

Annual Report



2008

City Manager

I am proud to present the City of Key West's Annual Report for 2008. This overview of the City's accomplishments and goals for the past year is an opportunity to share with residents and businesses the hard work of the past year.

One of the biggest challenges we faced is doing more with less, and our hardworking crew is meeting that challenge. It's a good thing, as we will be looking at even tougher challenges in the year ahead.

City staff should be commended for learning to live leaner while still providing the best service possible to you, our customers. We've done some reorganizing, melding departments in order to trim down our budgets and make the very most we can of valuable resources.

Mid year the City adopted, by resolution, a Code of Ethics. The fundamental tenets are the core values of Safety, Integrity, Respect, Accountability and Teamwork. These are vital values that each of us needs to integrate with everything that we do every day. This Code is another way that the City staff holds itself accountable to you, the people who count on us to maintain our infrastructure, support our economy, and provide services to enhance your quality of life in the Island City.

- Jim Scholl
City Manager



Portia Navarro (left) serves as executive assistant to the assistant city managers and Maria Ratcliff is the executive administrator to the city manager. Ratcliff also coordinates the City's special events.



“Steering the city through difficult times is a little bit easier with the help of a strong and supportive staff.”

-Jim Scholl
City Manager

The City Manager's Office is located at 525 Angela Street and can be reached by calling (305) 809-3881



Assistant City Managers David Fernandez and Mark Finigan bring their expertise to bear on keeping City government lean and effective. Fernandez has spent 21 years with the city, and his operational experience includes completely rebuilding the City's sewer system in the 1990s. Finigan returned to City government in 2008 and brings an intense eye for fiscal responsibility.



The 2008 City Commission:

Back row, left to right: Clayton Lopez, Teri Johnston, Dan Kolhage, Barry Gibson
 Front row: Mark Rossi, Mayor Morgan McPherson, Bill Verge

**Mayor
 Morgan
 McPherson**

mayor@keywestcity.com

Commissioners:

District I

Bill Verge

bverge@keywestcity.com

District II:

Mark Rossi

mrossi@keywestcity.com

District III:

Dan Kolhage

dkolhage@keywestcity.com

District IV:

Barry Gibson

bgibson@keywestcity.com

District V:

Teri Johnston

tjohnston@keywestcity.com

District VI:

Clayton Lopez

clopez@keywestcity.com

City Manager:

Jim Scholl

jscholl@keywestcity.com

The 2008 Annual Report for the City of Key West was compiled with the help of City staff and department managers. Design and layout by Alyson Crean.

Building Department

The Building Department is a reflection of the local economy and has seen a marked decrease in activity in construction and renovations. It has responded by decreasing staffing levels. The Building Department is self-funded, and permit fees must pay for the department's operations. Therefore, a decrease in construction activity equals a decrease in permit fees equals a decrease in expenses.

The Building Department is responsible for the administration and enforcement of all laws regulating construction. This is primarily carried out through the permitting and inspection process.

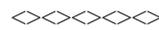
The management and staff understand that the relationship between our contractors, owner/builders, and designers contributes to the success of this goal.

Our 14 staff members serve as representatives of the department and provide a variety of information to the public pertaining to building procedures, licensing requirements, zoning issues, and historic preservation.

In 2008 the building department's budget was \$1.9 million, with revenues of \$2 million.

Permitting

The front office consists of four permit technicians who are responsible for the intake and issuance of building, electrical, mechanical, plumbing, roofing, and other permits. Permit applications, notice of commencement forms and other forms are available to print from the city's website at www.keywestcity.com.



Permits issued	2007	2008
Building	2574	2226
Electrical	1189	1179
Plumbing	781	747
Mechanical	597	375
Roofing	615	450
Total:	5756	4977

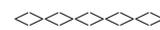
Plan Review

The building official and plan reviewer are certified to review and approve construction and renovation plans and permit applications.

All submitted applications are reviewed regarding applicable building codes and related city, state and federal regulations.

The plan review office also includes a coordinator to assist in gathering information, coordinating other agencies' review of plans, including Fire and Planning, and assisting customers. Plans are reviewed regarding:

- the Florida Building Code
- the National Electric Code
- the Florida Plumbing Code
- the Florida Mechanical Code
- National Fire Codes
- FEMA regulations
- the Florida Accessibility Code
- Land Development Regulations
- and various other governing regulations.



Inspections

The building department employs four state-licensed inspectors whose primary duty is responding to inspection requests, including two building inspectors, one electrical/mechanical inspector, and one plumbing inspector.

Inspectors maintain office hours each morning to assist owner/builders and contractors with questions regarding code interpretation, type and frequency of inspections, and to provide technical advice. All permitted work is required to receive one or more inspections. Inspections may be scheduled by calling the 24-hour inspection line at (305) 293-6462 or may be scheduled online on the city's website at www.keywestcity.com.

There were a total of 11,266 inspec-



“Customer service is our number one priority. We want the community to feel good in their dealings with the City and know that we're here to help.”

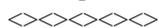
-John Woodson
Director



Diana Nichlaus, Director John Woodson, Terry Richardson and Derwood Stewart

The Building Department is located at 604 Simonton Street and can be reached by calling 305 809-3956

tions performed in 2008, down from the 12,544 inspections performed in 2007.



Historic Preservation

The historic preservation (Historical Architectural Review Commission) division is responsible for the intake and processing of construction and rehabilitation projects located in the historic district.

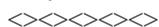
It consists of a historic preservation planner and coordinator.

In fiscal year 2008 a total of 1,410 applications to the Historical Architectural Review Commission were reviewed. The HARC board is composed of five appointed members and two alternates and hears presentations from the public on individual project's needs in relation to the guidelines adopted by the City Commission.

Meetings are held twice a month at Old City Hall.

Historic preservation staff members are available to answer questions pertaining to historic guidelines and to provide information necessary to gain approval for proposed projects.

Evaluation of projects is based on the Secretary of the Interior's Standards for Rehabilitation in conjunction with locally adopted guidelines. The design guidelines can be accessed from the city's web site at www.keywestcity.com.



Licensing

The licensing division consists of a licensing official and licensing coordinator with assistance from the other front office building staff.

Responsibilities include receiving and reviewing both business tax (previously called occupational licenses) and regulatory license applications and contractor testing.

The renewal period for most licenses takes place from July to January each year.

License applications are available online at the city's website at www.keywestcity.com.

Regulatory licenses include vehicles for hire, entertainment vehicles (pedicabs), mobile vendors, coconut palm frond weavers, street artists and performers, custom wearing apparel, sound ordinance permits, off-premise canvassers, transient licenses, contractor competency cards, and alcohol zoning approval.

New and renewed business tax licenses	2007	2008
	8084	8909
New and renewed regulatory permits	1913	2109
Totals:	9997	11,018



Barbara Meizis, Enid Torregrosa and Gerzale Hill are among the friendly and expert faces waiting to serve the community in the Building Department.



District VI City Commissioner Clayton Lopez, right, shares ideas with local businesses and residents as part of the city's Duval Street Summit. The January Summit spawned a host of ideas for keeping the city's main tourism artery clean and appealing.

Long-time Assistant City Manager John Jones hung up his spurs in 2008, handing over the reigns to a reorganized City Manager's office. Jones garnered a lot of love and attention in the community with his no-nonsense attitude and his ability to take the toughest jobs and get them done, whether it meant wrangling chickens or relocating live aboards.



City Attorney

In Fiscal Year 2007-08, the Key West City Attorney's Office was involved in numerous matters, including the following:

The office continued its traditional role of providing legal advice as needed and on a regular basis to the City Commission, the City Manager and to the city's community redevelopment agencies. The office also continues to draft regulations for the City Commission's approval in the ongoing effort to refine and improve the City of Key West's Code of Ordinances.

The office also provides legal advice to all of the city's advisory boards. An additional emphasis continued to be placed on educating city personnel and advisory boards on public records and open government laws. These efforts included one on one meetings with newly appointed advisory board members to discuss the legal obligations of their positions.

While the office continued its active role in Code Compliance prosecutions during the year, it also undertook the responsibility for the prosecution of municipal ordinances. This has resulted in an immediate cost savings for City taxpayers.

The year included the departure of long-time legal assistant Claire Hurd and administrative assistant Barbara Regensburger. We were fortunate to bring on two new employees in revised positions to further strengthen the City's legal department. Amanda Willett-Ramirez resigned after a successful tenure as the executive director of the Civilian Review Board to become the primary paralegal in the City Attorney's office. Amanda brings with her extensive litigation experience and has already made substantial contributions as the office continues to reduce outside counsel fees by handling the bulk of litigation in house. In an effort to further reduce City expenses, the City Attorney and City Manager agreed to utilize the expertise of administrative assistant Melissa Larmel collaboratively. Melissa moved into the City Attorney's office and has become an integral part of the team.

The effort to reduce outside counsel fees continued with Assistant City Attorney Ronald Ramsingh taking on a greater number worker compensation cases, which had traditionally been sent to outside attorneys to handle. Chief Assistant City Attorney Larry Erskine's knowledge of land use matters has been instrumental in working with the revitalized and

newly expanded Planning Department. In addition to handling a number of litigation cases, City Attorney Shawn Smith continued to work closely with each Commissioner to provide support for their endeavors. Chief among such projects was the significant amount of time invested in the forthcoming realization of the sinking of the Vandenberg as an artificial reef.

In the past two years, the office has transformed from one that is primarily geared to providing support for the necessary administrative functions of city government, to one that has positioned itself to respond to all phases of the City's legal needs. As its core mission, the City Attorney's office is committed to providing the highest quality of legal advice to appropriate city officials to ensure informed decisions can be made for the benefit of the City's residents and visitors.



“This office is committed to providing the highest quality of legal advice to city officials to ensure informed decisions can be made for the benefit of the City’s residents and visitors.”

-Shawn Smith
City Attorney

The City Attorney's office is located at 525 Angela St. and can be reached by calling
305 809-3770



The City's legal staff are, from left to right: legal assistants Melissa Larmel, Amanda Wilett-Ramirez, City Attorney Shawn Smith, Assistant City Attorney Ron Ramsingh, and Chief Assistant City Attorney Larry Erskine.



Whether it's presenting a service award for retiring employee Claire Hurd, or standing in as a celebrity bartender at an April fundraiser, City Attorney Shawn Smith keeps smiling.

City Clerk

The City Clerk is the official records keeper of the City and custodian of the City Seal. The City Clerk is appointed by and reports to the City Commission. Responsibilities of the City Clerk include:

- Recording the minutes and all official actions of the City Commission,
- Prepare all City Commission meeting agendas,
- Attesting to and maintaining custody of all records of the City Of Key West,
- Administering the publication and supplementation of the City Code Book,
- Process, record, file and advertise ordi-

nances, resolutions and notices,

- Establishing and coordinating the City's records management program in compliance with state law,
- Respond to public records requests,
- Administer oaths of office,
- Maintain official City zoning map,
- Provide Notary Services,

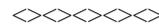
The City Clerk is also the chief elections administrator for municipal elections and special elections in Key West. The Clerk also serves as a member of the Elections Canvassing Board. As elections administrator the Clerk's Office is

responsible for:

- Qualifying candidates for Mayor, City Commission and Utility Board,
- Receiving qualification papers and campaign treasurers' reports,
- Handling initiative and referendum petitions and charter amendments,
- Administering Oath of Office to all elected officials,
- Conduct elections for two members to the Retirement Committee-Board of Trustees of the Municipal Firefighters' and Police Officers' Retirement Trust Fund and three members to the General Employees Pension.

Other responsibilities:

- Prepares budget for City Clerk's Office and City elections,
- Receives and opens bids,
- Administers filing of Domestic Partnerships.



Accomplishments for 2008

- Prepared 403 City Commission meeting packets for distribution for 31 Commission meetings and workshops,
- Prepared 132 Board of Adjustment meeting packets for distribution for 11 Board of Adjustment meetings,
- Administered 45 Board of Adjustment zone variances, 1 extension, 2 outdoor displays and 3 appeals,



“The office of the City Clerk is the oldest office of municipal government. It is the central hub for information pertaining to city records. Our office administered 1040 hours of research for requests for documents in 2008.”

-Cheri Smith
City Clerk



Senior Deputy City Clerk Sue Harrison, City Clerk Cheri Smith, and Deputy City Clerk Angela Budde oversee the city's records.

The City Clerk's office is located at 525 Angela Street and can be reached by calling 305 809-3831

- Attended 93 hours of Commission meetings,
- Attended 33 hours of Board of Adjustment meetings,
- Member of the Emergency Operations Command Center,
- Attended and participated in 48 hours of the City Manager's staff meetings,
- Attended and participated in 36 hours of the City Manager's agenda setting and pre BOA meetings,
- Administered 31 City Commission packets to be placed on the City's web site for citizen perusal,
- Administered 21 new ordinances passed by City Commission to be placed on City's web site for citizen perusal,
- Administered and attested to 334 Resolutions and 21 ordinances,
- Administered 25 calls for bids,
- Administered 5 filing of Domestic Partnerships,
- Administered 1040 hours of research for requests for documents,
- Administered 145 hours preparing minutes for the Commission and Board of Adjustment meetings,
- Administered 24 hours for the publication of 4 supplements to the City's Code Book.



The City Clerk's office started its money and environment-saving push to go paperless in 2008. Since an average City Commission meeting uses some 2,000 sheets of paper, the potential of going paperless is essential, says Cheri Smith. The new initiative makes Commission packets available on line.



Florida Governor Charlie Crist (center) came to Key West in August, meeting with City and County officials, including City Attorney Shawn Smith (left), and City Manager Jim Scholl (right).

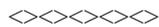
Others who met with Crist included the newly appointed Police Chief Donie Lee (left) and Fire Chief David Fraga (right).



Community Services

In September of 2008, the City went through a reorganization process in order to combine similar labor and equipment resources. The new Community Service Department is now responsible for the areas of Public Works, Recreation, Landscaping, Facilities Maintenance, Historical Cemetery and Fleet Services. Community Services is the second largest department in the City.

The new Community Service Department allows six departments to function as a team to accomplish goals and objectives. Sharing similar skill sets, labor and equipment is necessary to complete projects in as an efficient manner as possible and expand the ability to provide cost effective services to our citizens and guests. Community Service Director Greg Veliz is located at 627 Palm Ave and can be reached at 305-809-3767. Deputy Director Steve Schipper is located at 633 Palm Ave and can be reached at 305-809-3751.



Public Works

The department maintains over 80 miles of city streets, associated sidewalks, storm drains, street signage and lighting fixtures. The department also provides support for many special events, parades and festivals. Public Works provides the placement and removal of barricades as well as clean up and removal of debris after the events. The department also assists the Police and Fire Departments during emergencies such as traffic accidents, oil spills and fires. The Public Works Supervisor and key staff are members of the Emergency Management Team and are elements in helping prepare the City

during storm events. The Deputy Director of Community Service, and Administrative Assistant, the Public Works Supervisor, two Foreman and 25 staff members are located at 633 Palm Ave. Questions regarding Public Works can be directed to the Supervisor, Bill Reick, at (305)-809-3757.

The City of Key West Public Works Department in conjunction with contract crews, maintains city rights-of-way throughout the fiscal year, cleaning approximately 2.4 million linear feet. This does not include the Duval Street Corridor and one block in each direction. There are four street sweepers which operate throughout the city four times per year. In addition, Duval and Petronia streets are swept 364 days per year. The 1.6 miles of Duval Street also receive sidewalk pressure washing on both sides of the street about eight times per year. Associates also mow grass, weed, sweep sidewalks, remove trash and debris and return abandon shopping carts to the proper locations. This year during Fantasy Fest, over 1300 barricades were placed and removed from the parade route. Over 150 trash cans and recycle containers were staged in the event area. This is in addition to the 130 metal cans that are maintained in the Duval Corridor.

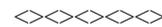
Public Works also repairs potholes on city maintained streets. Storm catch basins are cleaned six to eight times annually and as needed during storm events. Public Works assists the Police with abandoned vehicle and assists Building and Code with abandoned and foreclosed homes. This Hurricane season, the department prepared the city for Gustov and Ike by installing hurricane shutters and removing hazards. Staff remained on-call during all events and were dispatched immediately following

the events to clear rights-of-way.

Public Works maintains and collects over 850 parking meters 3 times per week. Ten new Pay and Display parking meters are being purchased in order to add credit card acceptance and reduce the number of single head meters located throughout the city. The Pay and Display parking meters will give the City a stock of repaired meters in order to speed the replacement of broken meter heads. Public Works is also upgrading the Mallory Square, Key West Bight and Park and Ride Garage with unattended, Exit Pay Stations. The number of FTE will be reduced to reflect the changes in booth coverage. These machines will also have credit card, cash and coin acceptance as well as report functions necessary to track information.

Installation of street signage and striping are safety priorities for the department. During the fiscal year, Public Works crews paint "Stop" bars, residential parking designations, strip centerlines, and paint yellow curbing. Public Works installs signs that have been knocked down due to storm events as well as routine maintenance.

The fiscal year operating budget for Public Works is \$2,378,980. This does not include Infrastructure Surtax Fund, Gas Tax or Streets and Sidewalks Fund.



Historical Key West Cemetery

Key West's unique and intriguing cemetery lies in the heart of Old Town. The main entrance and Sextant's office is located at Angela and Margaret streets. The Cemetery sits in a 19 acre park-like setting where Bahamian mariners, Cuban cigar makers, Spanish



“The City's reorganization of the Community Service Department allows us to continue to provide the highest level of service during challenging economic times.”

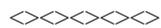
-Gregory Veliz
Director

Community Services is located at 625 Palm Ave. and can be reached by calling
305 809-3767

American War veterans, soldiers, millionaires and paupers, people of all races, Catholics, Protestants and Jews rest side by side, echoing the city's diverse heritage. The cemetery Sexton is Russell Brittain at 305-292-8177.

The Key West City Cemetery was established in 1847 following the disastrous hurricane of October 11, 1846 where the beachside cemetery was unearthed by winds and seas. This continues to be an active cemetery with over 100 interments a year. Within the fenced area lie 80,000 - 100,000 people. During recent months, Mr. Brittain oversaw the implementation of State of Florida grant funds to conserve historic statues, cast iron fences, sheds and tombs. A great deal of research has been done in order to digitize the burial records. Plans are now being made for new mausoleums to be constructed sometime in 2009.

Guided tours are available through the Historic Florida Keys Foundation and free self guided tour maps are available at the Cemetery entrance.



Recreation/Landscaping

Key West is proud to be a sport minded community. Through teamwork, the Recreation Department provides citizens with well-maintained facilities and a safe environment for all to enjoy. Our staff maintains facilities that serve over 125 teams of all ages, all year round. The Parks and Recreation Department is supervised by Randy Sterling, at 305-809-3769.

The transfer of the Navy Truman Waterfront property under the BRAC process had a major impact on the department. The park area of 32.4 acres requires additional staff, supplies, and equipment to ensure proper maintenance.

The Dr. Martin Luther King Community Center and Pool located at Catherine and Thomas streets. Lee Thompson can be reached at 305-292-8248. The facilities are open and free to the public.

The Frederick Douglass Gym and Band Room is located at Emma and Olivia streets and supervised by William Stafford at 305-293-8305. The Gym is air-conditioned and has new weight room facilities. Adjacent rooms are used for after-school programs and computer training. Between 75 and 100 youth utilize the facilities daily. The PAL program is partnering with the city to run the Youth Basketball Program

and the After School Tutoring program. Little Conch Basketball League coordinator is Mr. Stafford. The Band Room, located at Petronia and Fort streets, is under the supervision of Kenny Knowles. The tutorial program at the Band Room is taught Monday through Friday, 2:30-6:00pm, for 25 children from grades 1-5. The Bahama Village Music program, also at the Band Room, consists of the Children's Choir, taught by Joan Leggette, for 35 boys and girls. 20 young people also participate in a Drum/Drill Team Thursdays from 5 to 6 pm.

Recreation also provides support for athletic programs. We provide daily maintenance of all playing fields, which includes dragging, marking lines, cleaning, mowing, and fertilizing throughout the year.

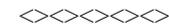
Other Recreation Facilities include: Clayton Sterling Complex: four acres at Kennedy and North Roosevelt. Rosa Hernandez Softball Field which is ½ acre located at Kennedy and Northside Dr. Wickers Sports Complex is six acres located at Kennedy Drive. Sonny McCoy Indigenous Park is 10 acres at the corner of Atlantic Blvd. and White Street. Bayview Park is four acres at Truman Ave and Jose Marti Dr. The in-line Hockey rink is at Bertha and Atlantic Blvd. The 17th Street Median is two acres between Northside Drive and Donald Ave. Cozumel Park is a ½ acre at 20th Street and Donald Ave. Bill Butler Park is a ½ acre on Poorhouse Lane. John and Mary Spotswood Park is ½ an acre at the west end of Seminole Street. Smather's Beach is 3000' x 70' located on South Roosevelt Blvd. Rest Beach is one acre on Atlantic Blvd. Simonton Beach is one acre located at the end of Simonton Street. South Beach located at the end of Duval Street. Little Hamaca Park is 13 acres at the end of Government Road. Truman Waterfront/BRAC Property is 32.4 acres at the west end of Southard Street.

The Landscaping Department is located at the McCoy Indigenous Park, supervised by Cynthia Domenich-Coogle at 305-809-3768.

As the ultimate green department, if it's green, we take care of it. Cynthia manages a staff that is proud of the hard work, dedication, and skills they maintain in the upkeep of our urban canopy. The staff is responsible and always on call.

The Department designs, implements and maintains our landscaping projects, trims and plants trees, and removes tree hazards from rights-of-way.

They inspect commercial landscaping projects and direct and coordinate conflicts between sidewalk, sewer, pool excavation and tree conflicts. There are many free informational brochures available at the McCoy Indigenous Park on care for your trees and landscape.



Fleet Services

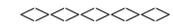
The City of Key West Fleet Service Department is responsible for repairs and maintenance on over 300 city vehicles and equipment including equipment used by the Police and Fire departments as well as the Key West Transit buses. Fleet Services also provides all unleaded and diesel fueling for the City fleet. Fleet Service is doing their part by going green. Fleet switched to a bio-diesel blend for all city vehicle and equipment use and more recently changed the unleaded fuel to an ethanol blend. The department performs over 2000 vehicle/equipment repairs and maintenance requests per fiscal year. Eduardo Herrera is the Fleet Management Administrator located at 627 Palm Ave.

In addition to these primary functions, all new vehicle purchases are made through the Fleet Department. The staff includes the Fleet Management Administrator, 3 Lead Mechanics, 2 Certified Mechanics, 1 Apprentice Mechanic, 1 Paint and Body Specialist, and 3 Fleet Vehicle Helpers. The staff is able to respond 24/7 to any vehicle or equipment emergencies and is a key element in our emergency response situations.

Our team works to enhance the quality of our vehicles and equipment so all departments can deliver high quality of service to our citizens. It is our goal that all departments will be capable of higher efficiency and quality by reducing vehicle down-time. This is proven by the length of time we are able to keep vehicle in service. The city recently took delivery of twenty 2009 Ford Police Interceptors for use in the Police Patrol Division. The vehicles were purchased with "Flex-fuel" capability to burn up to a 15% ethanol blend of unleaded fuel.

Lead Mechanics Kenny Sykes and James Knowles received certifications in the installation and maintenance of emergency vehicle equipment. This EVT Certification allows the city staff to maintain and install emergency lights, sirens, maintain fire apparatus, etc. These abilities equal a tremendous

cost saving to the city to complete work "in-house" that would normally done elsewhere.



Facilities Maintenance

The Facilities Maintenance Team of the Community Service Department recognizes that the relationships that exist among our customers and vendors are an integral part of our success. We were established to meet the construction and maintenance needs of our customers through effective communication and by providing the highest quality skills and services. We demand the highest ethical standards of ourselves. Our associates are the single most important asset of the department. We promote teamwork and a safe environment through education.

The Facilities Maintenance Team or FMT was established to meet the repairs, maintenance and construction needs of City of Key West. As the city expands and acquires property and facilities, the team is ready to step in and assist in all facets of maintenance and construction. The staff is skilled in the areas of electricians, welders, plumbers, A/C specialist, carpenters, mason, roofer, back flow specialist, and general construction. The team is skilled at a journeyman or higher level. The individuals are dedicated and flexible to cover more than one trade whenever necessary. FMT is supervised by Richard Sarver at 5701 College Road.

Some of the major projects completed recently are the rebuilding of the Bayview Park Bandstand, repairs and maintenance to the Staples Ave. pedestrian bridge, Wickers Field renovation, remodel of the Poinciana and Emma Street Police substations, remodel of 211 William for Port Operations, remediation and remodel of the Mayor's office and Fire Station #2, installation of a new filter system at the MLK Pool, and installation of a new paint booth at Fleet.

Department of Transportation

The City of Key West Department of Transportation is responsible for public transportation and parking lot operations. The department mission is to provide firm, fair and friendly services, safely.

Management responsibilities include oversight of operations and maintenance which includes a current budget in excess of \$11million, for capital and operating expenses. Capital projects in 2008 included design, planning and permitting phases of the City's new Transit Facility, which will be a state-of-the-art facility housing all functions associated with the public transit system.

The Department of Transportation (DoT) is unique as to hours of services due to the fact that buses operate 363 days per year / 7 days per week / 18 hours per day. There are three holidays per year when bus service is not available: Thanksgiving Day, Christmas Day and New Years Day. Additionally, we are proud to boast the fact that we are the *only* department that provides service outside jurisdictional boundaries as a result of a successful partnership developed through an interlocal agreement with Monroe County, City of Marathon and City of Key West for the Lower Keys shuttle bus service, between Key West and Marathon.

Public transit and parking operation personnel work flexible hours between 5:30 a.m., and 12:06 a.m. (midnight), daily. We operate two shifts per day in a variety of locations in Key West and as far as Marathon.

Fiscal year 2007-08 resulted in the following hours of service provided (overtime not included) by the type of service rendered in the divisions within the department.

- Public Transportation: 49,194 (City and Keys);
- Parking Lot Operations: 24,960

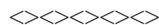
- Administration: 12,480
- Fleet Services: 15,600 (split with fleet)

It is our opinion that we have the greatest support team in the City - whose primary duties include budgeting, payroll, purchasing, training, customer services and other coordination efforts on behalf of the entire department. One of the goals of the administrative team is to assure our employees at KWDoT that we have the safest operating environment possible at all times, which can only be achieved with great people on your team.

Below is a breakdown of the fulltime equivalent positions assigned to KWDoT:

- 24 public transit. includes contract, part-time and fulltime;
- 12 parking operations (grounds and attendants);
- 6 administration (supervisory and management)
- 7.5 fleet service

A department this size, with the diversity of service provided and the hours of services worked annually requires a very dedicated support staff in order to succeed. Congratulations to all who played a part in our successes this past year!



Public Transit / the CONCH Wave

Key West Transit provides the *only* public fixed route service in the City and adjoining communities. Expansion of service was achieved between Key West and Marathon with the Lower Keys shuttle start up some two years ago. The bus fleet consists of 15 Gillig vehicles which accommodate 24 passengers and 2 handicap positions each.

In 2007-08 the City ordered and received two 35-foot buses (also

Gillig manufacture) which accommodate 32 passengers and four handicap positions - for use exclusively on the Keys routes. These vehicles provide added capacity with standing room for special events beyond the 32 seated positions when necessary to get the job done. The Lower Keys route has become such a success that there are peak periods of the day when the large, newer buses are fill to capacity, and ridership continues to grow on this route daily.

One of the biggest challenges when working with shift work and a variety of schedules is to provide employees a work schedule that accommodates their personal and professional need while assuring that all buses and all routes for bus service are covered and delivered to the public without fail.

One of the greatest accomplishments this past year was that the City of Key West DoT won the State Safety Award for safety transit operator in Class III, or less than 20 buses per day service statewide, which is something we have never accomplished in the past. We have won first and second place safety awards in years previous but never actually won the entire division. The honor especially belongs to the drivers for safe and hard work all year long. They deserve the recognition for this tremendous accomplishment.

Operating costs of public transit are offset by fare box revenues each year. The graph below indicates a steady increase of fare box revenue collected,

	2007	2008
City routes	\$307,079	\$324,363
Lower Keys	\$153,187	\$193,328
Total:	\$460,266	\$517,691

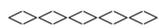


“Public transportation is becoming more important than ever as we struggle to balance budgets, protect the environment and preserve natural resources. In fact, it may be the key in a sustainable quality of life.”

-Myra Wittenberg
Director

The Department of Transportation is located at 627 Palm Avenue and can be reached by calling 305 809-3910

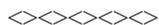
which also indicates passenger trips are increasing annually.



Achievements - Public Transit

- Training (includes drivers, supervisors and management);
- Safe Driver Training;
- Hazard / Security Planning & Awareness, Transportation Safety Institute
- Customer Service Skills
- Time Management
- Communication Skills
- 9 new bus shelters were installed for the Lower Keys service
- 10 solar powered I-Stop posts were installed in areas of the Lower Keys route
- Won the State of Florida Safety Award for safety transit service with less than 20 buses per day in service - Congratulations drivers!
- Bid and purchase of the Real Time Passenger Information System (RTIPS)
- automated real time information via voice integration (cell phones and internet)

We encourage you to try out our new automated bus route system information service by call (305) 600-1455 and listing to the menu prompts to plan your trip on public transportation today!



Fuel costs had a great impact on operations this past year. This is why the City looked toward increased passenger fares in order to offset fuel expenses and nothing more.

Last but not least, public transportation IS a part of the solution to preservation of the environment and our nature resources; try using public transit at least twice per week and see the difference you can make!



Parking Lot Operations

Mallory Square, Key West Bight and the Old Town Garage / Park N Ride lot are the manned parking lot sites for the City of Key West. They are a source of revenue to the transit division and the City's general fund budget. Parking lot operational challenges include cross training of employees for all sites and operations but also demands strict accountability.

- Achievements, Parking Lot Operations:
- Special Events (Mallory Square)
 - Professional Boxing / Rumble in Paradise I and II
 - World Championship Sailfish



Steve Schipper, Deputy Director of Community Services, Eduardo Herrera, fleet management administrator, DoT Director Myra Wittenberg and City Manager Jim Scholl show off the comfy new bus that transports Keys residents as far as Marathon. The new Lower Keys route continues to grow.

Tournament

- Bull Run
- Nightly Sunset Celebration / Cultural Preservation Society

There were many other special events held at Mallory Square during the past year associated with the famous nightly sunset celebrations held as a joint effort with the City and the Cultural

Preservation Society.

A great, big round of applause goes out to all team players at the City of Key West Department of Transportation for yet another great year. You ARE the difference.

Want to know exactly where your bus is, and how long it will take to arrive at your stop? The city of Key West has just announced the installation of a Real Time Passenger Information System that will tell you just that. The new system is Web based and offers automated responses by phone or via the Internet -- just click on www.kwtransit.com. By dialing (305) 600-1455 you can access an automated response service that tells passengers precise pick up and drop off times. The state-of-the-art system bases its response on the GPS location of each bus. The City has entered the 21st Century in public transportation so that riders can plan a bus trip from any location.



Bus drivers proudly display their hard-earned state Safety Award for 2007-2008 for safe transit operator in Class III, less than 20 vehicles in revenue service, daily.

Front row: Francisco Niguera, Ben Gibson, Adriana Gomez and Myra Wittenberg. Back row: William Kennedy, Elizabeth Mann, Byron Merwin and Richard Van Der Mude.

Finance Department

The Finance Department is committed to the City's financial integrity, providing efficient and courteous assistance in all financial matters and effectively communicating the efforts to management and the citizens of the City of Key West.

The Finance Team is organized into functional areas: Administration, General Accounting, Customer Service, Revenue, Purchasing, Insurance and Risk Management, Budget and Parking Collections. The main duties of each area are outlined below:

Administration

Provide support, guidance and supervision to other associates. Account for and manage the fiscal resources of the City to achieve the highest level of security and return on investments. Provide periodic financial reports to the City Manager and Commission.

Prepare the Comprehensive Annual Financial Report for the public record. Ensure compliance with all state and federal auditing, reporting, and grant requirements. Participate in collective bargaining and other special project as requested by the City Manager.

General Accounting

Maintain detailed financial records for the City's fund accounting system, consisting of:

- A General Fund used to account for the basic City services police, fire, building public works and administrative functions,
- Nine Special Revenue Funds used to account for revenue restricted for a specific purpose.
- Capital Projects Fund for all expenditures associated with large construction projects.
- Six Enterprise Funds consisting of

Sewer, Solid Waste, Stormwater, Transit and the Marinas.

- Pension, Insurance, and Tax Increment Fund used to account for those specific type of expenditures.
 - Account for and provide reports on grants, leases and other specific aspects of financial operations.
 - Perform monthly account reconciliation and balancing transactions.
 - Development of procedure manuals..
 - Maintain records and insure compliance with the City's \$36.5 million of bonded debt, \$4 million in short term loan proceeds.
 - Account for all cash receipts and revenues totaling \$83 million per year.
 - Account for the City's capital assets totaling \$274 million.
 - Provide for \$33 million in salary and benefit payments to City associates.
- Assure accurate and timely payment of obligations to vendors and others totaling \$97 million per year.

Customer Service

- Receive and process all requests and inquires related to Sewer and Solid Waste billings.
- Initiate and clear liens on delinquent accounts.
- Research and prepare account balance listings for title search companies for use in real estate closing and refinancing.
- Research and prepare all necessary adjustment to Sewer and Solid Waste Accounts.
- Maintain aggressive collection procedures on all delinquent sewer and solid waste accounts.
- Report deduct credits for the customer with irrigation system and pools.
- Work with the License and Building Department to assure account is current before new permits are issued.



“Financially, fiscal year 2008 went well. During the good years the City remained very conservative and is well positioned to ride out the economic downturn.”

-Roger Wittenberg
Director



The faces behind the counter -- these are the City staff who are there to help in the revenue department: Bertha Miller, Mary Marsh, Dane Boza, Shirley Sealy, Valerie Berrera, Cee Cee Anuez.

The Finance Department is located at 626 Josphine Parker Drive and can be reached by calling 305 809-3822

Revenue

- Prepare billings for sewer and solid waste services.
- Collect, process and deposit all receipts of the City including bus moneys, parking meter revenue, occupational licenses, dock rentals and utilities payment.
- Ensure that these revenues are processed and deposited in an accurate and timely manner.
- Make all necessary adjustments to the accounts receivable system as required by the customer services department.

Purchasing

- Provide support to departments in the selection, specification and procurement of needed equipment supplies and services.
- Manage the procurement process in accordance with the Procurement Ordinance to obtain an optimal balance between quality and total cost.
- Prepare all bids and request for proposal. Process all purchasing requisitions and purchase orders.

Budget

- Provide support to departments in the preparation and management of departmental budgets.
- Respond to public information requests.
- Prepare periodic and special reports. Monitor compliance with the City's approved budget.
- Meet with various agencies to review the City's budget and ongoing program status.

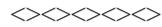
Parking Collections

- Manage the City's parking ticket collections program which accounts for over \$660,000 in revenue to the City's general fund.
- Pursue delinquent accounts turning those deemed uncollectible over to the collection agency for further action.
- Provide management with monthly reports of activity as it relates to parking collection and enforcement.

FEMA Coordinator

- Continue to work with federal and state officials to close hurricane projects from the hurricane season of 2005. To date we have received over \$10 million dollars on the 2005 storm with approximate another \$1.5 million that remains outstanding pending project close out.

- Preparing information to present to FEMA which documents approximately \$600,000 in losses as a result of Fay and Ike in 2008.



Major Accomplishments

- For the 22nd consecutive year, the City received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report for the fiscal year ending September 30, 2007.

- The City received a favorable audit opinion and a finding of no material weakness for the fiscal year 2007 annual financial audit.

- The purchasing department issued 14 Requests for Proposals, 6 Invitations to Bid and 2 Requests for Qualifications, in addition to issuing 4,200 purchase orders which were prepared, priced as required and issued, approved by budget, signed by administration and distributed to vendors and departments.

- The purchasing department now maintains all of the City's Invitations to Bid and Requests for Proposal on line. This allows interested parties to review all bids on line and download the documents if interested. This saves the City time and money by avoiding the mailing of bid packets while expanding its vendor base and assuring access to all interested parties.

- The accounts payable office issued 7,500 checks in 2008, which represented \$45 million in payments to vendors.

- The payroll office processed over 1.3 million hours of payroll for 475 employees which represents \$22 million in employee compensation.

- The accounting office accounted for \$3.7 million in federal grant related expenditure and \$1.7 million in state grant related expenditures.

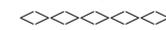
- Citizens can now pay their utility bills through the use of direct bank debits. This has eliminated the processing of over 20,000 individual account payments by the City and alleviates for the customer necessity of writing and mailing a check.

- The Revenue Department processes

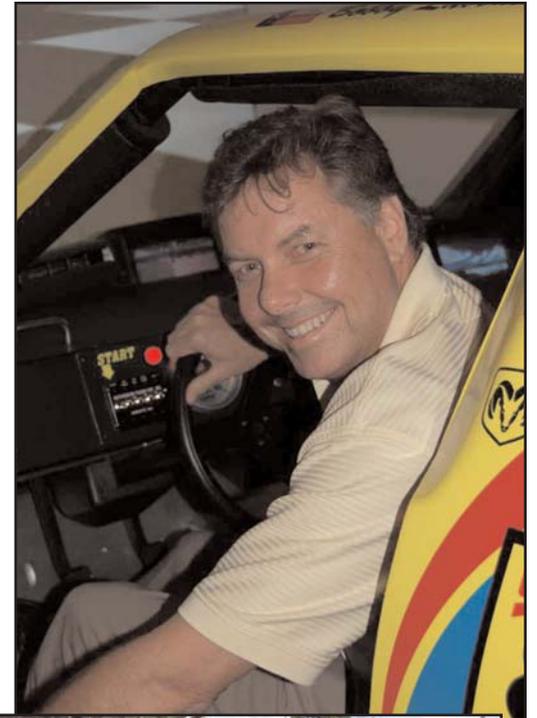
\$900,000 in parking meter revenue or 50,000 pounds of quarters along with processing 154,000 utility bills representing \$16 million in utility payments.

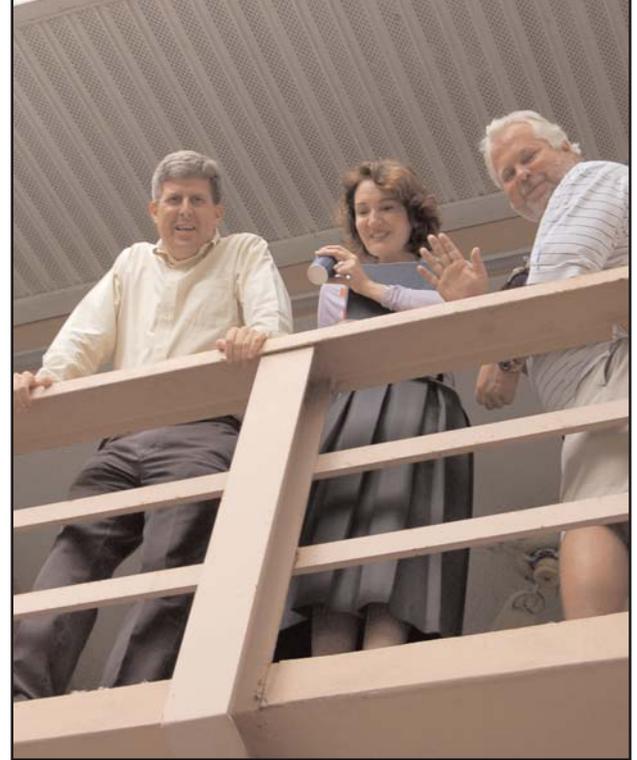
- The Budget Department along with the assistance of all City departments and the City Commission was able to prepare an annual budget that was only 2.15% above rollback that met the City Commission's desire to present a budget that only required a simple majority vote to pass.

- The hurricane season of 2005 took its toll on the City. Four hurricanes that season caused major damages to the City. As a result of these hurricanes, FEMA disaster specialists wrote 124 project worksheets totaling more than \$13.8 million. The finance department continues to track and monitor these repair projects to insure maximum participation by grantor agencies. To date recoveries have reached \$10.2 million, with additional Hurricane Wilma recoveries still outstanding.



In October the City's Police Department donated \$10,000 to Samuel's House, a shelter for homeless women and their children. At no expense to city taxpayers, this grant comes from the state's forfeiture fund. Left to right: Samuel's House Director Elmira Leto, City Manager Jim Scholl, Police Chief Donie Lee, Mayor Morgan McPherson.





FD Fire Department

The Key West Fire Department is committed to protecting the people, property and environment within our community. We will be responsive to the needs of our citizens by providing rapid, professional, and humanitarian services essential to the health, safety and well being of the community. We will accomplish our mission through prevention, education, fire suppression, hazard mitigation and other related emergency and non-emergency activities. We will actively participate in our community, serve as role models and strive to effectively and efficiently utilize all the necessary resources at our command to provide a product deemed excellent by our citizens.

The Key West Fire Department envisions itself to be a model of Fire Service for the Citizens and visitors of Key West.

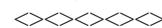
The Key West Fire Department is comprised of 70 full time professional firefighters, 1 Administrative Specialist, and one Administrative Assistant. The administrative staff consists of Chief David Fraga, Division Chief of Operations Mike Karash, Division Chief/Fire Marshal Michael Davila, Division Chief of Training and Emergency Management Craig Marston and the Administrative Specialist Molly Sawyer.

Under the Fire Marshal's jurisdiction are the Captain/Fire Inspector Peter Malott, two Fire Inspectors Danny Blanco and Alan Averette, and the Administrative Assistant Mary Anderson. The Fire Suppression division is comprised of three Shift Commanders, ten Captains, fourteen Driver/Engineers, and thirty-six Firefighters. There are 53 Emergency

Medical Technicians and 9 Paramedics. The department operates four stations:

- Central Station at the center of the island with an engine, ladder truck and HAZMAT trailer;
- Station #3 at the east end of the island with an engine, two reserves, and USAR trailer;
- Station #2 at the west end of the island with an engine and;
- Sunset Key Satellite Station with a mini pumper.

The satellite station is served from the Wardlow Station by Fire Boat response.



Public Protection Classification

The Key West Fire Department has an Insurance Services Offices, Inc. (ISO) Public Protection Classification (PPC) of two. The rating applies to insurance companies using ISO property insurance premium calculations. The PPC two rating affects property insurance premium calculations for commercial properties and residential occupancies insured under homeowner's type policies and some other special schedule rated property. The change affects typical mercantile properties to a degree depending upon the type of building construction, the hazard of occupancy and other property insurance premium calculations factors.

In the 1980s Key West was rated a class seven, in the early 1990s the rating was lowered to a class four and in 1996 our classification was brought down to a class three. We received notice after an exhaustive review that our PPC had improved to a two, placing us in the top 7/10ths of 1% of Departments reviewed nation-



“The Key West Fire Department is committed to protecting the people, property and environment within our community.”

-David Fraga
Fire Chief

The Fire Department is located at 1600 No. Roosevelt Blvd. and can be reached by calling 305 292-8145



Engine 9 replaced No. 7 as the front-line pumper at Station 3 in September. The engine is a state-of-the-art fire pumper. With advanced suspension and steering, it provides the ultimate in public and firefighters' safety.

wide. This was possible because of improvements to water supply, training and recordkeeping.

The Key West Fire Department, by way of grant monies through FEMA, the I.A.F.F., and the support of City Management and the City Commission, has continued to train, equip, and expand our Special Response Teams consisting of Hazardous Materials Response, Public Safety Dive and Urban Search and Rescue.

As called for in our departmental business plan, we have retired Engine 7 to reserve status and replaced it with a new Pierce Velocity Pumper, Engine 9. Engine 9 incorporates a number of safety and efficiency features to enhance both the safety of Firefighters and the public. In addition to complying with the latest clean air and NFPA standards, it provides the latest technology available to rapidly, safely, and effectively respond to emergency calls.

SPECIAL RESPONSE TEAM MEMBERS AND INCIDENT COMMAND (IC) CALL LIST

<u>DIVE</u>	<u>HAZMAT</u>	<u>USAR TEAM</u>
(IC) Michael Budde	(IC) Mark Sellers (IC) Michael Davila (IC) Marcus DelValle	(IC) Marcus DelValle (IC) Ron Herrington (IC) Mark Sellers (IC) John Sellers
Stewart Andrews Alan Averette Greg Barroso Colton Butler Greg Bringle John Bringle Arnold Caballero Kevin Cates Richard Franco Robert Franco Tony Kaye Peter Malott Wayne Owen Jake Perry Edward Sanchez John Sellers Keith Sellers Mark Sellers	Stewart Andrews Alan Averette Danny Blanco John Bringle Michael Budde Arnold Caballero Richard Franco Robert Franco Joey Hughes Peter Malott Wayne Owen Jake Perry Edward Sanchez John Sellers Edward Sanchez Keith Sellers	Alan Averette Danny Blanco Michael Budde Arnold Caballero Tyrone Cervantes Raul Franco Richard Franco Robert Franco Calixto Garcia Benny Lowe Robert Malone Jason Means Ed Perez Jake Perry Ed Sanchez Chris Saunders Keith Sellers Steve Wells David Zarate



The day shift at the Dickie Wardlow Fire Station (left to right): Lt. Danny Blanco, Lt. Alan Averette, Fire Marshall Michael Davila, Administrative Specialist Molly Sawyer, Chief David Fraga, Administrative Assistant Mary Anderson, Capt. Peter Malott, Division Chief Craig Marston, Division Chief Mike Karash.

General Services

The General Services Department includes Wastewater, Stormwater, Engineering Services, the City Engineer, Solid Waste, the Key West Transfer Station, and Environmental Code Enforcement (KWDEP).

The General Services Dept. Director is responsible for annual rate studies for stormwater, sewer, and solid waste. The rate studies and budgets are traditionally presented to the City Commission in late August. The General Services Department administration and Engineering Services Division are located at 604 Simonton St. (upstairs) and KWDEP and the Transfer Station are located at 5701 West College Road, Key West, Florida. The Richard A. Heyman Environmental Pollution Control Facility (Wastewater Treatment Plant) is located on Fleming Key.

Sewer

The Richard A. Heyman Environmental Pollution Control Facility and Key West's sanitary sewer collection system has been operated and maintained by Operations Management International, Inc. (OMI) since 1989; the year the facility completed construction. OMI employs 21 people at Key West's facility and functions much like a City department.

Wastewater is treated to advanced standards and discharged into a deep injection well located on the plant site. The treatment plant was designed and permitted to produce secondary quality effluent at a rate of 10 million gallons per day (MGD).

In 2001 the facility was upgraded to guarantee advanced treatment standards. Completion of this upgrade coincided with construction of the first deep injection well to a depth of 3,000 feet. When Key West began discharging the highly treated effluent into the deep injection well, the valve that allowed flow to the ocean outfall was closed and has never

been opened again. A second deep injection well was built as a backup, which allowed the City to permanently decommission the ocean outfall.

Currently, average flows are approximately 4.8 MGD, a reduction from 8 MGD seven years ago. This reduction in flow indicates the success of the sewer system rehabilitation project. Seawater inflow that previously entered the system and had to be unnecessarily pumped to the plant no longer occurs.

Since 1999, Key West residents have spent more than \$100 million on public and private sewer capital improvements, replaced the ocean outfall with the two deep injection wells, and upgraded the current sewer treatment plant to an advanced wastewater treatment (AWT) facility.

Accomplishments for Wastewater:

- The City continues to treat wastewater significantly better than AWT standards require.
- Key West's wastewater system garnered two top awards at the 2008 Florida Water Resources conference held by the Florida Water Environment Association. Key West won the safety award and the Earl B. Phelps Water Quality Award in the Advanced Secondary Treatment category.
- The City constructed a generator system for our wastewater lift stations. This will allow our island's sewer system to remain functional if we were to lose power for an extended time frame in a disaster such as a hurricane. 12 elevated permanent generators and platforms were constructed, and 8 portable generators were purchased so that the entire wastewater system can maintain operation.
- The Pump Station DA Force Main project allows the collection system to bypass Pump Station D to increase capacity and improve operating characteristics in extreme flow conditions.
- The City continues to test and retest

private and public property sewer laterals and mains to ensure continual improvement of water quality in Key West's nearshore waters.

- The General Services Department, City Management, and City Commission have worked well together to assure financial stability in the Sewer Fund while holding the line on rates. Gradual increases are planned at levels less than the inflation (CPI).

Stormwater

A major component to improve our nearshore water quality involves the treatment of our island's stormwater runoff. Currently, storm runoff carries various pollutants (oils, trash, fertilizer, pet waste, etc.) into our storm drains where they are eventually released through 63 outfalls into our nearshore waters with very little filtration taking place.

As improvements are made at intersections throughout the city, our most effective means of pollutant reduction and water flow reduction is a well system. As water flows down the street, it enters a pollution control device descending into a well, and slowly makes its way filtering through rock to the ocean. Although wells are the preferred method, there are still piping systems that flow directly to the nearshore waters. The result of these new well systems is a significant improvement in water quality and fewer beach closures.

This project will also help improve stormwater drainage, thereby lessening the effects of flooding due to rain. No stormwater system can mitigate the effects of a hurricane storm surge. To improve stormwater management, the City hired OMI in FY 1995 to perform cleaning and spot repair. They have 8 full-time staff members dedicated to helping clean and maintain our stormwater system. If you are having problems with the storm drains in your



“We are committed to continue our efforts to provide the residents of Key West the very best services available.”

-Gary Bowman
Director

The General Services Department is located at 525 Angela St. and can be reached by calling 305 809-3714

neighborhood, please call OMI at 305-292-5100.

In addition, a stormwater capital plan has been developed to prevent flooding, divert stormwater flow from outfalls, and reduce/eliminate discharge of pollutants and contamination of near shore waters. The plan provides for a more comprehensive management system and includes installation of five pump-assist injection wells, elimination and/or retrofit of 63 outfalls, installation of 293 injection wells and retrofit of existing injection wells. Vertical french drains have already been designed and installed addressing small areas of standing water in an affordable, cost effective way.

Heavy rains can underscore weaknesses in our stormwater drainage system. Drainage canals and ponds were subsequently cleared, restoring essential drainage for several neighborhoods. We have expanded our cleaning efforts by 33%. Flow improvement plans are being completed to assure that the remaining blockages can be moved, mitigated, and maintained into the future. For information on our Municipal Separate Stormwater System (MS4) program contact Annalise Mannix at 305-809-3747.

Accomplishments for Stormwater:

- New stormwater gravity wells, well boxes, and catch basins were installed at 15 intersections in the City in 2008. The City is now in the midst of completing five triple-chamber outfall structures for continued drainage improvement.
- The City entered into an agreement with the South Florida Water Management District and the US Army Corps of Engineers to perform mitigation at the Hawk Missile Site in the Key West Salt Ponds. Hydrologic flow has been restored to the entire west Salt Ponds in this area in order to encourage seagrass growth and improve water quality. Red and black mangrove colonization areas will be created, and red mangroves planted, in areas that will be restored to natural topography by the removal of fill.
- This favorably-negotiated agreement has also provided in-kind mitigation in the western Salt Ponds. This area has exhibited very poor water quality associated with fish kills. A hydraulic study of the ponds showed that the water exchange in the ponds previously was very low. The mitigation project has connected the western Salt Ponds hydrologically to the Riviera Canal system and increase flow, thereby improving water and habitat quality in the ponds. It has also allowed us to keep

clear key stormwater outfalls thereby assisting storm drainage for over 500 homes.

- Ongoing cleaning of our City's stormwater collection system has helped us maintain an effective drainage system that helps reduce flooding at a faster rate.

Solid Waste

The Transfer Station is located at 5701 College Road. The Solid Waste Department is responsible for operations of the transfer station as well as managing the curbside collection and recycling contracts. The department is also responsible for managing the hauling and disposal of all solid waste, currently contracted to Waste Management of Florida Inc. at 296-8297.

Accomplishments for Solid Waste:

- Received, processed and shipped 2,520 truckloads of solid waste weighing 53,725 tons to Broward County waste-to-energy facility for incineration.
- Performed daily inspections of city rights-of-way to ensure compliance with the City Code of Ordinances.
- The Solid Waste Department is constructing a new \$8 million facility expected to be completed in the first half of 2009.
- The Solid Waste Department, City Management, and City Commission have worked well together to assure financial stability in the Solid Waste Fund while holding the line on rates. Gradual increases have been implemented in the last few years, at levels less than the consumer price index (CPI), to help balance the annual cost increase of salaries and contracts for solid waste.

Engineering Services

Engineering Services and the City Engineer provides planning and design services, engineering and construction management for the City's capital construction projects including grant acquisition for: storm sewers, buildings, parks, beaches, roads and sidewalks. The group is also tasked with the responsibility of advancing the city's environmental programs, maintaining our land management plans and environmental permitting for city projects. Although the group was responsible in 2008 for right-of-way permitting functions, in 2009 the Building Department will be responsible for all permitting. Accomplishments for Engineering Services:

- performed surveys, designed the sidewalks and oversaw construction of sidewalks throughout the city, including

3500 Block of Eagle Ave., ramps at Greene and Duval and Greene and Telegraph/Fitzpatrick, as well as a number of others along Front St. The contractual amount spent in 2008 for concrete work was \$494,750.

- 5-Year Cow Key Channel Sea Grass Monitoring. Final reports were submitted to South Florida Water Management District & Florida Keys National Marine Sanctuary.

- ADA Facilities Compliance: we completed two facility projects, Fire Station #3 and sidewalk installation and bird aviary access at Indigenous Park.

- North Roosevelt Boulevard Asphalt Overlay for almost the entire length of the sidewalk. The project was fully funded by the Florida Department of Transportation.

- Completed Design and permitting on both the Berg and Kitso Nature Preserves.

- Obtained environmental permits necessary to restore Smathers and Rest Beach Berms.

- There were 350 right of way permits issued for the public's rights of way. Permits approved include planting, sidewalk repairs, construction in the road or sidewalk, road closures, parking for moving vans and other commercial needs as well as placement of 452 news racks on city sidewalks.

- Staff works year round on maintaining our Hazard Mitigation Plan used to reduce the effects of storms on citizens and facilities.

- Engineering Services team members pride themselves on their dedication to obtaining outside funding of construction projects. One of our departmental goals has been to ensure grants fund at least our entire salary and office budget annually. This year has been no exception. Currently we are providing grant management for 22 projects totaling over \$14 million in projects, and this does not even include the 10 or so additional hurricane projects that were added due to the 2008 storm season. Although smaller in staffing than in years past, our team hopes to continue to garner significant grants in the new year.

Environmental Programs

The City Commission started the year with a dedication to sustainability and climate change issues. The City quickly ramped up its existing programs and started new initiatives to be part of the global movement to reduce green house gasses that can cause sea level rise. The new programs were developed by staff and citizen volunteers working in partnership with many business and local

community and school groups. Programs include:

- City of Key West Employee Green Team working on energy reduction, paperless office programs, recycling in facilities and at special events, "green purchasing" policies, and the use of B20 bio-diesel for our larger trucks;
- Key West Clean and Green Community Group has completed several initiatives including reducing trash in the environment through education; installation of cigarette butt containers on Duval, better trash container signage, recycling education and recycling bin giveaways, encouraging enhanced waste management through cooperation with our vendor Waste Management. Our team works with loveyourisland.com and initiated 12 city-wide cleanups;
- The Mayor's Coalition for a Green Key West is a group of community and business leaders that the Mayor supports working together in an effort to assist the city in understanding the needs of the community. The group presented educational Lunch and Learn programs on recycling and composting, and introduced 10 specific initiatives that would help the city become more green;
- Coordination with the Community Traffic Safety Team and Pedestrian Action Committee to create a more walkable community that uses less vehicular fuel;
- Education of citizens through a stormwater inlet stencil project, ten speaking engagements, booths at the GLEE recycling fair, keywestcity.com web site enhancements, TV commercials on Channel 77, and working with news outlets to obtain newspaper articles about projects;
- The City is a dedicated member of the Keys-Wide Sustainability Program presented by Green Energy and Education (GLEE) that bring all local agencies and municipalities together to share knowledge and programs;
- We completed the document "City of Key West Sustainability Program - A Plan for the Environmental Stewardship of Key West," which provides the city a blueprint for progress toward sustainability;
- City staff worked with Fantasy Fest vendors to send waste oil to the Key West High School's bio-diesel program where students turn oil into bio-diesel and operate a vehicle with it;
- Worked with HOB School students to increase recycling and created a recycling thermometer installed at Bayview Park so the community can easily monitor how well it recycles.

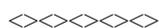
Human Resources

The Human Resources Department is an internal support services department for the City and those employed by the City and it serves the public through the employment inquiry and application process. The HR department has no revenue producing capabilities, but services all City departments in a number of key areas including attracting, developing, retaining and sustaining a diverse workforce within allocated budgets, employee/labor relations, health, wellness and safety, total compensation, salary and benefits, personnel records administration, HIPPA/COBRA/FMLA administration, personnel policy and procedures, Equal Employment Opportunity, maintenance of human resource information system, unemployment compensation and risk management including workers compensation.

Human Resources staff serve as consultants to managers and employees in handling a variety of management and employee needs including employee benefits, personnel policy & procedure and employee relations issues on a daily basis. HR strives to encourage positive employee relations and open communication and guides citywide HR activities to ensure legal and organization wide compliance.

The Human Resources Department customers include elected and appointed officials, City Manager, Department Heads, employees (including general fund and infrastructure fund budgeted FTE's), retirees, applicants, general public, vendors, contractors and service providers.

Core services provided by the department include employment recruiting and retention, application processing, recruitment, skills assessment, employment process, and new hire orientation.



Department Activities

- Implemented paperless application review process for department managers utilizing scanning technology.
- Provided venue for applicants to have typing tests and skills assessment testing done in the HR Department at the time of application.
- Coordinated recruiting efforts for several key management positions.
- Participated in FKCC and Key West High School job fairs.

	2007	2008
applications received	1162	1244
new hires processed	138	93
transfers, promotions	64	48
Vol. resignations	79	57
dismissals	32	16
retirements	6	11
total turnover rate	23%	16%

Benefits

Benefits administration of all City provided programs for general employees, Police and Fire Departments and retirees; including health/dental/vision insurance, life insurance, employee assistance plan, voluntary benefit programs, COBRA/HIPPA/FMLA, unemployment compensation; coordination with pension plan administrators; compliance with regulatory issues.

Department Activities:

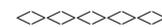
- Provided all employees with annual benefit statement,
- Coordinated employee meetings with voluntary benefits program representatives including AFLAC and deferred compensation carriers,
- Conducted open enrollments for

health/ dental/ vision insurance and employee flexible saving plan for medical and dependent child care,

- Developed new Employee Benefits booklet for implementation in 2009

Health Insurance Participants at end of fiscal year:

Employees: 450
 Dependent Spouse: 52
 Dependent Child(ren): 63
 Retirees (incl spouse): 41
 COBRA: 1



Employee & Labor Relations

The department manages and serves as the staff lead negotiator for the City's three collective bargaining agreements: Police Benevolent Association, International Association of Firefighters, Teamsters Blue Collar and Clerical Office Workers; provides advisory sup-



“2008 was a challenging year; through difficult times our employees stepped up to meet the need and continued to provide quality services to our community.”

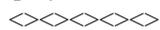
-Sandy Gilbert
Director

The Human Resources Department is located at 525 Angela St. and can be reached by calling 305 809-3714

port to the Civil Service Board; assists departments and employees in resolving employment related disputes; grievance handling and arbitrations; contract implementation and administration; development and administration of City policy and procedures; regulatory compliance issues.

Department Activities:

- Successfully negotiated one year collective bargaining agreements with the City's three unions,
- Managed employee reduction in force, coordinated the bumping process and worked with displaced employees to move to vacant positions,
- Represented the City in five arbitration hearings -- two decided in favor of the City, three still outstanding,
- Temporarily served in the role of Civil Service Board Clerk,
- Updated/revised/created a total of 29 job position descriptions,
- Coordinated 135 random drug tests, 96 pre-employment drug tests, and 5 reasonable suspicion drug tests,
- Tracked 76 disciplinary actions,
- Provided 72 service anniversary awards to employees.



Risk Management

The objective of the Risk Management department is to provide a safe, productive work environment for City employees and work with the City's various departments to identify and reduce the City's potential for liability costs and costs associated with workers compensation benefits.

Department Activities:

- Organized and provided safety training program on trench and excavation safety for City employees and employees from Monroe County, FKA and local contractors.
- Coordinated safety training programs and train the trainer program for public works and community services department employees.

- Reviewed and updated Police Department policies on light duty and injuries in the line of duty.
- Commissioned a third party security review of several City facilities by outside vendor
- Participated with Monroe County in seminar on public safety employees presumption claims under the heart lung bill.
- Set up managed care program for workers compensation claims through Gallagher Bassett to better utilize providers and facilities and attempt to curtail medical care costs,
- In conjunction with City Attorney's office and outside counsel, participated in nine workers compensation mediations.
- Reduced workers compensation and

liability claims administration contract costs by 3%.

During 2008, the HR Department continued to be actively involved with the Mayor's Committee on the Key West Code of Ethics working with the Committee Chair on the Code of Ethics workshop and to bring final recommendations before the City Commission for approval. Additionally, staff was involved in numerous City sponsored activities including Ambassadors Program, Children's Day, Holiday Parade, Children's Festival, Clean 'n Green and civic activities including Key West High School and Key West Symphony programs.

The Human Resources/Risk Management Department staff includes:

- Stephanie Johnson, Human Resources Administrator
- Alice Parker, Benefits Administrator
- Kristina Przybyla, Human Resources Assistant
- Schavawn Yarber, Human Resources Generalist
- Pearline Lewis, Risk Management Specialist
- Sandy Gilbert, Director

Ethnic Breakdown of Total City Workforce	
Asian/ Pacific Islander:	.9%
Black/ African American	14.3%
Hispanic/ Latino	18.3%
Native American/ Alaska Native	.2%
Total Ethnic Minorities	33.7%



Human Resources sets the standard when it comes to enjoying the holidays! In addition to decorating the holiday tree together, the entire department revisited the 1960s for Halloween!



Information Technology

The Information Technology Department provides Help Desk services to the city's computer users weekdays from 7:30 a.m. - 5:00 p.m. Users can call in a request for the department's services or enter it into the computer system. The requests are monitored to address any emergencies that arise. The Information Technology Department responded to 3,271 internal requests for service this past year.

The Information Technology Department provides Citywide support for all computer systems and telephone systems. The department is responsible for analyzing and implementing the electronic needs of all City departments according to response time, storage requirements, hardware and software services, and ensuring that adequate training is available to users. The IT Department plans, purchases, manages, and maintains the computing and telecommunications hardware, software, and networking infrastructure to support the many departments of the City in providing their services to the citizens.

Every desk in the City is equipped with a computer and the software necessary for that staff member to work effectively. Each of these desktops is connected to an extensive network that communicates with the servers and i-series that provide the computing power for the City. There is also a voice over IP telephone system that runs across the City network which provides telephone support to the City staff as well as giving citizens access to City Services. The IT Department maintains a qualified staff of IT Specialists needed to support the Departments and maintain this infrastructure. The services IT provides include email, Internet access, multi media services, telephones, and network management.

The Information Technology depart-

ment consists of seven fulltime employees, one director, one network administrator, one network analyst, one technical analyst, two computer support specialists, and one help desk specialist. The 2007-2008 budget for the department was \$998,479.

Communications

The IT Department has focused on replacing all Centrex lines with VOIP technology. This past year, 30 Centrex lines were disconnected. That reduced the monthly billing by \$1,292 or \$15,499 per year. In addition, we were able to reduced Bellsouth special circuits monthly billing by \$2,032 or \$24,378 per year. The Bellsouth Business monthly billing was reduced by \$2,325 or \$27,897 per year. Overall, the changes saved \$5,648 per month or \$67,774 per year.

Training

The City of Key West provides a variety of computer training for employees, from orientation classes to specific applications. Web-based classes are offered for all financial applications throughout the city, as well as community services and utility systems. Hands-on lab classes are also offered for desktop applications. This year 215 employees attended a variety of computer training opportunities, including the following:

- 27 new employees who use a computer in their day to day work received Computer Orientation training.
- 44 employees received Financial application web based training for GMBA (Government Management and Budgetary Accounting), Payroll, Accounts Receivable, Fleet Management and Purchasing/Inventory

training, respectively. Fourteen others were given web based classes on QRep Reporting, which utilizes Cognos Impromptu© for creating customized reports.

- 12 employees took advantage of web based training on the OPS Navigator application

- 18 employees attended classes for Administrators of the Citizens' Request Action Line.

- 11 attended Case management Training.

- 8 Planning and Engineering Department employees received specialized Community Services training.

- Hands-on lab classes were given to eight website administrators for managing their department's websites.

- Other lab training included 15 employees who received specialized training in the Microsoft Office Suite of desktop applications.

Finally, additional user-specific classes related to particular areas of employee responsibility were also provided, based on the needs of the individual employee.

Multimedia

The City's Channel 77 was upgraded and provided many opportunities for listing City meetings and cruise ships schedules as well as broadcasting programming. Some of the programming in 2008 included a broadcast of Senator Nelson's Town Hall Meeting and Mayor Morgan McPherson's welcome to the City's Ambassadors. We broadcast 89 regular meetings, six special meetings, four special events and two special presentations. An interactive program guide is now available on the internet. In addition, we created a number of public service announcements and informational slideshows.



“The Information Technology

Department provides the core support for the city, from its phone system to its computers and the Web.”

-Patti McLaughlin
Director

Information Technology's office is located at 525 Angela St. and can be reached by calling
305 809-3944

Channel 77 accomplishments included:

- Updated program listings and information content slides for Comcast Cable & TV Guide and added the Cruise Ship schedule,
- Broadcast Senator Nelson's Town Hall Meeting,
- Created new video of Bay View Park, The Mayor Welcoming Ambassadors and The City Manager's Presentation to the Ambassadors,
- Interactive program guide is now available on the internet.
- New broadcast quality camera system installed.
- Broadcast 89 regular meetings and more than 6 special meetings and workshops.
- Recorded 4 special events (Duval Street Summit, Ambassadors Roundtable, and 2 City Manager & Mayor Presentations to Ambassadors)
- Created 9 public service announcements (hurricane prep, recycling, wastewater awareness and HARC)
- Created 3 public interest spots.
- Cooperated with Comcast to replay all City Beat shows on Channel 77.
- Completed 3 new HARC PSAs, 2 hurricane PSAs and 2 new wastewater PSAs.
- Encoded Comcast DVD for City Beat Replay to mpeg 2 for local broadcasting
- Created new title screen for HARC meetings,
- Created slides for cruise ship schedules for CH7,
- Upgraded Nexus firmware from Leightronix support website.
- Updated job listing slides to Nexus for Channel 77.
- Updated Channel 77 Broadcast schedule for 2009.

Website

In 2008, the IT Department created an online bid center which allows customers to view bid information without having to go through Demandstar.

In addition, IT created a media center for City news releases where customers can view up to date information on everything from storms to water restrictions and special events.

According to our Barracuda Spam Firewall, between 23,000 and 60,000 emails were received, adding up to 49.8 million since the system was installed.

In addition to providing responsive email and internet access for the public, IT oversaw the Employee Intranet. Both aspects of the Web were monitored, repaired, updated and maintained by the IT Department. Accomplishments include:

- Created and maintained Online Bids Center
- Created and maintained Media Center for City news releases
- Created News Releases Center for Tropical Storm Fay and Hurricane Ike
- Uploaded audio PSAs regarding water shortage / usage regulations
- Provided information on home page for major events like Fantasy Fest
- Replaced Surf Control - Internet monitoring system with Websense web filter
- Monitored and managed website security through use of Websense
- Webmaster email: reviewed, responded and/or forwarded emails from citizens
- Maintained Affordable Housing site for Coordinator
- Compiled and prepared website statistical data reports
- Monitored, repaired, updated non-working files/links/photos/outdated material
- Maintained and posted announcements to Employees' site
- Maintained site for employees' forms and templates
- Created / updated fillable PDF forms
- Maintained training site with class schedules / information for employees
- Created and maintained printable staff directory in Excel for employee use

Computer Support & Infrastructure

We purchased and installed 40 new desktop computers and six new laptops while deploying nearly 53,000 patches, which saved 4,412 labor hours or 2.12 labor years, the equivalent of two additional positions.

In 2008 we worked with the vendor to correct conflicts in the Police Department's reporting system. IT upgraded connectivity for the KWPD at the jail and set up 35 Police tough book computers for patrol officers. In addition, the Department provided necessary wiring and connectivity for new operations and wireless radio service.

Other support accomplishments include:

- Ran network cable from the wireless radio to the switch inside of the new location at Poinciana,
- Installed 6 VOIP Phones for Street Crimes.
- Installed switch and new bridges at Poinciana.
- Checked and maintained daily and monthly backups for CAD system.
- Purchased license for SQL Server 2008,
- Purchased license for Windows Server 2008

- Rolled out 31 new computers to replace 2002-2003 computers,
- Rolled out 15 laptops and desktops (5 new/ 10 used),
- Upgraded NAS for image file retention from 1TB to 3TB,
- Began implementing a paperless environment in the I.T. office,
- Upgraded DOT to the new bus surveillance software (Drive Cam),
- Upgraded DOT to new video surveillance software for busses,
- Completed rebuild of 2003 server and installed What's Up Gold with new 2005 SQL express version,
- Distributed 4 laptops to code inspectors,
- Replaced radio at ballpark and moved it inside
- Resolved issues with Poinciana network connectivity down
- Resolved issue with ballpark network connectivity down,
- Established KWPD as a weather station for Weather Underground,
- Reinstalled weather software for Barometer in EOC,
- Replace Video Card on computer in EOC,
- Consolidated EOC printers into one multi-user laser printer,
- Created emergency supply kit for EOC computers,
- Supported EOC during Hurricane Fay,
- Supported Mobile Command Center with laptop and air cards during Fay,
- Provided laptop to go to Marathon EOC,
- Installed new Xerox 8500 printer in EOC with drivers on the EOC drive.
- PAL purchased 10 computers for the after school program,
- Presented to two Ambassadors classes.
- Configured the email migration software
- Migrated all City Hall Departments, Key West Police Department, Patrol Division and Dispatch to the new Scalix Email System,
- Purchased and installed web-based Global Relay Email Archiving system,
- Upgraded the Scalix server and software,
- Installed new radio device at Fire Station 3,
- Distributed and upgraded 19 Verizon air cards,
- Modified setup of call routing and voicemail in

the Planning Department,

- Setup Engineering telephone desktops to accommodate employee moves,
- Upgraded Notify to accommodate the iPhone.

Networking and Wireless

- Setup a new wireless access system for City Hall and Old City Hall,
- Set up IBM laptop and air card for Key West High School resource officer
- Set up new Meraki Wireless nodes;
- Setup wireless in EOC,
- Reinstalled wireless at City Commission Chambers,
- Setup wireless for transfer station,
- Installed a better antenna on transfer station,
- Prepared a Request for Qualifications for a fiber optic network for City locations, which was published in newspapers and on the Internet.



Televised live coverage of many City meetings is coordinated through the Information Technology Department. Here, Ian Willis updates the City's Channel 77.

Planning Department

The Planning Department is responsible for short and long range planning activities in the City. In addition, because Planning is a multidisciplinary function, the Department also collaborates with other Departments and from time to time takes the lead in coordinating inter-departmental and multidisciplinary issues.

Activities are generally described below:

Short Range Activities

- Processing of applications for development approval, including minor and major development plans, conditional use approvals, development agreements, variances, waivers and easement requests. Processing includes review of applications, preparation of staff reports,

coordination with other departments, negotiation of conditions, and presentations before the Planning Board and City Commission;

- Attendance at numerous public hearings each month (two City Commission meetings, one Board of Adjustment meeting, and one Planning Board meeting);
- Responds to requests for information by the public, either as walk-ins, phone calls, electronic mail, or letters;
- Meetings with the public, property owners and their agents related to specific projects or interpretations of the code;
- Allocation of residential units under the Building Permit Allocation System;
- Response to issues and questions raised by the Mayor and City Commissioners.

- Staffing Planning Board and Development Review Commission;
- Administrative interpretations of the Comprehensive Plan and Land Development Regulations;
- Advertising and noticing for special events in the City;
- Supporting the Legal Department in various litigation-related issues;
- Maintaining a Geographic Information System (GIS);
- Maintaining the Department webpage and links;
- Coordination with the Housing Authority, applicants and legal staff on workforce housing issues;
- Staff assistance for the Historic Architectural Review Commission (HARC);
- Coordination with the Florida Department of Community Affairs and



Planning staff (left to right): Wendy Tucker, Rodney Corriveau, Patrick Wright, Nicole Malo, Amy Kimball-Murley, Carlene Cowart, Ashley Monnier, Brendon Cunningham.



“We are blessed to have a hardworking team dedicated to public service and the quality of life in Key West.”

-Amy Kimball-Murley

Planning Director

The Planning Department office is located at 604 Simonton St, second floor, and can be reached by calling 305 809-3720



Local attorney Susan Cardenas, Planning Board member Jim Gilleran, Planning Director Amy Kimball-Murley, and staffer Nicole Malo at the department's Open House following a weekend paint-in at the offices.

other state, regional and local agencies on planning issues and concerns; and,
- Presentations and coordination with the community, especially through programs like the Ambassador's Program.

Long Range Activities

Many of the Department's long range activities relate to updating and maintaining the two key policy and regulatory documents which serve as the basis for our work: the City of Key West Comprehensive Plan and the Land Development Regulations. Key long range activities include:

- Maintenance of the City of Key West Comprehensive Plan, including preparation of Evaluation and Appraisal Reports and associated amendments to update the Plan and land use maps, as well as statute-generated and City or applicant-generated amendments to the Plan;
- Maintenance of the City's Land Development Regulations, including modifications to the regulations in response to Comprehensive Plan amendments, City-initiated, or other requests;
- Maintenance of the Building Permit Allocation System, including coordination with state, regional and local agencies on hurricane evacuation and related issues impacting the allocation of additional units to the City for distribution;
- Participation in internal City planning activities, including emergency management planning and response.
- Facilitation of long-range planning

projects, including large-scale City endorsed development and redevelopment projects which embody City initiatives (an example of this is the "Big Idea" which addresses workforce housing).
- Preparation of information for the Florida Department of Community Affairs as part of the Area of Critical State Concern designation process, including information on ACSC designation and rendering processes.



Accomplishments in 2008

The Planning Department made significant accomplishments over the fiscal year, including becoming fully staffed with a team of diverse and talented individuals for the first time in many years. The Planning team completely reorganized the physical space in the offices, and also revamped many of the procedures for applicants and application processing. We completed the Conformed Comprehensive Plan in anticipation of the major updates to plan proposed next year, and also held a number of workshops and meetings to discuss changes to ordinances. Importantly the department helped the Planning Board transition from a five to seven member board with new and important responsibilities assumed from the Board of Adjustment.



Director Amy Kimball-Murley, who took the reins in 2008, brings a true hands-on approach to the department, both for staff and for customers alike.

Police Department

The Key West Police Department envisions itself becoming the most effective, efficient Police Department in Florida in total partnership with our citizens and visitors. The mission of the Key West Police Department is to protect the lives and property of the citizens and visitors of this community, to preserve the peace, and to prevent crime and disorder while constantly guarding personal liberties.

The Key West Police Department consists of a dedicated and professional group of men and women, including 89 sworn personnel. Our island is home to a unique and diverse community, which is reflected throughout the ranks of the department. We protect and serve a population of 30,000 full-time residents, with over 2 million visitors each year.

In 2008 the Key West Police Department responded to 111,802 calls to service.

Police Chief Donie Lee was sworn in during 2008, having served with the Key West Police Department for 14 years.

Under his leadership, the KWPD was reorganized into two bureaus -- Operations and Administration -- in order to become more efficient.

The Police Department, in addition to conducting operations to ensure reduced criminal activity in Key West, supported a number of special events, many of which swell the city's population to upward of 50,000 people. Highlights of the events supported include:

- Fantasy Fest: for the 29th year running, the KWPD assured a safe environment for an estimated 50,000 revelers;

- New Year's Eve: this event draws crowds similar in size to those of Fantasy Fest as well as national news coverage, including CNN;

- The annual Poker Run: the KWPD is relied upon during this long weekend to maintain a peaceful and law abiding mood while thousands of motorcycle enthusiasts from all over the nation convene in Key West;

- Spring Break: spanning over several weeks, the KWPD provided additional coverage of the downtown area and set up an operations center at Old City Hall to process spring breakers arrested on lesser offenses;

- Hemingway Days: a week long event that draws a diverse crowd;

- Power boat races: with the combination of port and upland security considerations, this detail is an annual logistical challenge.

In all, the City hosted over 50 special events, and many of them required support from the KWPD.

Members of the KWPD were also extremely active in a variety of community-oriented events including:

- National Night Out: a countrywide crime prevention and awareness event;

- Relay for Life: this year members of the KWPD participated in memory of Susan Solares, the long-time administrative assistant for the Chief who passed away in April;

- Toys for Tots: volunteers collected toys and cash donations to provide gifts for more than 550 children during the 2008 holiday season;

- The Vietnam Wall Memorial was escorted to its temporary location by the KWPD;



The Key West Police Department consists of several specialized units. Some of those are as follows:

Criminal Investigation Unit

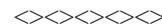
The Criminal Investigations Unit (CIU) investigates many types of cases ranging from simple battery, aggravated battery, sexual battery, burglary and robbery to attempted murder and homicide.

In 2008, 275 felony cases were assigned to investigations. Over 55.2% of those assigned cases were successfully cleared by arrest, warrant, unfounded or exceptionally cleared, beating out a national average of just over 33%.



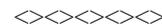
Special Operations

The Special Operations Unit is dedicated to investigating and arresting those involved in drug complaints. This includes street level, mid level and upper level drug operations as well as drug users. Special Ops continued to address drug complaints on all of these levels in 2008, and works in concert with other state and federal agencies.



Traffic Unit

One of the more visible units in the community, this department investigates traffic infractions ranging from crashes and DUIs to traffic homicide investigations (THI). This unit also oversees all parking enforcement officers.



“I am dedicated to providing the residents and visitors of this island the most professional police department possible.

Maintaining the public's trust and confidence is a top priority.”

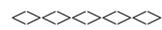
-Donie Lee
Chief

The Key West Police Department is located at 1604 North Roosevelt Boulevard and can be reached by calling (305) 809-1111

Mounted Unit

The equestrian unit is a favorite with children and adults alike, and the specially trained horses participate in a variety of community events as well as providing another means of law enforcement. The contributions being made by businesses, organizations and individuals to this non-tax funded program demonstrate its public support.

2008 was an exciting year for the Mounted Patrol Unit. Partnering with the Key West Police Athletic League in the summer, the Mounted Patrol moved into their new home on the Truman Waterfront property. Residents and visitors going to and from Fort Zachary Taylor stop to enjoy the horses. Operationally, the facility allows officers to get to their patrol assignments more quickly without the need to transport the horse to and from the City. At virtually no cost to the City or its taxpayers, the facility was constructed almost entirely from donated services, equipment, supplies and labor, as well as forfeiture funds.



Community Outreach

This aspect of the KWPD provides a number of vital programs that tie together the department and the community. In 2008 the following programs were just a

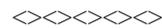
few examples of teamwork between the KWPD and the community:

- Citizens Police Academy: in 2008 this program continued to provide a hands-on experience for community participants. Ride-alongs and weekly explorations of different departments involved many members of the KWPD;

- The Explorer Program: this program for high school students was resurrected in 2008. Like the Citizens Police Academy, it familiarizes its participants with police operations and allows kids between 14 and 20 to take a look at possible careers in law enforcement;

- The Police Athletic League: through a variety of fundraisers and events, this program helps kids develop discipline, self-esteem, trust and mutual respect. Officer Frank Lalama, who has been an integral part of PAL, retired from the KWPD in 2008. He remains active, however, in PAL;

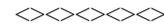
- Crime prevention programs, including robbery deterrence training with local banks.



Bicycle Unit

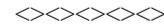
Like the Mounted Unit, these officers are extremely well-received in the com-

munity. Bicycle officers are assigned to shifts and continue to promote the KWPD's community policing philosophy.



Canine Unit

In 2008 there were three active canines assigned to shifts. These partnerships between officers and specially trained dogs handle in-progress calls as well as narcotics enforcement. In addition, this unit is often called upon for demonstrations in the community, especially in local schools.

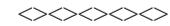


Training, Professional Standards and Internal Affairs

Each of these aspects of the KWPD are crucial to maintaining the highest level of service to the community. The Professional Standards Division includes training, internal investigations and recruiting. Our training unit conducts special training in addition to FDLE-mandated training. Continuing education is offered at the Florida Keys Community College's Criminal Justice Institute.

Internal investigations continued throughout the year to fully investigate all complaints regarding members of the KWPD.

One of the vital roles of our professional standards division is to ensure the department is accredited, a certification that is renewed every three years. In 2008 the unit kept the KWPD on track for reaccreditation that will occur in 2009.



Marine Unit

In an island city, this unit is an important means of providing the community a safe, law-abiding port and surrounding waters. The unit is responsible for boating safety and environmental protection, and continued in 2008 to conduct boating safety and sanitary inspections.

As national security has come to the forefront, the KWPD has played its role in protecting our ports. In 2008 the KWPD's facilities security plan was updated and approved by the U.S. Coast Guard. In November the department conducted a table top security exercise involving all of the agencies that would respond in the case of a real emergency.

Additionally, the Marine Unit provided throughout the year support and security for cruise ships and ferries that visited the island.



Fourteen-year veteran Donie Lee was sworn in as Police Chief by Monroe County Circuit Court Judge David Audlin at an October ceremony in front of the Key West Police Department.

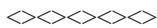


The Mounted Unit during the 2008 Veteran's Day parade (left to right): Officer Alberto DeVelasco, riding Texas Tea; Chief Donie Lee riding Peppy, and Lt. Alan Newby riding Leo.

Port Operations

The Port Operations Department consists of the Port of Key West, Key West Bight, City Marina at Garrison Bight, Property Management, and the City's Naval Properties Local Redevelopment Authority.

Although each division has a distinct function within the city, all have one feature in common: managing water, water-side activities, and upland properties. The department is committed to caring for the city's waterside, both financially and environmentally.



The **Port of Key West** consists of four docking facilities: Mallory Square Dock, the privately owned Pier B, the Anchorage area and the Navy Mole. Together these facilities serve cruise itineraries in the Western and Eastern Caribbean and the Bahamas. The strength as a port of call lies in the City of Key West's high desirability as a destination, its excellent location relative to North American cruise itineraries, and convenient berthing locations. The city's competition comes entirely from non-U.S. ports-of-call, many of whom offer low and discounted tariffs to cruise lines as an incentive to secure their position on an itinerary.

Fiscal Year 2007-2008 saw a total of 360 port calls and 754,407 passengers. A decrease was seen from Fiscal Year 2006-2007 with 403 port calls and 830,954 passengers.

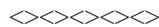
Though Key West is one of the nation's largest cruise port-of-call, and one of the most recognized destinations in the world, it is still a small port facility operating within a modest local government. Key West, like other ports of call, struggles with how to maintain a quality experience for island visitors while providing quality of life for residents.

Importantly, Key West has the most

successful ferry service in Florida. Land transportation to the island is constrained which makes high-speed water links feasible and successful. This domestic passenger service complements the City's cruise activities by enabling passengers to visit for the day or overnight. Total number of ferry boat passengers that paid embarkation and disembarkation fees for FY 07-08 was 170,004.

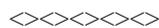
Accomplishments:

- Continued Security Plan updates in accordance with Florida Statutes,
- Continued to improving the physical infrastructure at the Port include design and bidding for the replacement of Mallory Square dock,
- Continued joint participation with the Navy for capital projects including security fences and the installation of fenders.
- Coordination of grants and seaport issues with the FSTED Council, Florida Ports Financing Commission, and Florida Ports Council,
- Involvement in state-wide Strategic Intermodal System process and provision of data for Intermodal Study,
- Presented draft Master Plan and strategy to Port Advisory Board.



Port Operations Grants

Port Operations has been extremely successful in obtaining grant funding for all divisions within the department. Over the past five years the department has been awarded approximately \$7.8 million in grants for capital improvements, port security, required studies, and joint Navy/City projects. In 2008 the department had over \$2 million in active grants.



City Marina at Garrison Bight

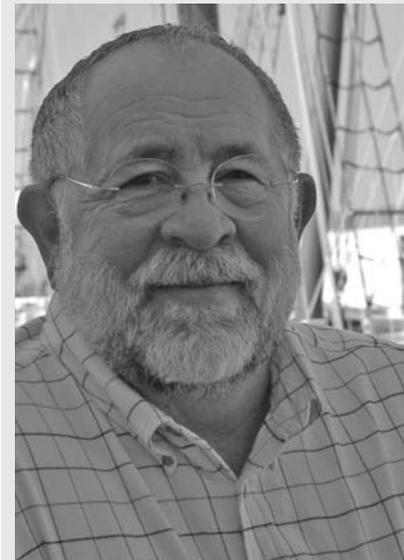
Charter Boat Row began in 1949 with

36 boats. Since then, Charter Boat Row, now known as City Marina, has grown to more than 230 slips on both sides of the Palm Avenue causeway. The marina serves charter-fishing boats, pleasure craft for locals and has transient slips for vessels up to 50 feet in length. It also hosts a community of liveaboard boaters, some of them not boats at all, but floating homes. The marina is a diverse, vibrant community, one that is interesting and sometimes challenging.

Located north of City Marina, in the area between Fleming Key and Sigsbee Park, is the City's Mooring Field. The mooring field consists of 149 moorings that host a mix of fulltime liveaboard as well as transient boaters. Each mooring system is inspected, top to bottom, every 120 days. Buoy systems with any sign of wear or damage are replaced. Interim inspections and damage is taken care of by the Mooring Field Dock Master.

The State of Florida has followed the City's lead and established a no discharge zone for sewage from boats around Monroe County. This helps to keep the waters clean as well as keeps the City's pump-out service busy. A City pump-out boat, purchased with grant money, continues to provide pump-out services to all vessels on Key West waters. The City pump-out boat is removing approximately 19,000 gallons of sewage per month. Pump-out is a seven-day per week operation.

In 2008, City Marina collected over \$1.38 million from tenants and transient boaters. The City Mooring field collected in excess of \$170,000. An additional \$116,000 in fees and services were collected at the marina. These funds are being used to maintain the facilities and to expand and improve both the marina and mooring field. The marina consists of 11 employees.



“Our port operations slowed slightly in 2008, but we’re confident our marine industry will remain robust and weather the storm.”

-Raymond Archer
Director

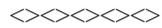
Port Operations is located at 201 William Street, 2nd Floor and can be reached by calling (305) 809-3790



Key West Bight Marina Manager Mark Tait is a typical hands-on manager.

Accomplishments:

- Received the "Clean Marina" designation from the Florida DEP. City Marina at Garrison Bight and Key West Bight Marina are the first and second marinas in Key West to achieve this accomplishment.
- Installed electrical power pedestals and water meters on Sailfish Pier.
- Demolished the existing Marlin Pier and replaced it with a new floating dock.
- Served as the caretaking of the Key West Marine Park.



Key West Bight Marina

Key West Bight Marina (also known as the Historic Seaport) is nestled in the middle of the City of Key West's Seaport properties located in the Historic District. The Key West Bight is a 20-acre facility that has become a major destination for those wishing to experience the ways of the old waterfront of Key West. A visitor to the "Bight" can enjoy a blend of the old with the new. You can go sailing on a historic schooner one day and go diving, fishing, parasailing or take a catamaran trip to the reef the next.

Key West Bight Marina has quickly become the most sought after marina facility in the City of Key West. Live-aboards enjoy its affordable rates and nearby access to Old Town. This also is a great benefit to the marina's commercial tenants. The Harbor Walk is lined with fine restaurants and other businesses which attract tourists and locals to the Bight.

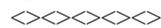
The marina has 33 deep water transient slips available that can accommodate vessels up to 140 feet, year round. The majority of the transient dockage is repeat business. When asked why they keep coming back the uniform response is the pleasing atmosphere, friendly staff, and affordable rates. Showers, laundry and pump-out facilities are on the premises.

Key West Bight Marina and the Key West Bight Ferry Terminal

have 18 employees that operate and maintain the property. Last years revenues were in excess of \$12 million. In 2008, the City continued the successful operation of the Key West Bight Ferry Terminal. Ferryboat operations continued with ferryboats arriving daily from Marco Island and Ft. Meyers. Both routes generated an unaudited net profit from passenger fees of approximately \$140,144.

Accomplishments:

- Received the Clean Marina designation from the Florida DEP. Key West Bight Marina and City Marina at Garrison Bight are the first and second marinas in Key West to achieve this accomplishment. The designation adds another 10% discount on the Submerged Land Lease annual fee.
- Removed the existing tin roof from the Thompson Fish House and replaced it with new trusses and metal sheeting.
- Constructed the new enclosed central trash and recycling center.
- Negotiated a new 10-year Submerged Land Lease from the State of Florida.
- Began the replacement of D-Dock.



The **Property Management** division oversees all upland property leases for both the Key West Bight and City owned properties. The division's goal is to support the economic development of Key West Bight and City properties through recommendations for long-term policies and operating procedures that are based upon professional real estate practices. The dual objectives of prof-

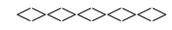
itability and preservation of the historic seaport and strategic utilization of City properties will continue to be the primary goals of the division.

Accomplishments:

- A comprehensive real estate plan was developed to address the management of the City's 136 properties and 63 of the major leases in City owned and occupied space, City owned and third party occupied space and City leased space thus enabling strategic space utilization, revenue maximization and operational accountability.
- A Lease Administration program is ready for implementation enabling the City to centralize data for all leases and utilize standard processes ensuring lease expirations are addressed, revenues maximized and collected and creating an electronic communication tool.
- Property evaluation and characteristics analysis to determine the condition, fitness for purpose, utilization and cost/value is proposed as part of the real estate portfolio plan.
- Successful negotiation of multiple lease renewals in the Key West Bight and City-owned properties representing additional revenues in excess of the amounts budgeted were completed.
- Review and analysis of potential property acquisitions and dispositions have been completed in support of the City's strategic plan for property utilization.
- The process of reviewing existing lease files for compliance with lease terms and obligations was initiated.
- The completion of accurate surveys of the net usable space at the Key West Bight and other City-owned real estate utilizing standardized methodology for space measurement is ongoing.
- Multiple capital improvement projects at the Key West Bight are underway including the Thompson Fish House

roof, expansion space for Sunset Watersports, expansion of the Ferry Terminal restrooms, repairs to Schooner Wharf, roof replacements, new storefronts, and landscaping improvements.

- An ongoing study of market rents and property values to enable the City to make informed decisions on lease and/or sale terms and increase revenues derived from these activities further enhancing the city's goal of maintaining a strong financial position.



The **Local Redevelopment Authority** manages the rehabilitation, revitalization, conservation, and redevelopment of lands and the structures and improvements associated with the Key West Base Reuse Plan.

The LRA oversees and coordinates activities for the following land and facilities at separate sites: Poinciana Plaza Housing (maintained by the Key West Housing Authority); Hawk Missile Site; East Martello Battery Site; Peary Court Cemetery; Portion of Trumbo Point; Truman Waterfront.

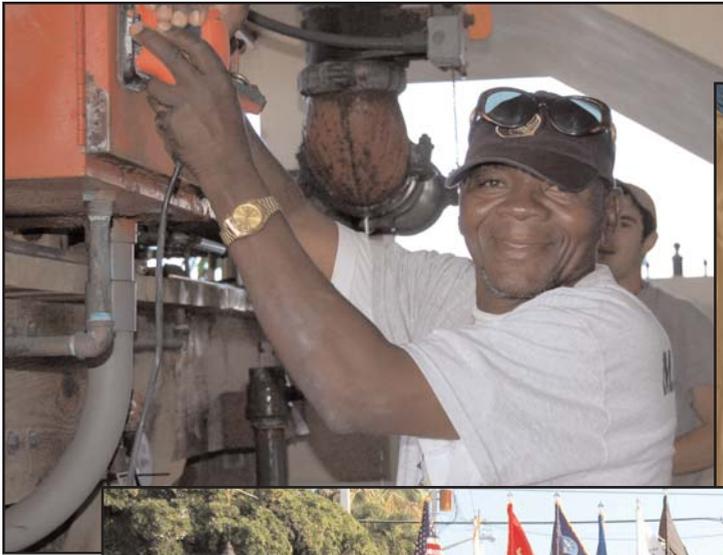
The LRA acts as a community redevelopment agency within the City to carry out the community redevelopment purposes of F.S. Chapter 163, Part III.

Accomplishments:

- Hosted numerous community events including Taste of Key West, power boat races, yachting races, and several additional community nonprofit group fund raisers,
- Completed construction on a 2.5 acre community field,
- Began the process of cleaning up environmental issues in the vicinity of the "oval" in the Master Plan.
- Advertised a request for proposal for development of the Truman Waterfront Marina.



Port Operations staff includes: Internal Auditor Gary Hansen, Director Raymond Archer, Project Manager Doug Bradshaw and Executive Assistant Martha Arencibia.



Key West City Commission Meeting Schedule 2009

January

Tuesday, January 6
Wednesday, January 21

February

Tuesday, February 3
Wednesday, February 18

March

Tuesday, March 3
Tuesday, March 17

April

Tuesday, April 7

May

Tuesday, May 5
Tuesday, May 19

June

Tuesday, June 2
Tuesday, June 16

July

Tuesday, July 7
Tuesday, July 21

August

Tuesday, August 4

September

Tuesday, September 1
Tuesday, September 15

October

Wednesday, October 7
Tuesday, October 20

November

Wednesday, November 4
Tuesday, November 17

December

Tuesday, December 1

All meetings are held in Old City Hall located on the corner of Greene and Ann streets. The meetings begin at 6:00 PM.