people cite the ship groundings as the issue triggering Congressional action, it was, in fact, the cumulative degradation and the threat of oil drilling, along with the groundings. These multiple threats prompted Congressman Dante Fascell to introduce a bill into the House of Representatives in November of 1989. Congressman Fascell had long been an environmental supporter of South Florida and his action was very timely. Senator Bob Graham, also known for his support of environmental issues in Washington and as a Florida Governor, sponsored the bill in the Senate. Congress gave its bipartisan support, and on November 16, 1990, President George Bush signed the bill into law.

With designation of the Florida Keys National Marine Sanctuary in 1990, several protective measures were implemented immediately, such as prohibiting oil and hydrocarbon exploration, mining or otherwise altering the seabed, and restricting large shipping traffic. Additionally, protection to coral reef resources was extended by restricting anchoring on coral, touching coral, and collecting coral and live rock (a product of the aquarium trade). Discharges from within the Sanctuary and from areas outside the Sanctuary that could potentially enter and affect local resources were also restricted in an effort to comprehensively address water quality concerns.

### ***Administration and Legislation***

The Sanctuary uses an ecosystem approach to comprehensively address the variety of impacts, pressures, and threats to the Florida Keys marine ecosystem. It is only through this inclusive approach that the complex problems facing the coral reef community can be adequately addressed.

The goal of the Sanctuary is to protect the marine resources of the Florida Keys. It also aims to interpret the Florida Keys marine environment for the public and to facilitate human uses of the Sanctuary that are consistent with protection of this particular marine ecosystem. The Sanctuary is administered by NOAA and is jointly managed with the State of Florida under a co-trustee agreement. The Florida Governor and Cabinet, sitting as the Board of Trustees for the State of Florida, designated the Florida Department of Environmental Protection (FDEP) as the State's partner for Sanctuary management. Additionally, the Florida Fish and Wildlife Conservation Commission (FWC), created in 1999, enforces Sanctuary regulations in partnership with Sanctuary managers. FWC also houses the Fish and Wildlife Research Institute (FWRI), which conducts and coordinates scientific research and monitoring.

National Marine Sanctuaries are typically designated by the Secretary of Commerce through an administrative process established by the NMSA. However, recognizing the importance of the Florida Keys ecosystem and the degradation of the ecosystem due to direct and indirect physical impacts, Congress passed the Florida Keys National Marine Sanctuary and Protection Act (FKNMSPA) in 1990, (P.L. 101-605) (Appendix B) designating the Florida Keys National Marine Sanctuary. President George Bush signed the FKNMSPA into law on November 16, 1990.

The FKNMSPA requires the preparation of a comprehensive management plan and implementing regulations to protect Sanctuary resources. This draft *Revised Management Plan* responds to the FKNMSPA's requirements. The implementing regulations, effective as of 1 July 1997, are found at 15CFR922 and in Appendix C. The designation document for the FKNMS is found in Appendix D.

### ***Sanctuary Boundaries***

The Sanctuary's enabling legislation designated 2,800-square-nautical miles of coastal waters off the Florida Keys as the Florida Keys National Marine Sanctuary. The Sanctuary's boundary was amended in March 2001 when the Tortugas Ecological Reserve was designated, significantly increasing the marine resources requiring protection.

Currently, the boundary encompasses approximately 2,900 square nautical miles (9,800 square kilometers) of coastal and ocean waters and submerged land (Figure 1.2). The boundary extends southward on the Atlantic Ocean side of the Keys, from the northeastern-most point of the Biscayne National Park along the approximate 300-foot isobath for over 220 nautical miles to the Dry Tortugas National Park. The boundary extends more than 10 nautical miles to the west of the Park boundary, where it turns north and east. The northern boundary of the Sanctuary extends to the east where it intersects the boundary of the Everglades National Park. The Sanctuary waters on the north side of the Keys encompass a large area of the Gulf of Mexico and western Florida Bay. The boundary follows the Everglades National Park boundary and continues along the western shore of Manatee Bay, Barnes Sound, and Card Sound. The boundary then follows the southern boundary of Biscayne

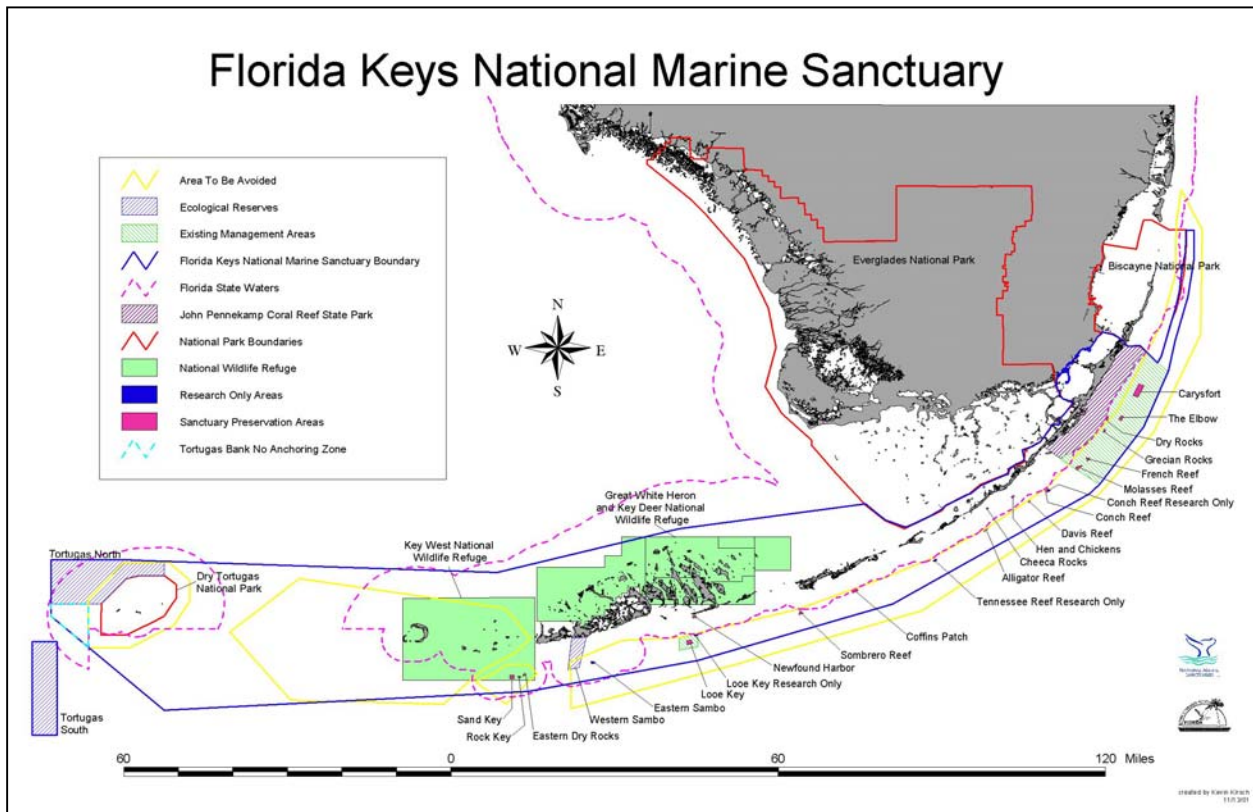
National Park and up its eastern boundary along the reef tract at a depth of approximately 60 feet until its northeastern-most point.

A separate, non-contiguous, 60 square nautical mile area off the westernmost portion of the Sanctuary is called the Tortugas Ecological Reserve South. The area's shallowest feature is Riley's Hump.

The Sanctuary boundary overlaps two previously existing National Marine Sanctuaries (Key Largo and Looe Key); four U.S. Fish and Wildlife Service (USFWS) refuges; six state parks, including John Pennekamp Coral Reef State Park; three state aquatic preserves; and other jurisdictions. Everglades National Park, Biscayne National Park and Dry Tortugas National Park are excluded from Sanctuary waters, but each shares a boundary with the Sanctuary.

The shoreward boundary of the Sanctuary is the mean high-water mark, except around the Dry Tortugas where it is the boundary of Dry Tortugas National Park. The Sanctuary boundary encompasses nearly the entire reef tract, all of the mangrove islands of the Keys, and a good portion of the region's seagrass meadows.

Figure 1.2. The Florida Keys National Marine Sanctuary Boundaries



### *Socio-Economic Context*

The environment and the economy are inextricably linked in the Florida Keys, making management and protection of existing resources and reducing impacts critical if the economy is to be sustained. Tourism is the number one industry in the Florida Keys, with over \$1.2 billion dollars being spent annually by over 3 million visitors. The majority of visitors participate in activities such as snorkeling, SCUBA diving, recreational fishing, viewing wildlife and studying nature. Recreational and commercial fishing are the next most important sectors of the local economy, annually contributing an estimated \$500 million and \$57 million respectively (<http://marineeconomics.noaa.gov>).

Because of the recreational and commercial importance of the marine resources of the Florida Keys, protecting these Sanctuary resources is valuable not only for the environment but also for the economy. The special marine resources of the region, which led to the area's designation as a National Marine Sanctuary, contribute to the high quality of life for residents and visitors. Without these unique marine resources, the quality of life and the economy of the Keys would decline.

## 1.3 The Management Plan Review Process

### *What is management plan review?*

In 1992, when Congress reauthorized the NMSA, it required all National Marine Sanctuaries to review their management plans every five years in order to monitor and evaluate the progress of the national mission to protect national resources. The Florida Governor and Cabinet, as trustees for the State, also mandated a five-year review of the Florida Keys National Marine Sanctuary Management Plan in their January 28, 1997 resolution.

The Sanctuary's management plan review creates a road map for future actions based on past experience and outcomes. The review reevaluates the goals and objectives, management techniques, strategies, and actions identified in the existing management plan. It provides the opportunity to take a close and comprehensive look at outcomes and plan for future management of the Sanctuary.

### *The 1997 Florida Keys National Marine Sanctuary Management Plan*

After the initial six-year FKNMS planning process, a comprehensive management plan for the Sanctuary was implemented in July 1997. The management plan focused on ten action plans which were largely non-regulatory in nature and involved educating citizens and visitors, using volunteers to build stewardship for local marine resources, appropriately marking channels and waterways, installing and maintaining mooring buoys for vessel use, surveying maritime heritage resources, and protecting water quality. In addition to action plans, the 1997 management plan designated five types of marine zones to reduce pressures in heavily used areas, protect critical habitats and species, and reduce user conflicts. The efficacy of the marine zones is monitored Sanctuary-wide under the Research and Monitoring Action Plan.

The implementing regulations for the FKNMS became effective July 1, 1997. The 1997 management plan was published in three volumes: Volume I is the Sanctuary management plan itself (which this document updates); Volume II describes the process used to develop the draft management alternatives, including environmental and socioeconomic impact analyses of the alternatives, and the environmental impact statement; Volume III contains appendices, including the texts of Federal and State legislation that designate and implement the Sanctuary. All three volumes of the 1997 management plan are available on the Sanctuary web site (<http://floridakeys.noaa.gov/>) and from the Sanctuary's Marathon office. Volume II is not being revised as part of this review. After public input, government review and final adoption of this five-year review and revised Management Plan, this document will replace Volumes I and III.

### *How does management plan review work?*

Review of the 1997 management plan began in early 2001 with a meeting in Tallahassee, Florida, among Federal and state partners responsible for Sanctuary management and various FKNMS and NMSP staff. The review included the Sanctuary Advisory Council (SAC) and the general public in every step of the process.

In the late spring and summer of 2001, FKNMS staff, working closely with the SAC, held scoping meetings and re-convened working groups that had been created during development of the 1997 plan. The scoping meetings were held in Marathon, Key Largo, and Key West, and gave the public the opportunity to meet with SAC members, Sanctuary managers, and FKNMS staff. The meetings



included round-table discussions on every action plan, and participants had the opportunity to move freely between the various topics being discussed at each table.

The scoping period for the revised management plan lasted from June 8 through July 20, 2001.

Approximately 30 comments were received - a sharp contrast to the more than 6000 public comments received during the comment period for the 1997 plan. In addition, the working groups held more than three dozen meetings between June and September 2001 to discuss, evaluate, revise and update action plans. SAC members and FKNMS staff who had served on the working groups presented the proposed revisions to the Sanctuary Advisory Council at three meetings in October 2001. The full advisory council recommended minor changes and approved each action plan in this document. The Advisory Council membership and Working Group membership lists are included in Appendix E.

### *The Role of Sanctuary Management as Facilitators*

A Sanctuary management plan is designed to identify the best and most practical strategies to achieve common goals, while getting the most out of public investment. Achieving this aim cannot be accomplished solely through the authorities and resources of an individual Sanctuary management authority. It requires a broad partnership of programs, authorities, and resources, coordinated to meet the needs of both the sanctuary site and the broader region of which it is a part.

Consequently, the management plan review process first focuses on finding the most effective strategies to accomplish common goals. These strategies are the product of a process that brings together constituents, institutions, and interested parties in directed working groups to address specified problem areas. How these strategies are to be implemented – with whose authorities, investments, and personnel – is determined subsequently to developing the best strategies. While the Sanctuary program commits to carrying out specific strategies as budgets allow, in many cases implementation becomes the responsibility of other institutions such as state, Federal, or local partners, that have either the authorities, the appropriate program, and/or the resources required.

In this process, the sanctuary management plan becomes a framework in which the role of all partners is codified. The Sanctuary assumes the role of facilitator and integrator of a far larger body of activities and outcomes than are within the immediate authorities, programs, and resources of the site. This facilitation role provides the mechanism for continued implementation, evaluation, and adaptation of the partnership activities documented by the plan, ensuring its continuity and overall success.

## 1.4 Accomplishments

There have been many accomplishments in the sanctuary beginning with the authority established under the Florida Keys National Marine Sanctuary and Protection Act of 1990 and the implementation of the management plan in 1997. An overview of the Sanctuary's accomplishments is given here, and more details are provided within each Action Plan.

**1. Area To Be Avoided.** The "Area To Be Avoided" (ATBA) designation has resulted in a significant decrease in the number of major ship groundings on the coral reefs. As Figure 1.3 illustrates, prior to 1990 there was a major ship grounding involving vessels greater than 50 m in length, nearly every year, while only two have occurred since the creation of the ATBA. The International Maritime Organization agreed that the ATBA should be given additional strength as a Particularly Sensitive Sea Area (PSSA) in 2002 (see Accomplishment 5 below). The ATBA regulations are at 15 CFR Part 922, Subpart P, Appendix VII. Figure 1.4 shows the ATBA and the Sanctuary boundary.

Figure 1.3. Reef groundings of vessels greater than 50m before & after ATBA designation.

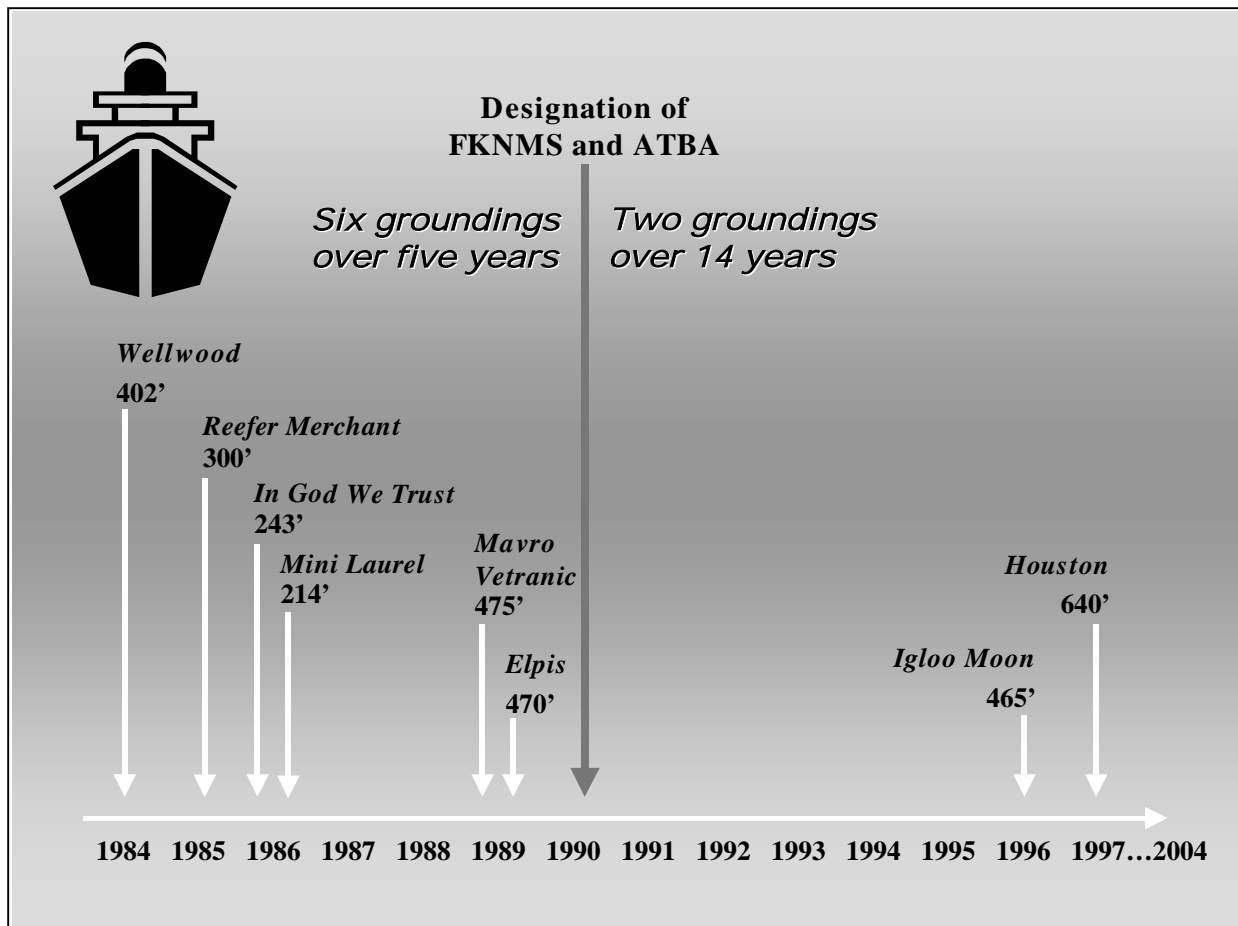
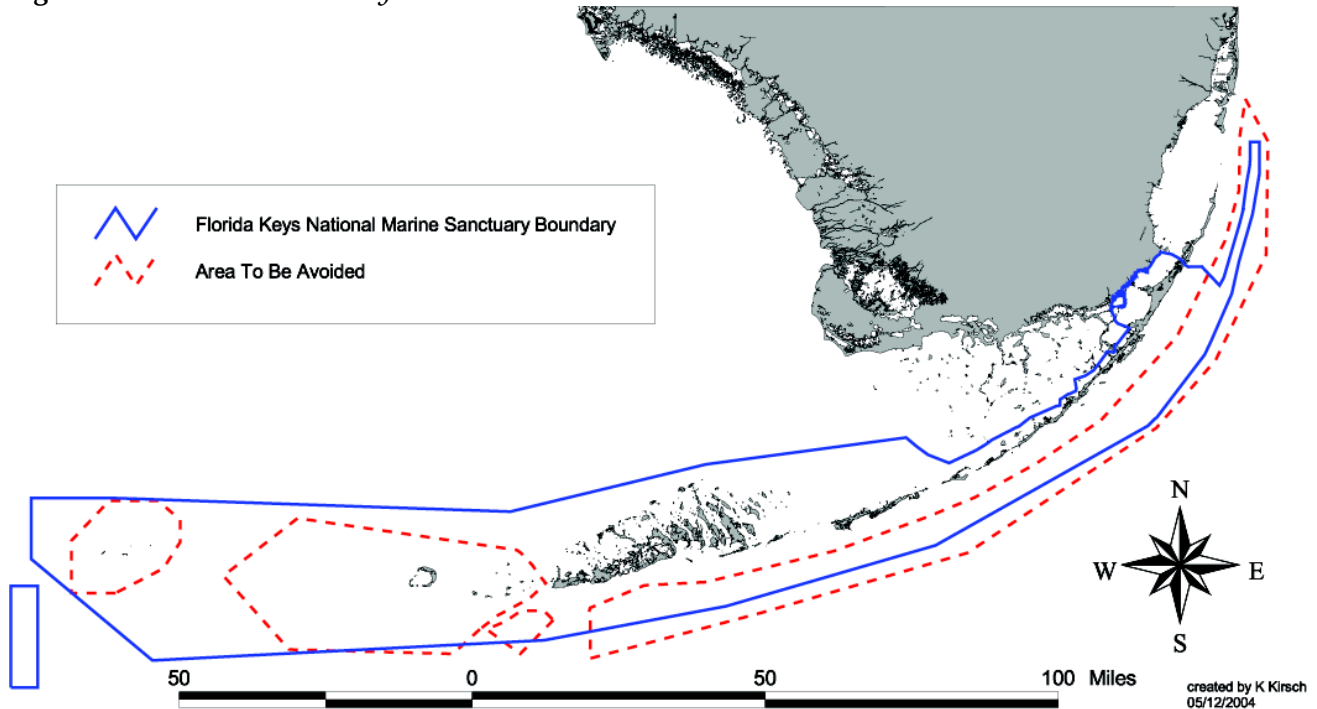


Figure 1.4. FKNMS boundary and ATBA



**2. Oil Drilling and Hard Mineral Mining Ban.** A ban on these activities was established when the Sanctuary was created, and has prevented these activities from occurring in the Sanctuary.

**3. The Water Quality Protection Program.** This program has produced the first Water Quality Protection Program for a national marine sanctuary and has fully implemented 26 of 49 high-priority activities, many of which are carried out in cooperation with other action plans.

**4. The Comprehensive Everglades Restoration Plan.** The Sanctuary continues to participate in the Comprehensive Everglades Restoration Plan. Sanctuary staff have been active on this project since 1993, including chairing a working group for the South Florida Ecosystem Restoration Task Force and staffing its science and education committees. The Sanctuary's participation seeks to protect the ecosystem's water quality by eliminating catastrophic releases of freshwater into Florida Bay following rain events.

**5. Designation of the Florida Keys as a Particularly Sensitive Sea Area.** In November 2002, the United Nations International Maritime Organization approved designation of the Florida Keys as a PSSA. The designation is not accompanied by additional rules and regulations, but seeks to elevate public awareness of the threat of oil spills and hazardous materials to sensitive marine environments and will ensure that the previously mentioned ATBA is noted not only on U.S. charts but also on nautical charts worldwide.

**6. Long-term and continuing progress in the Research and Monitoring and Zoning action plans.**

Research and Monitoring has produced significant scientific data, hypothesis testing, mapping, trend documentation, and wide dissemination of these findings. Especially notable is the Keys-wide benthic map which provides valuable information for Sanctuary managers. In addition to the new protected zone in the Tortugas Ecological Reserve, the Sanctuary's zoning programs continue to provide invaluable data that crosses simple category boundaries.

**7. Education, Public Outreach, Sanctuary Stewardship, and Volunteerism.** Through these inter-related efforts, information is flowing from scientists to managers and then to educators, who reach the next generation. More than 120,000 volunteer hours, a \$1.8 million value, have been donated to the Sanctuary between 1996 and 2000. Even more valuable than the dollar worth of the program is the stewardship created through volunteerism, which uniquely contributes to the long-term effectiveness of the Sanctuary.

**8. Enforcement and Regulations.** Both the city of Key West and the State of Florida have declared Florida Keys waters under their jurisdictions as "no-discharge" zones. Additional accomplishments in implementing the Enforcement and Regulatory Action Plans are largely a tribute to the cooperative efforts among the State, the Florida Fish and Wildlife Conservation Commission, the Florida Park Service, the U.S. Coast Guard and NOAA. Notable among these is the cross-deputization of state-certified law enforcement officers, which allows them to enforce some Federal laws, including fisheries regulations.

**9. Damage Assessment and Restoration.** The Damage Assessment and Restoration Action Plan is new to this document but is based on accumulated data and lessons learned since 1982. The cross-disciplinary strategies will prove useful in reducing the number of vessel groundings in Sanctuary waters as well as restoring Sanctuary resources damaged by vessels.

**10. Maritime Heritage Resources.** The Maritime Heritage Resources Action Plan includes a close partnership of the State, NOAA, and the Florida Advisory Council on Historic Preservation described in a 1998 programmatic agreement for resource management (see Appendix F). More recently, the 2002 discovery of a previously unknown wreck within the Sanctuary has brought about a community-endorsed research and interpretation plan for the site. Overall, the Action Plan represents excellent progress in balancing resource protection, investigation and interpretation.

**11. Mooring Buoys and Waterway Management (formerly Channel Marking).** The Mooring Buoy and Waterway Management Action Plans have implemented simple but effective strategies for reducing vessel damage to the coral reef and to seagrass beds. The long-term success of these programs – mooring buoy strategies have been used in local Sanctuary waters since 1981 when they were introduced at the Key Largo National Marine Sanctuary – has largely been due to a unique interface of education, outreach, enforcement, and research and monitoring activities.

**12. Operations.** Since 1997, the Sanctuary has integrated the administrative functions of two former sanctuaries – at Key Largo and Looe Key – into a single headquarters umbrella with two regional offices. This integration streamlined delivery of human resources, community relations, and policy development. It also resulted in a series of accomplishments, ranging from an updated electronic financial reporting system to the 130-episode television series, *Waterways*.