

City of Key West  
Annual Report 2014

# City Manager's Office



## *Jim Scholl, City Manager*

It's been a year of accomplishment for the City, and a year of management changes. I'm pleased to be introducing our City's annual report after a two-year retirement. When the previous city manager stepped down in July, I was humbled and honored to be offered the opportunity to step back into city management. The changeover happened at the height of our budget season, and I'm proud of the strong staff that helped me craft the 2014-2015 budget without losing any momentum.

I'm pleased to say, as I did in the last annual report I presented to you in 2012, that each department within in City was successful at protecting public safety while staying within stringent budgetary guidelines. I've always said that, in addition to our responsibility for the public's welfare, we have a sacred responsibility to fiscal responsibility with taxpayers' money.

As you'll see in the following pages, it's been a productive year. After garnering approval and direction from the City Commission, the Key West Fire Department is poised and ready to bring ambulance services in-house on April 1. In addition, we completed the new Fire Station #2 and are entering the next phase of updating the 525 Angela St. property. The new City Hall facility on White Street was demoed inside, and it's ready to begin the construction phases. Out on Stock Island, the new transit facility is quickly taking shape.

A look back a 2014 wouldn't be complete without taking note of the completion of the two-year reconstruction of North Roosevelt Blvd. by the Florida Department of Transportation. Our community pulled together during that difficult time, supporting local businesses and bearing with the inconvenience. Now we have a showcase entrance to our island that is safer than ever before.

I've barely scratched the surface of the work that City staff has accomplished over the past year. Please take a look at the ways that we, as your City government, provide the safety and the necessities that better our island community.

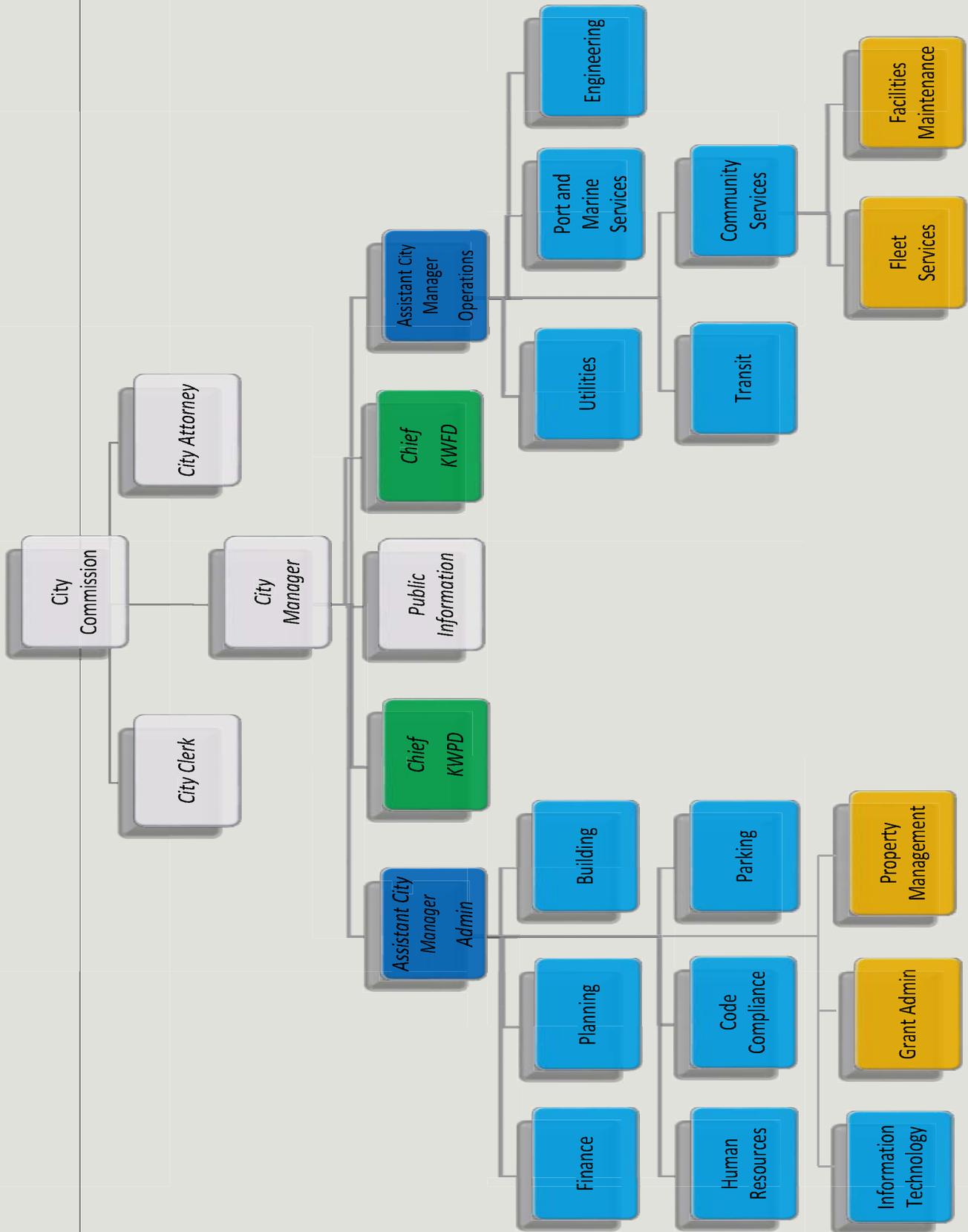


*Back: Carolyn Sheldon, Portia Navarro, Maria Ratcliffe. Center: Jim Scholl. Front: Sarah Spurlock and Greg Veliz*

A handwritten signature in black ink that reads "J K Scholl".

***The City Manager's Office  
consists of  
City Manager Jim Scholl and  
Assistant City Managers  
Greg Veliz and Sarah Spurlock.  
Maria Ratcliffe is  
executive administrator to the City Manager.  
Portia Navarro is  
executive administrator to Veliz and Spurlock.  
Carolyn Sheldon serves as the  
City's grant administrator.  
Alyson Crean serves as the  
Communications Manager  
for the City of Key West.***

# City Organizational Chart



# City Commission



*Standing: District 1 Commissioner Jimmy Weekley, District 5 Commissioner Teri Johnston, District 2 Commissioner Mark Rossi, District 6 Commissioner Clayton Lopez, District 3 Commissioner Billy Wardlow, District 4 Commissioner Tony Yaniz. Seated: Mayor Craig Cates. Seated: Mayor Craig Cates.*

Key West is divided into six voting districts, represented by six city commissioners who are up for election every four years. The 7th City Commission seat is occupied by the mayor, who is elected every two years. The six district commissioners are chosen by voters within their district. The mayor is elected by the citywide electorate.

Craig Cates, Mayor  
ccates@cityofkeywest-fl.gov

District 1: Jimmy Weekley  
jweekley@cityofkeywest-fl.gov

District 2: Mark Rossi  
mrossi@cityofkeywest-fl.gov

District 3: Billy Wardlow  
bwardlow@cityofkeywest-fl.gov

District 4: Tony Yaniz  
tyaniz@cityofkeywest-fl.gov

District 5: Teri Johnston  
johnston@cityofkeywest-fl.gov

District 6: Clayton Lopez  
clopez@cityofkeywest-fl.gov

# Building Department

*Ron Wampler, Director*



## **Mission**

The Key West Building Department's primary mission is to safeguard the public, promote the health, safety and welfare of our City through enforcement of the Florida Building Code and Key West Code of Ordinances. We believe the residents and the construction professionals of our city are entitled to professional, efficient and accurate guidance from our staff in the areas of construction, renovation and demolition, and planning of any and all property within the city.

We are committed to provide such assistance to residents and our fellow professionals in a courteous and timely manner. Therefore, the mission statement of the Building Department shall be to provide knowledge and service regarding local, state and federal building codes and standards in a manner which supports our commitment to the safety of our residents and to the integrity of the department. We willingly participate in a program of continuing education and testing in order to keep our staff informed on the latest techniques and requirements within the building trades industry as well as customer service and technology.

## **Department Overview**

The City of Key West Building Department is comprised of four divisions: front office permit technicians; plan review; inspectors; and Licensing. Permit technicians: Receive applications, track progress, issue building permits and certificates of occupancy; advise customers of requirements. Plan reviewers: Review all applications for accuracy and compliance with all applicable codes. Inspectors: Conduct inspections of all types of permits including building, accessibility, electrical, mechanical, plumbing, and roofing. Investigate complaints of unsafe structures. Licensing: Issue all business tax receipts and regulatory permits; advise business owners of requirements set forth by local and state codes.

## **Accomplishments**

Construction has been very active in the city in the past fiscal year. Revenues grew by \$775,000 to \$2.5 million in permit fees alone. Business taxes and regulatory permit fees also increased by \$70,000 to total \$1.45 million.

The Building Department added one staff person dedicated digitizing all issued permits and licenses. Existing staff issued 6,200 permits (13% increase), 10,100 licenses (15% increase) and conducted 11,523 inspections (25% increase).

A FEMA staff person was transferred from Planning to the Building Department, which has added a formalized flood plain review to permit applications. Chief Building Official Ron Wampler continues to improve the City's ISO rating, as well as the FEMA CRS program, by holding contractor workshops and adding to staff certifications. Building and Licensing continue to focus on efficiency and quick turn-around time on applications. Licensing added new regulatory permits after City Commissioners voted to regulate cosmetic stores and recreational vehicles, and Building staff took on revocable licenses and other right-of-way permitting through the building permit system.

# City Clerk

## *Cheri Smith, City Clerk*



### **Mission**

The City Clerk's Office is committed to serving the public by striving for excellence, providing complete and accurate information while preserving the records of the City and maintaining a professional level of service.

### **Department Overview**

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 ordinances, 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 3 members to the General Employees Pension
- Prepares annual budget for City Clerk's Office and City elections
- Receives and open bids
- Administers filing of Domestic Partnerships

## Accomplishments

Prepared City Commission meeting packets for distribution for 33 Commission meetings and workshops  
Attended 98 hours of Commission meetings  
Attended and participated in 30 hours of the City Manager's agenda setting  
Administered 33 City Commission packets to be placed on the City's web site for citizen perusal  
Administered 20 new ordinances passed by City Commission to be placed on City's web site for citizen perusal  
Administered and attested to 365 Resolutions and 20 ordinances  
Administered 31 calls for bids  
Administered 12 filing of Domestic Partnerships  
Administered approximately 600 hours of research for requests for documents  
Administered 100 hours preparing minutes for the Commission  
Administered 35 hours for the publication of 5 supplements to the City's Code Book  
Administered 600 hours preparing agendas, minutes and attending meetings for City Commission, Redevelopment Committee, Key West Bight Management District Board, Sustainability Committee, Art in Public Places Board, Historic District Signage Task Force, HARC/FIRM Task Force  
Administered 288 hours of training for the Legistar paperless agenda and new Imaging software (Optiview)  
Administered Oath of Office to the Mayor



*Senior Deputy Clerk Sue Harrison, City Clerk Cheri Smith, and Deputy Clerk Angela Budde*

# Community Services

*Rod DeLostrinos, Director*



## **Department Overview**

Every part of Key West is touched by the work performed by the Community Services Department. The department is responsible for street cleaning, parks and recreation facilities for leisure activities, City-owned fleet maintenance, landscaping, historic cemetery, maintenance of all City-owned buildings and many other functions. The Community Services Department is a consolidation of six divisions. Sharing similar skill sets, labor force, and equipment allows the department to complete projects in an efficient manner. This arrangement allows for cost-effective, responsive services for our citizens and guests.

## **Public Works**

Public Works maintains over 80 miles of City streets and their associated sidewalks, storm drains, street signs and light fixtures as well as providing janitorial services for all City facilities. It provides support for many special events, parades, and festivals. Public Works provides the staging and removal of barricades, as well as clean up and removal of debris after many events. They also assist the police and fire departments during emergencies to include traffic accidents, oil spills, and fires. The superintendent along with key staff are members of the Emergency Management Team and play a critical role in the preparation and recovery of the City during storm events. The City conducts street sweeping operations 365 days a year. Associates also mow grass, weed, sweep, blow sidewalks, and remove trash/debris.

This year during Fantasy Fest, over 1,300 barricades were staged and removed from the parade route. Over 400 trash and recycling containers were staged throughout the event area. This quantity is in addition to the 130 metal cans that are maintained and permanently in the Duval Corridor. Public Works is responsible for the repair of potholes on City-maintained streets. Storm catch basins are cleaned six to eight times annually and as needed during storm events. Public works also provide support to all City departments, to include Parking, Engineering, Information Technology, Police, Fire, and Building and Code. Public Works assists the police with abandoned vehicles and assists the Building and Code departments with derelict homes. Installation of street signs and road striping are safety priorities for Public Works. Crews paint "Stop" bars, residential parking designations, stripe centerlines, and yellow curbing. Public Works installs signs that have been knocked down due to storm events and due to routine maintenance. The Deputy Director of Community Services, Administrative Assistant, Superintendent, three Foremen and 60 staff members are located at 633 Palm Ave. Questions regarding Public Works can be directed to Superintendent Richard Sarver at 305-809-3757.

## **Historic Cemetery**

Key West's unique cemetery lies in the heart of Old Town. The main entrance and sexton's office is located on the corner of Angela and Margaret streets. Within the 19-acre cemetery, Bahamian mariners, Cuban cigar makers, Spanish-American War veterans, soldiers, millionaires, paupers, Catholics, Protestants and Jews rest side by side, echoing the City's diverse heritage. Cemetery Sexton Russell Brittain can be reached 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. With over 100 interments annually, the cemetery remains extremely active. Within the fenced area, over 80,000 people are interred. A great deal of research has been done in order to digitize the burial records for all 19 acres of the historic cemetery. Guided tours are available through the Historic Florida Keys Foundation, and free self-guided tour maps are available at the cemetery entrance.

## **Parks and Recreation**

The Parks and Recreation division 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, year round. Parks and Recreation is managed by Recreation Facilities Manager Randy Sterling at 305-809-3769.

The Dr. Martin Luther King Community Center and Pool are located on the corner of Catherine and Thomas streets. Manager Roberto Llagostera can be reached at 305-292-8248. The facilities are open and free to the public. The entire community center underwent a major overhaul in 2011, turning it from an older functional facility to the jewel in the crown of Key West. The newly renovated Willie Ward and Nelson English Parks adjacent to the pool complement the community center and provides an excellent recreation venue for the entire family. Frederick Douglass Gym is located on the corner of Emma and Olivia streets, supervised by William Stafford at 305-293-8305. The gym is air-conditioned and is home to the PAL Little Conch Basketball program. The complex also offers an after school tutoring program for children grades 1- 5. Between 75 and 100 youth utilize the facilities daily. The Little Conch Basketball League coordinator is also William Stafford. In addition, the facility is also used by The Bahama Village Music program, Children's Choir, and a Drum/Drill Team.

The Recreation division provides support for athletic programs providing 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, which consists of four baseball fields and batting cages, are located at the corner of Kennedy Drive and North Roosevelt Boulevard. This complex is home to Little Conch baseball.

Rosa Hernandez Softball Field, located at the corner of Kennedy Drive and Northside Dr. and is home of the Key West Girls Softball League.

Wickers Sports Complex is comprised of the Dewitt Roberts softball field and George Mira football field. The complex is home of the Key West Junior Football League, the Key West men's softball league and the Jewfish Over 40 Softball League. The complex is six acres in total and located at Kennedy Drive.

Sonny McCoy Indigenous Park located at the corner of Atlantic Blvd and White Street totals 10 acres; houses the bocce courts and the Wildlife Rescue. Plans are currently being formulated to enhance the parks design in conjunction with the efforts of Monroe County to redesign Higgs Beach area.

Bayview Park on the corner of Truman Avenue and Jose Marti Drive is comprised of 4 acres and offers basketball goals, tennis courts, softball field, a playground and facilities for the Boys and Girls Club.

In-line hockey rink is located at the corner of Bertha and Atlantic Blvd and is home to the Southernmost Hockey League.

The Truman Waterfront is currently under design to create a world class park and multipurpose facility. The recreation division also provides maintenance and upkeep for all other pocket parks, beaches, and green space areas within the City of Key West limits.

## **Landscaping**

This group is the ultimate "green" division. If it's green, we will take care of it. Bill Collins is the Landscaping Foreman (305-809-3766). He and his crew are located at 633 Palm Avenue. The Landscaping staff is proud of the hard work, dedication, and skills they maintain in the upkeep of our urban canopy. They implement and maintain City-owned landscaping projects, trims trees, plants trees, and removes tree hazards from the right-of-way. The City Urban Forestry Manager, Karen DeMaria, is available to field any tree related issues. Her contact number is 305-809-3768.

## Fleet Services

The City of Key West Fleet Services is responsible for repairs and maintenance on over 400 City vehicles and equipment including police, fire, and the Key West Transit buses. It also provides all unleaded and diesel fueling for the City fleet. Fleet Services is doing their part by going green. It 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 division performs over 2000 vehicle/ equipment repairs and maintenance requests per year. Christina Hepworth is the Fleet Services Manager located at 627 Palm Avenue and can be reached at 305-809-3905. In addition to these primary functions, all new vehicle purchases are made through the Fleet Services division. The staff can respond 24/7 to any vehicle or equipment emergencies and is an essential 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 greater efficiency and quality by reducing vehicle downtime. This assertion is proven by the length of time we can keep vehicles in service.

## Facilities Maintenance

The Facilities Maintenance Team was established to meet the repairs, maintenance and construction needs of the City of Key West facilities and infrastructure. The staff skills consist of electrical, welding, plumbing, environmental control, carpentry, masonry, roofing, and general construction. The team is skilled at a journeyman or higher level. The division is supervised by the Facilities Maintenance Supervisor, Brett Wright at 633 Palm Avenue. He can be reached at 305-809-3755.

## Department Accomplishments:

- Nelson English and Willie Ward Parks renovation
- Truman Annex Sports Field resod
- Fire Suppression System Installation at concession stands
- Replacement of ADA elevator/ lift at Community Pool
- Bill Butler Park renovation
- Duval Street waste and recycling cans on upgrade
- Renovation of the Staples Avenue Bridge
- Irrigation system installation at Truman Annex Sports Field
- Fire Station #3 bathroom renovation
- Clayton Sterling Baseball Complex dugout roof repairs
- Park N Ride restroom facilities construction
- Little Hamaca Boardwalk and handrail replacement
- 1- 2,000 gallon unleaded fuel tank installation
- Tennis courts at Bayview Park resurface

*Left to right: Community Services Superintendent Richard Sarver, Deputy Director Marcus Davila, FMT Brett Wright, Cemetery Sexton Russell Brittain, Recreation Facilities Manager Randy Sterling, and Fleet Manager Christina Hepworth.*



# Finance Department

*Nancy Kielman, Director*



## **Mission**

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

## **Department Overview**

The Finance team is organized into functional areas - Administration, General Accounting, Purchasing, Revenue and Budget. The department has 13 full-time employees and 1 part-time employee.

The General Accounting function is responsible for maintaining the accuracy of the general ledger through monthly and annual reconciliations. The general ledger is made up of 17 funds - these funds are used to account for the various City functions. The responsibilities also include investment and bond requirement monitoring, sales and gas tax remittances to the State, daily cash receipts and grant billing. Fixed assets, accounts receivable and bank reconciliations are performed monthly. Payroll and accounts payable also fall under the general accounting function. Payroll is responsible for bi-weekly payroll for the 450 city employees. Accounts payable prints weekly check runs for all city departments for payment to city vendors. The accounts payable process is very labor intensive, process requires each transaction be verified for accurate invoice amount and purchase order amount. The city issues approximately 100 checks per week. Purchasing processes all the City purchase orders - 3,300 annually. Along with this task is the process of bidding and RFP's to assure the City receives the values in services, supplies and equipment.

Other main processes within the finance functions include: Revenue and collections. Budget monitoring is an ongoing daily function. The department also participates and coordinates the annual budget process and publication of the annual budget document. Coordinating the annual audit and ensuring the timely publication of the Annual Comprehensive Financial Report - which reports the City's annual financial position along with any audit findings - is the responsibility of the Finance Department.

## **Accomplishments**

Receiving the Government Finance Officers Association Award for Excellence in Financial Reporting for the 29th consecutive year was considered a major accomplishment. The City received a favorable audit opinion and a finding of no material weaknesses during fiscal year 2013.

Changes in the Finance Department during the year were the hiring of a new deputy finance director and a new Risk Manager. Both positions are an important and essential part of the department.

# Fire Department



*David Fraga, Fire Chief*

## **Mission**

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.

## **Department Overview**

Our department consists of 73 members divided into four divisions: Suppression, Prevention, Emergency Management & Training, and the newly created EMS Division.

Overall, we have 66 Emergency Medical Technicians, 19 of which are Paramedics.

KWFD has an ISO rating of 2, an outstanding rating that results in a cost savings for insurance rates that trickle down to the taxpayers.

The Key West Fire Department is ingrained with training and practice to ensure our ability to use vehicles, tools, equipment, and techniques to respond to any scene no matter how critical.

We also assist and support the activities of Emergency Medical Services and law enforcement when called on.

In addition to our daily fire suppression and rescue services, we also have a Hazardous Materials Team, Dive Team, Urban Search & Rescue, and Technical Rescue Team. These extremely proficient and highly trained crews are staffed around the clock and can respond whenever needed.

The Key West Fire Department has a fully staffed fire prevention bureau that is responsible for fire inspections, fire investigations, fire code complaints, plans review and public education.

The Division of Emergency Management & Training is tasked with providing emergency management and training to city associates and citizens. It also provides continued educational units (CEU) and advanced training to the department's firefighters.

Emergency Management works together with local, county, state, and federal resources developing and maintaining contingency plans, which coordinates a comprehensive and aggressive emergency preparedness, response, and recovery program reducing the effects of natural and man-made disasters to the citizens of Key West.

## **Accomplishments**

Fire Prevention Bureau: Performed 2320 inspections; reviewed 395 plans for life safety issues; regularly attended DRC and Planning Board meetings for input on life safety issues; conducted life safety training consisting of the following: Fire Extinguisher classes to hotels/motels, Monroe County Correctional Facility; visited schools seeing some 3600 children, special events for children such as Kid's Day, Home Depot Children's Workshop; review, approval and life safety inspections were conducted on 51 special events; over 100 smoke detectors were donated by Strunk Ace Hardware which enabled us to distribute to those in need.

Fire Department Operations: A new 29 foot Safeboat was put into service for waterborne firefighting and rescue operations.

The long-awaited completion of Fire Station #2 at 616 Simonton Street was achieved and the the department moved in.

Twelve students completed the Key West High School Fire Academy sponsored by the South Florida Workforce Investment Board and the Key West Fire Department.

A new Division of Emergency Medical Services was created. and Eddie Perez was appointed as Division Chief of Emergency Medical Services.

The department conducted Firefighter I & Firefighter II Fire Academy for State of Florida Firefighter Certification. The Department responded to over 1900 calls for service.

Emergency Management and Training: Even though 2014 was a relatively quiet hurricane season with no activation of the EOC (Emergency Operation Center), we continually train staff in the operation of the EOC with ICS (Incident Command system).

The Emergency Management and Training Division provided students with 16,974 hours of in house training as follows: 3336 classroom hours and 438 field hours to meet required CEUs for in house recertification as needed; 1800 hours of Emergency Medical Service student contact hours as required for State of Florida EMT certification.

Emergency Medical Services: EMS Operations will begin April 1, 2015. 15 new Firefighters to the department to support the new EMS transport operations; procured 3 new 2015 Horton brand ambulances built on Ford E-350 chassis and one used 2009 Med-Tec brand ambulance built on Ford E-450 chassis.

Dr. Eric Herrera was selected as Medical Director for the Fire Department, and Ambulance Medical Billing was selected for medical billing services.



*Lt. Jason Barroso, Fire Marshal Danny Blanco, Captain Kenny Wardlow, Chief David Fraga, Mary Anderson, Molly Sawyer, Division Chief Alan Averette, Division Chief Michael Davila, Captain Gregory Barroso*

# Engineering

*Jim Bouquet, Director*



## **Mission**

We strive to provide the best customer services and outstanding projects while providing cost effective professional engineering by consulting with citizens, developing sustainable projects and seeking alternate funding.

## **Department Overview**

The Engineering Department provides multiple services to the City of Key West including capital improvement project management, Americans with Disabilities Act (ADA) compliant construction, right-of-way permits, traffic signal and street light maintenance and management of the citywide asphalt roadway paving program. The Department responds to citizen issues and concerns including traffic control, pedestrian crosswalks, safety, drainage and erosion. We support other City departments, providing design and management of projects for Community Services, Planning, Ports, Property, etc.

The Engineering Department also manages projects for the US Navy. These projects utilize in-kind funds from the Navy portion of cruise ship revenues from passengers disembarking at the Outer Mole Pier.

The Engineering Department currently manages approximately 40 active projects, combining for over \$60 million in design fees and actual/projected construction costs. The Department currently employs seven staff including two Professional Civil Engineers, a Licensed Architect, Construction Engineer, Electrical Engineer, Project Manager and an Executive Assistant.

## **Accomplishments**

Major accomplishments for 2014 include The new \$14.9 million City Hall on White Street is expected to commence construction in January 2015; the \$8.9 million Key West Transit Facility currently under construction is scheduled for completion by September 2015; the \$6.2 million Fire Station No. 2 phase one was completed and the station occupied in December; the Caroline Street Corridor 100% design was complete in December 2014. The project includes stormwater improvements, roadway reconstruction, street lighting, ADA compliant sidewalks and landscaping; design of the Truman Waterfront Park Phase I is currently underway. This \$23 million project includes infrastructure, roadways and parking, sidewalks, landscaping, play areas, multi-purpose field, community center and horse stables located on 23 acres of the Truman Waterfront.

Other typical projects include Rest Beach renourishment and seagrass mitigation, Zero Duval seawall, Mallory Square T-Pier, Community Services Facility redevelopment, two parking garages in Old Town, and electrical system upgrades to Mallory Square and Wahoo and Kingfish Piers.

# Information Services



*Patti McLauchlin, Director*

## **Mission**

The Office of Information Technology strives to provide the highest quality technology-based services, in the most cost-effective manner.

To meet this mission we will: Provide effective technology support for audio/visual, computer, multimedia, voice, video, and web based applications and services to all areas of the City; promote and facilitate the effective integration of technology into the basic mission of the city through planning, training and other support activities; develop, enhance, and manage the City's network to provide high speed, transparent, and highly functional connectivity among all information resources; facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access; provide capabilities including the ability to develop and manage the distribution through broadcast, broadband, software, the Web and other telecommunications technologies City programs, and services; provide fast & reliable access to all information systems.

## **Department Overview**

IT provides Help Desk services to the city's computer users weekdays from 7:30 a.m. to 5 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.

IT provides Citywide support for all computer systems and telephone systems and is responsible for analyzing and implementing the electronic needs of all City departments according to response time, storage requirements, hardware and software services, and insuring that adequate training is available to users.

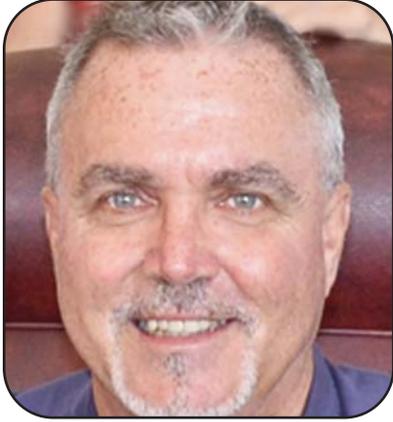
The IT Department plans, purchases, manages, and maintains the computing and telecommunications hardware, software, and networking infrastructure to support the many departments of the City in providing their services to the citizens. Every desk in the City is equipped with a computer and the software 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 citizen's 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. IT continually strives to innovate and improve the quality of services in a fiscally responsible manner.

## **Accomplishments**

Held business process reviews with City departments; replaced 2008 model computers; Implementing a new website design for the City website; Implemented software Office 365 and a email domain cityofkeywest-fl.gov; Installed and implemented new virus software (Trend Micro); Installed and setup 4 IBM servers for virtual environment; Assisted Monroe County Sheriff's Office in 911 migration to new system; Deployed 17 new Getac laptops for KWPD officers and 4 new Getac laptops for traffic division; Rolled out new Mobile One (Field Reporting) Suite for KWPD officers; Assisted with body camera testing for KWPD; Purchased and coordinated software training for the KWPD quarter-master inventory software; Continued to implement document imaging solution to all departments; Held computer orientation training for new employees; Held various training classes for all website administrations; Assisted with selection of EMS billing vendor; Completed 5733 service tickets; and broadcast City meetings.

# Code Compliance



*Jim Young, Director*

## Mission

The City of Key West Code Compliance Department is committed to protecting the health, safety and welfare of our community. We continually strive to provide fair and equitable services to our citizens and visitors. The staff serves as representatives of the Department and provides information and services to the public regarding code compliance. We will exhibit professionalism through continued education and teamwork to accomplish our mission.

## Department Overview

The City of Key West Code Compliance Department has the responsibility of investigating complaints and ensuring compliance of the City Code of Ordinances, building standards, zoning issues, licensing regulations and the Historical Architectural Review Commission (HARC) guidelines. All complaints and violations received or discovered are logged into the city computer system. Each officer is expected to maintain continuous monitoring of assigned cases with the ultimate goal being voluntary compliance. All compliance officers are required to be certified by the Florida Association of Code Enforcement either at the time of hiring or within one year after their hiring date.

## Accomplishments

Investigated approximately 1,737 complaints, including: 387 for unlicensed/delinquent business tax receipts, 305 for trash bins left on the right of way, 230 for building without permits or building beyond the scope of a permit, 191 for obstruction of streets, and 110 general complaints.

Code Compliance, in conjunction with the Legal Department presented to the City Commission for approval amendments to the News Rack and Sound Control Ordinances. We Oversee compliance with the Americans with Disability Act (ADA). The Department continues compliance efforts for increasing the quality of the offshore waters; initiated proactive identification of fraudulent vacation rental advertisements; initiated proactive compliance efforts along with the City's Flood Plain Manager regarding FEMA violations.

*Seated: Marl Lockyear, code compliance officer; Director Jim Young; Peg Corbett, code compliance officer/ADA coordinator. Standing: Bonnita Badgett, code compliance officer/ right of way coordinator; Grace Thrift, administrative coordinator; Mat Willman, code compliance officer; Scott Fraser, code compliance officer/ floodplane manager.*



# Human Resources



## *Samantha Farist, Director*

### **Mission**

The mission of the Human Resources Department is to support all City Departments in recruiting, selecting, developing and retaining a high quality workforce to serve the citizens and visitors of Key West. The Human Resources Department staff will provide quality human resources services with integrity, objectivity, responsiveness, sensitivity and confidentiality to all City employees.

### **Department Overview**

Human Resources has primary responsibility for managing a wide range of employee related services and programs for the City's diverse workforce during an employee's active employment and in many cases postemployment in the form of benefits to retired employees and continuation of benefits for employees leaving for other reasons. Human Resources activities include: developing and implementing policy, designing employee benefit programs, monitoring workforce diversity issues, managing Human Resources Information System, recruiting and filling job openings, conducting employee orientation, resolving employee complaints and grievances negotiating labor agreements, providing employee training, managing worker's compensation, serving in an advisory capacity to ad hoc City committees including the Civil Service Board and Safety Committee.

**Hiring and Selection:** manage and administer the recruitment and selection process for the city. Selection and staffing programs include: internal and external job posting of vacancies, assisting applicants with all phases of the employment process, recruitment activities, review and vetting of applications, pre-employment skills testing, reference and background checks, post-employment drug testing and all related compliance programs.

**Benefits:** Responsible for delivering benefits to 470 active employees and retirees including three bargaining units. These benefits include health, dental and vision plans, life insurance programs, flexible spending accounts, deferred compensation plans, Family Medical leave, Employee Assistance Plan, retiree benefits, Drug Free Workplace program and various voluntary benefit programs for employees. Staff provides research and recommendations on development of and/or changes to City benefit programs that are competitive, cost effective and compliant. Develop and provide communications regarding benefit programs to educate employees; problem solves with employees addressing a steady stream of phone calls, emails and walk-in visits from employees requesting assistance with benefit related issues.

**Compensation and Classification:** Implement and maintain citywide classification structure, maintain job description database, review positions and position descriptions and classify work to maintain an equitable classification structure; maintain the International Association of Firefighters and Police Benevolent Association step plans and ensure compliance with collective bargaining agreements and City policy.

**Labor Relations:** conduct negotiations for three collective bargaining agreements; provide counsel to managers/supervisors on implementation, interpretation and administration of collective bargaining agreements, discipline and grievance process and City policy; represent the City in arbitration cases and employment issues; provide employee counseling and conflict resolution.

**Human Resource Policies & Compliance:** provide policy direction to management; initiate, review and update personnel policies, ensure compliance with federal, state and local legislation, collective bargaining agreements and City policy.

**Human Resources Information System:** manage, update and maintain the human resources/payroll system; coordi-

nate and input employee data; maintain all official personnel files and employee confidential medical files; provide management reporting.

**Worker's Compensation:** The workers' compensation program utilizes a third party administrator to maintain records, process claim related payments, assist with state requirements and advise the City regarding the management and direction of claims. All employee injuries are reported through Worker's Compensation which then ensures that each injury is reported to the third party administrator within required timeframes. Worker's Compensation works with all departments to coordinate employee workers' compensation claims management and work assignments when injured employees are able to return to work in either a light duty or full duty status.

## Accomplishments

**Hiring and Selection:**

- Received and processed 1366 applications for employment.
- Filled a total of 109 vacant positions; 43 with internal candidates through promotion/transfer; hired 66 new employees. Four new Department Directors and two new Senior Managers.
- Conducted new hire orientations for 66 newly hired employees.

**Benefits:**

- Completed employee open enrollments for Health Care Plan and Flexible Spending Plan.
- Negotiated health insurance renewal at an annual rate below trend, for an 18 month period.

**Wellness:**

- Sponsored our 3rd annual employee health fair.
- Continued with an employee wide "Wellness" program stressing annual checkups and screenings; these are provided by our current carrier Cigna Insurance.

**Employee Development/Recognition:**

- Service awards presented to City employee included:

25 Five year anniversary awards

21 Ten year anniversary awards

9 Fifteen year anniversary awards

9 Twenty year anniversary awards

4 Twenty five year anniversary awards

1 Thirty year anniversary awards

**Department Changes:**

- HR has completed the scanning of all employee personnel files and employee medical files. All terminated files from 2010 to present have also been scanned into our local computer drive. No HR files from 2010 forward have been sent to the Tampa storage facility.
- "Opti-view" and "Work Flow" training is progressing throughout the department.

*Frenza Shine, Kayla Guy, Richard Richardson,  
Pearline Lewis, Alice Parker  
Seated: Samantha Farist*



# Planning Department

*Kevin Bond, Interim Director*

## **Mission**

To serve the citizens of Key West by assisting the City Commission, Board of Adjustment Planning Board and other appointed bodies and officials to implement the City's Comprehensive Plan and Land Development Regulations by processing effectively and fairly all applications for development and planning approvals. In addition, carry out all studies and analysis directed by the City Commission when expertise in neighborhood and city planning, development, historic preservation, urban forestry and environmental resources is required.

## **Department Overview**

The Planning Department is responsible for short and long range planning. The Department also handles historic preservation planning and approval activities, provides important staff support for the Community Redevelopment Agency (CRA), the Tree Commission, the Sustainability Board, the Art in Public Places Board, the Truman Waterfront Advisory Board and is assisting other departments and staff on a variety of important interdisciplinary assignments.

This year, the Department added the GIS (Geographic Information System) Division and hired a GIS Manager in mid-Summer. The GIS Division supplies critical planning and statistical data linked to maps, aerial photos and other data bases for all City Departments.

The Planning Department completely staffs (which consists of advertising, noticing, report and digital package preparation, clerking and meeting participation, and follow up meeting summaries) several boards: Planning Board; Historic Architectural Review Commission; Tree Commission; Sustainability Advisory Board; Development Review Committee; Truman Waterfront Advisory Board; Art in Public Places Board.

In addition, the Department occasionally hosts special workshops on important issues, such as FEMA compliance, historic signage, sustainability initiatives and affordable housing. Over the last year, the Department has provided staff for a total of 100 public meetings and workshops in these and other categories as directed by the City Manager.

Planning Department staff attend every City Commission meeting and the majority of Commission workshops. The Planning Department provides key staff for the Community Redevelopment Agency, which directs redevelopment in Bahama Village and the Caroline Street Corridor areas. The Department also staffs the advisory board for the Bahama Village portion of the CRA.

The Planning Department is responsible for rendering development orders (variances, development Plans and conditional uses ) approved by the Planning Board to the Florida Department of Economic Development (DEO) in accordance with state rules and the memorandum of agreement between DEO and City.

The Planning Department maintains and updates the Building Permit Allocation System. The BPAS is the City's primary tool to regulate new residential development growth. In February 2014, the new BPAS ordinance became effective enabling the City to award up to 91 new residential units annually through July 2023, including at least 45 units for affordable housing each year. The BPAS is setup to prioritize the award of building permits for new residential development to those projects that demonstrate the highest level of commitment to green building and sustainable development. The BPAS is a competitive, point-based system. Applications are scored and ranked from highest to lowest score, with the highest scores being earned by projects that voluntarily choose to seek higher levels of green building certification and implement more green construction features. The first round of applications were received this summer, reviewed by Planning staff in the fall and will be awarded by the Planning Board at the beginning of 2015. There were more applications than available units and therefore only the highest-ranked applications will receive permits. The BPAS process brings the City to the forefront of sustainable development and will result in the first green building certified residences in the Florida Keys.

The Planning Department works closely with the City Manager's office on the Strategic Action Plan for the City by

reviewing all Planning matters going to the City Commission by determining which goals and strategies of the Plan support the proposed action of the Commission.

The Department has a total staff of 9 professionals and two administrative support personnel, all located within the City offices on Flagler Avenue. When necessary, the staff is augmented by the use of consultants for highly specialized studies and analyses. The staff also relies on the services provided by the South Florida Regional Planning Council, on which the Mayor or a Commission member sits. The Department also has regular communication with DEO, which oversees all major development and planning in the Keys.

## **Accomplishments**

### **Applications – HARC, Planning and Tree:**

HARC staff received 2,147 Certificate of Appropriateness applications. Of those, 109 were reviewed by the HARC itself, with 73 or 70% approved. Only seven applications were denied, which is only 6% of the applications reviewed by HARC and staff. Other applications of the total were withdrawn or postponed. Of the total applications received, 2,111 or 98% were approved.

Planning staff and the Planning Board reviewed 151 applications, including 63 variances, 17 major or minor development plans, 13 easements, eight BPAS applications, seven beneficial uses and six revocable licenses.

The Tree Commission and Urban Forestry Manager processed over 540 applications, averaging 46 applications a month. Of those, 222 applications were approved by the Tree Commission with three denials, 15 applications were reviewed of landscape designs for major development projects, and 258 applications were staff approved by the Urban Forester. Staff approvals included removal of palm trees, maintenance trimming of regulated trees, transplanting of trees, and applications that did not require a permit. In the 2014 calendar year, 340 Tree Commission permits were closed out once verification of permit compliance had been achieved, averaging 29 closeouts a month.

### **Comprehensive Planning and Zoning:**

Created revised method for identification and recognition of lawful residential units (permanent and transient). This process relies on the Hurricane Evacuation Model approved for Florida Keys communities in 2012. Currently, there are 48 applications pending representing over 100 dwelling units requested in line for processing. In 2014 fiscal year, 12 applications were approved and \$261,326.66 in unpaid impact and utility fees were collected as a result.

Realigned processing order of receiving HARC approvals and Major Developments to achieve efficiency and lessen variance requests.

Reviewed two major re-development plans for Peary Court at HARC level. While having been postponed by the applicant, the issues reviewed set the stage for review in the future.

Served as staff to the Bahama Village and Caroline Street Community Re-Development districts, with monies in CRTF funds delayed for individual grants in order to fund and initiate a Long Range Capital Improvements Plan and a Highest and Best Use Analysis of the three acres of former US Navy land not incorporated into the Truman Waterfront Park Master Plan.

Based on the 2013 Comprehensive Plan, the new Building Permit Allocation System (BPAS) ordinance was created and became effective in February 2014. The ordinance provides the guidelines for the issuance of new residential building permits each year for the next decade.

Necessary Comprehensive Plan Future Land Use Map and Zoning Map amendments were completed to carry out the approval of the Truman Waterfront Park Master Plan.

Initiated a review of food truck licensing and proposed an ordinance to promote and regulate appropriate locations, which will be finalized in 2015.

## **Special Projects:**

Initiated a new comprehensive approach to Geographic Information System (GIS) mapping and data management on a shared basis through an inter-local agreement with Monroe County Growth Management. Using the agreement as a starting point, the Department hired its first GIS Manager, acquired the necessary ESRI software, computer hardware and file management hardware. All City departments were surveyed for potential GIS data needs and by the end of 2014 many departments are using GIS for data capabilities to more efficiently manage City resources.

Led the team which coordinated a 90-day US Navy review of the Major Development Plan for the Truman Waterfront Park and began close coordination with the Navy and the Florida Department of Environmental Protection to assure compliance with all environmental standards in order to allow construction to begin in early 2015.

Provided extensive design review and guidance for the departmental layouts provided by Bert Bender Architect's team for the new City Hall at Glynn Archer School.

Provided design and planning assistance for the Caroline Street streetscape design effort which has been adopted and with CRTF funding from the CRA will begin in Spring 2015.

Led and managed the design effort for Sonny McCoy Indigenous Park with landscape architect EDSA. In early 2015, the City Commission will be requested to select a Final Concept in order to complete construction documents to upgrade the Park, protect natural resources and coordinate the re-alignment of Atlantic Boulevard across a portion of the Park to accommodate the redevelopment of Higgs Beach County Park.

Led effort to create a Development Agreement to facilitate the redevelopment of 5 major hotels on North Roosevelt Boulevard, with the first three to be complete in 2015.

Worked with Studios of Key West Artist Colony to re-locate their offices, creative spaces, gallery and performance areas to the former Masonic Lodge on Eaton Street.

Implemented the new HARC fee schedule for cost recovery, which allowed the Department to hire an Assistant Planner to handle the 2,000 applications received by HARC each year. This in turn will allow the HARC Planner to rewrite the HARC Guidelines, which have not been significantly updated since 2002.

- Prepared the adopted Comprehensive Plan for the City website and hard copy form, and distributed to the Planning Board, City Commission and to others in mid-2014.

Implemented an administrative process, adopted by the Planning Board and City Commission, whereby some variances can be granted by the Planning Director, saving time and expense for applicants.

At the direction of the City Commission identified over 30 possible sites for the relocation of the KOTS overnight homeless shelter.

With the Utilities Department, hired The Arcadis Group to assist with the re-calculation of the impact fees charged by the Building Department. The fees have not been updated since 1986, and there are fees which can be charged for new development to offset costs of providing services, which should not be borne by the wider public through the general fund.

With the support of the City Commission prepared a referendum to consider allowing increases in building height only for the purpose of elevating up to four feet above the minimum FEMA flood elevations to better protect homes and businesses and help reduce flood insurance premiums. Due to the hard work of the City staff who wrote the required changes, the leadership of the City Commission to pass the ordinance to allow the vote, and promotion of the referendum by local interest groups and the local news organizations, the referendum passed with over 80% of the vote.

At the request of the City Commission, staff completed an "Affordable Housing White Paper", which identified methods the City, Key West Housing Authority and the Monroe County Land Authority can use on public lands and with Land Authority funds to build much needed housing with the 500 BPAS allocations to be received in the coming decade.

## **Sustainability:**

Beat competition to be the sole municipality in Florida awarded \$33,750 Sea Grant Adaptation Grant. The grant will pay for an adaptation specialist to consult with the chosen LDR revision team, and help facilitate four Keys-wide plan-

ning forums to help vet the City's proposed LDR language with other local governments for eventual adoption.

Assumed role of first City liaison in Monroe County on the Southeast Florida Climate Compact steering committee, helping to coordinate sustainability and adaptation efforts across the entire region. Attended regional workshops on Water Supply Planning, Adaptation Action areas and Property Assessed Clean Energy programs, disseminating the information gained to other Keys local governments. Because of our efforts, the City of Key West will be the co-host of the 7th Annual Compact Summit, slated for fall of 2015.

Coordinated a Pump Out Workshop to obtain compliance with the City's 11-year-old No Discharge Zone ordinance. Staff partnered with the FDEP Clean Marina program to highlight the benefits of the Certification and the Clean Vessel Act grants, which help pay for 75% of cost of new pump out facilities. Staff highlighted new rules including the Comprehensive Plan policies (all Marinas must be Clean Marina certified by 2015, and all Boatyards by 2020). Since that meeting, the first two private marinas in Key West have become designated Clean Marinas.

Leveraging CRA funds, partnered with Habitat for Humanity on the Green Jobs and Futures project, training and employing local students to provide free energy and water conservation tools and techniques to the Bahama Village Area. Also secured siting for a super-sustainable Bahama Village Community Garden and Market alongside the Truman Waterfront, 200% larger than the original proposed Housing Authority site.

The Sustainability Coordinator will create an Energy Plan for the City's existing buildings, to begin in early 2015. Convened the first meeting of the Green Business Leadership Council, involving the City's 15 largest employers in a plan to help green their operations.

Coordinated and facilitated many sustainability efforts within and throughout the City, including: Partnered with local chapter of U.S. Green Building Council to hold six workshops to educate local architects, engineers and contractors about the new BPAS green building standards; Partnered with Green Living Energy Education to hold eight educational sessions on recycling, aquaponics, energy savings, rain barrels, etc.; Successfully composted one year of Horse Manure with the Mounted Patrol, holding 12 Community Compost days, saving \$4,500 per year and providing much needed donations to the Mounted Patrol program; Provided professional level internships for three local students, as well as invited community volunteers to assist in larger projects, accruing ~\$12,000 in in-kind assistance to City sustainability efforts; Following on the success of the Audubon Grant native planting at HOB school, Sustainability staff was consulted for HOB parking area landscaping design, resulting in 172 more native trees and shrubs bordering George Street; Advised the Monroe County Climate Change Action Committee, helping to streamline efforts across the Keys; Nine thousand (9,000) gallons worth of cistern capacity came online at Florida Keys Wildlife Rescue in Indigenous Park, supplanting 600 gallons of potable water used weekly to clean cages; The 2014 LED Lighting Challenge asked businesses to submit to a lighting audit to find out how much money they would save by switching their lighting to LED lights. Over 40 businesses took the challenge, with the winner, Besame Mucho, showing a 81% savings potential. The Commission Chambers at City Hall switched to 100% LED lighting, thanks to a donation to the Florida Keys Historic Trust, which is estimated to save \$500 annually, not counting reduction in air conditioning cost; Via the City interdepartmental Transportation Coordination Team, researched and facilitated the acceptance of the City's first hybrid cars and buses. Combined the Pedestrian Action Committee and Bicycle Action Committee into a Complete Streets team increasing bike registration and education at events.

The City of Key West's new Building Permit Allocation System (or "BPAS") Ordinance received media coverage from professionals in the green building field throughout the USA including: U.S. Green Building Council (USGBC) South Florida chapter [[www.usgbc.org](http://www.usgbc.org)] based out of Miami and National USGBC organization website [[www.usgbc.org](http://www.usgbc.org)] based in Washington D.C.; The Green Building Law Update blog [[www.greenbuildinglawupdate.com](http://www.greenbuildinglawupdate.com)] based out of Baltimore, MD; National Public Radio (NPR), who sent correspondent Greg Allen to interview Planning Staff about the new ordinance and how the city was responding to sea level rise. The interview was broadcast nationally as part of a week-long special on sea level rise and adaptation. [[www.npr.org/2013/11/12/241350517/key-west-awash-with-plans-for-rising-sea-level](http://www.npr.org/2013/11/12/241350517/key-west-awash-with-plans-for-rising-sea-level)]; The National Geographic Magazine will publish an article on sea level rise, in which Key West will be prominently featured based upon interviews with key Planning Department staff.

## **Art In Public Places (AIPP):**

Successfully revised the 1% Public Art Set-Aside in Development program with adoption of Ordinance No. 14-03 in March 2014 to make it clearer and easier for staff and developers to implement. The revision changed the way the 1% set-aside is handled for private development projects and elaborated on how the program is supposed to be implemented.

In November 2014, the first new public art through the 1percent set-aside was installed at The Marker Resort in the Historic Seaport at Key West Bight.

## **Tree Commission/Urban Forestry:**

In 2014, a complete, computerized database was finalized for all of the Tree Commission applications dating back to May 2010. Included in this work was the organization of all scanned files into the Planning Geo file and into Optiview. Of emphasis this calendar year was the verification of compliance to tree permit conditions including tree replacements.

The term “applications” not only includes actual paper applications submitted by citizens, but also includes points of contact with citizens regarding removal of trees not requiring a permit (NPR). It is important to track these NPR trees due to citizen’s complaints to the Urban Forestry office and Code Enforcement when trees are being removed.

Applications are reviewed by the Urban Forester and either issued a permit via staff approvals or sent to the Tree Commission for their approval or denial. Permits that are handled through staff approval include transplanting of trees, maintenance trimming of trees, removal requests for palm trees (native and not native), and review of landscape plans for minor development projects. At least 15 landscape design plans were reviewed by the Tree Commission including Truman Waterfront Park, Nelson English/Willie Ward Park, new City Hall at Glynn Archer School, and Fort Street Parking Lot.

Numerous warning letters were issued to citizens this year regarding the unauthorized/improper trimming of trees from properties, especially palm tree trimming. Most of these warnings were resolved by meeting with the property owners and explaining proper tree trimming techniques. Eleven administrative hearings were held regarding the unauthorized removal and improper trimming of trees.

The Urban Forestry Manager has worked closely with other City departments to ensure City Tree Ordinances and State of Florida environmental regulations are being followed. This involves reviewing plans and documenting existing vegetative conditions and processing permit applications for City projects. Two existing consent orders with the South Florida Water Management District are currently being reviewed and updated based on information and documentation from the Urban Forester.

# Police Department



*Donie Lee, Police Chief*

## **Mission**

The mission of the Key West Police Department in partnership with the community is to provide effective and efficient police services. The Key West Police Department is a professional department guided by a set of core values aimed at making Key West a safe place to live, work and visit. The core values are: Respect -- A comfortable and healthy work environment must first start with mutual respect among members of our Department. Likewise, a community that respects its police department and its members must first start with members of our Department always demonstrating understanding and sensitivity to all of those in our community with whom they come in contact. Integrity -- Ethics and honesty are perhaps the most valuable traits a law enforcement officer can possess, an essential element in gaining the trust and confidence of the public. Fairness -- It is important that every law enforcement officer be able to make objective and impartial decisions based on the law and the facts at hand. Just as important is his/her ability to exercise discretion, always using fairness as his/her guide. Service -- We must always strive to provide a positive and professional response to the needs of our residents and visitors.

## **Department Overview**

The Key West Police Department is a fully State of Florida accredited department made up of a dedicated and professional group of men and women. 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 25,000 full-time residents, with over two million visitors each year.

Community policing is an integral part of the Department; partnering with the community to prevent and solve crime. We hold crime prevention seminars, Citizens Police Academies, and Ambassador presentations, all aimed at educating the entire community about crime prevention.

The Chief has a command staff made up of two captains, six lieutenants and eleven sergeants. There are 98 sworn officers (budgeted) and 29 civilian employees. One captain oversees the administrative bureau of the Department, the other oversees the operations bureau.

In addition to road patrols and motorcycles, the Department has a Marine Unit, a K9 Unit and a Mounted Unit. The Marine Unit is responsible for the land side security and screening of cruise ship and ferry passengers. In addition, they also perform boat safety checks on the water as well as environmental enforcement. The K9 Unit teams patrol and narcotics certified canines with officers. The Mounted Unit is a regular presence on our streets daily as well as during special events.

## **Accomplishments**

Crime dropped by 8.3 percent in 2014 with a 13 percent drop in burglaries and over 27 percent drop in thefts from vehicles.

Promoted Capt. Sean Brandenburg, Lt. Areaka Jewell, Sgt. Donny Barrios; Key West Chamber of Commerce named Lt. Jewell Officer of the Year; Teamed up with Keys to Be the Change in mentoring students at Key West High School; Supported over 30 students in the Explorer program; working with kids throughout the community through PAL; Supported many community functions including the successful Fantasy Fest and Zombie Bike Ride as well as many other parades, runs and events; Participated in various community service efforts, including massive toy drive in conjunction with the Sheriff's Office and Wesley House; Handled over 108,000 calls for service and 25,000 911 calls.

# Transportation

## *Norman Whitaker, Director*



### **Mission**

To provide safe, dependable, efficient and environmentally sensitive public transportation services for residents and visitors of the City of Key West and the Lower Florida Keys.

### **Department Overview**

Number of Employees: 35.25 full time equivalent positions, consisting of 17 full time and contract bus operator positions; up to five pooled / relief driver positions (varies by need); 2 assistant operations supervisors; one transit supervisor, two administrative support / clerical positions, one director; and 7.25 budgeted fleet maintenance positions.

The City of Key West Department of Transportation provides the only fixed route public transportation service available throughout the City of Key West, Stock Island and daily shuttles up to Marathon. Our responsibilities include all safety and training compliance for public transit systems in Florida, annual budget and execution, grants writing and management, operations, administration and maintenance of all aspects of the public transportation department. This includes adherence to all Federal, State, and local regulations that apply to public transit services. To assure we provide the best service possible to the communities we serve.

### **Accomplishments**

Construction began on the Transit Facility on Stock Island. Completion should be realized by October 2015.

With going green in mind, Key West Transit Ordered four new low floor clean diesel Gillig BRT style buses one of which is a Hybrid Diesel Electric.

Welcomed Gennaro Saliceto (Rino) as our new Assistant Transit Operations Supervisor.

Successfully completed and submitted 2015-2024 Key West Transit Development Plan (TDP) Major Update to the Florida Department of Transportation (FDOT).

Selected a contractor to begin and complete Phase Two of the LED Lighting project for the Park-N-Ride garage located at the corner of Grinnell and Caroline.

Provided Community Shuttle Trips, including Fantasy Fest "Safe Ride" Shuttles, also assisted Key West High School with their fundraiser.

The Transit Basket memo and the Bus Operator of the quarter and year recognition awards were established.

2014 Safety Award – Florida Public Transportation Association for Promoting and Encouraging Safety in the communities we serve. This is the seventh year in a row that Key West Transit has won a safety related award from the Florida Public Transportation Association (FPTA).

Selected a contractor to construct bus aprons at selected bus stops on U.S. 1 between Key West and Marathon, Fl.

With the construction completion of North Roosevelt, transit routes were revised and redesigned. Implementation began November 17, 2014.

# Parking

*John Wilkins, Director*



## **Mission**

The Parking Division manages the parking supply in the City right of way to provide an equitable balance for the needs of our community.

## **Department Overview**

With our staff of 19 employees the City of Key West Parking Division works throughout the City enforcing local and state parking ordinances. We collect revenue and maintain the City's paid parking meters and paystations in the commercial zones. We collect fines for citations and administer four parking programs. We provide school crossing guards to assist children who walk or ride their bikes to school. Our work requires coordinating with various City departments such as Police, Code Compliance, General Services, Planning, Fire Department, Transportation, Community Services and Municipal Traffic Court.

We seek to balance competing need for parking in the city (commercial delivery, metered parking, moped, bicycle, residential metered, employee assistance parking, residential and non residential on-street parking and special events) to support economic vitality and a livable community.

## **Accomplishments**

In 2014, the Parking Division implemented major changes to the Residential Parking Program. The State of Florida gave notice they will no longer issue Monroe license plates. As a result the City partnered with the Monroe County Tax Collector to issue parking decals to identify vehicles registered locally. Eligibility was also restricted to residents of the City of Key West in an effort to better meet the on-street parking needs of residents. The results were positive and residents have remarked they have had more parking available in the blocks near their homes.

Additionally, we created a new parking permit program for employees who live outside of town but work downtown. The Employee Parking Lot Permit allows them to park at the Old Town Garage aka Park N Ride for \$25 per month. It is designed to provide them with an affordable parking as they are no longer eligible to park in residential spaces.

Also, the City replaced the parking vehicles with new energy efficient Prius vehicles. These vehicles will help the City reach its goals for sustainability and greenhouse gas reduction as well as saving in fuel costs.

# Utilities

## *John Paul Castro, Director*



### **Mission**

Utilities Department employees endeavor to provide outstanding customer services to residents and visitors of the City of Key West, while providing cost effective project and facilities management and vigorously seek to obtain and utilize grant and alternate funding.

### **Department Overview**

Utilities Department is tasked with providing operation and management services for wastewater collection, treatment and disposal at the Richard A. Heyman Environmental Protection Facility, solid waste collection and transfer from city's transfer station on Rockland Key, and the stormwater drainage system, including contract management, permitting, and planning for design and construction of system improvements.

### **Accomplishments**

#### **Sanitary Sewer Division:**

City of Key West continues to collect on average 4.5 million gallons per day of wastewater and operate the Richard A. Heyman Environmental Protection Facility to achieve Advanced Wastewater Treatment (AWT) levels.

City's contract operator, CH2M Hill/OMI, Inc., cleaned and removed debris from sewers and pump stations, made repairs to pipelines, pumps, controllers, and equipment, and performed laboratory testing.

Utilities Department partnered with FDOT in the North Roosevelt Boulevard construction project to install a sanitary sewer forcemain from 14th Street to Eisenhower Drive, to increase the capacity and improve operation of the sewer collection system.

Replacement of Sewer Pump Station D discharge pipes was required due to extreme wear and pipe corrosion. Plans are in place to reduce wastewater flows to Pump Station D, in order to reduce operation costs. City of Key West continues to realize improved collection of sewer services fees, by partnering with the Florida Keys Aqueduct Authority billing department.

City of Key West operates a Class V injection well system, consisting of two Class V non-hazardous effluent injection wells and monitor wells, located at the Richard A. Heyman Environmental Protection Facility. Required mechanical integrity testing of the injection wells was performed in November 2014. The Operation Permit for the Class V Injection Well System was issued December 1, 2014, with expiration date November 30, 2019.

City of Key West received the permit for the Richard A. Heyman Environmental Protection Facility with effective date January 22, 2014 and expiration date January 21, 2019, to operate the 10 MGD domestic wastewater facility.

#### **Stormwater Drainage Division:**

Utilities Department undertook two construction projects to reduce flooding in the Front Street and north Simonton Street areas, by creating a new emergency outfall at Simonton Beach and replacing the old outfall at the Aquarium with a larger outfall at Mallory Square. Both projects will be completed in 2015.

City's contract operator, CH2M Hill/OMI, Inc., cleaned and removed debris from storm drains, pollution control devices, and injection wells, and performed nearshore water sampling and testing.

City of Key West continues to realize improved stormwater fee collection with fewer delinquencies, due to elimination of monthly billing and creation of a non-ad valorem assessment on the property tax roll.

City of Key West received coverage under the Phase II MS4 Generic Permit to operate and maintain the Municipal Separate Storm Sewer System (MS4), implement the Stormwater Management Program, and comply with the requirements of the Phase II MS4 Generic Permit. Coverage under the permit became effective March 5, 2015 and will expire March 4, 2020.

### **Solid Waste Collection and Transfer Division**

City of Key West continues to realize improved recycling rate, as the result of single day collection.

Residents are offered household hazardous waste and e-waste collection every month.

City's solid waste transfer station on Rockland Key has processed approximately 43,000 tons of solid waste and almost 6,000 tons of recyclable materials, for the fiscal year.

In 2014, the City of Key West entered into a contract with Waste Management, Inc. to provide solid waste collection services and operation services for the city's Transfer Station on Rockland Key.



For a sixth year in a row, the state recognized Key West's bus drivers as the safest in the state. Key West Transit was awarded the First Place Bus Safety Award by the Florida Public Transportation Association.

During 2004, Key West Transit drivers covered nearly 605,000 miles, providing safe and reliable service for more than 358,000 passenger trips.

Key West Department of Transportation Director Norman Whitaker takes pride in this professional team of drivers who do the driving for passengers from Key West to Marathon.

*In the photo: Assistant Transit Supervisor Vicente Rodriguez; Transit Supervisor Rogelio Hernandez, Driver Renel Nelson; and Assistant Supervisor Rino Saliceto.*

# Port and Marine Services



*Doug Bradshaw, Director*

## **Mission**

A public benefit City department providing coordination of all port and marina activities, real estate services, and management of infrastructure to enhance the local economy, insure a secure revenue source for the City, and providing recreational opportunities for its citizens while at the same time protecting our heritage, the marine environment, our Citizen's quality of life and our fragile ecosystem for future generations.

## **Department Overview**

Port Operations consists of the Port of Key West, the Key West Bight (also known as the Key West Historic Seaport), City Marina at Garrison Bight, the City's mooring field. Although each division has a distinct function within the City, all have one feature in common: managing waterside activity. The Department is committed to caring for the City's waterside, both financially and environmentally.

Each division has identified goals and objectives that will ensure we fulfill the Vision for Port & Marine Services. Below you will find these accomplishments.

## **Accomplishments**

### **Key West Bight:**

- Emptied and polished the ferry terminal fuel tank
- Created and implemented new City Ordinance mandating that all persons that use City dinghy docks must pump-out their anchored vessels also allowing for towing and impound fees for non-conforming dinghies.
- Hired Bill Horn to design a total remodel of the Key West Bight Tenant Bath House.
- Hired Bill Horn to design the Common Area Construction Plan.
- Extended "D Dock" so people could safely access their vessels.
- Began discussions with the Key West Express and the Yankee Freedom to purchase fuel at the ferry terminal.
- Purchased and replaced all piling caps in the marina.
- Purchased and installed 27 new fire hose cabinets.
- Purchased and installed new fenders for the pilings on the fuel dock.
- Ordered new fuel dock sign.

### **City Marina at Garrison Bight:**

- Refuse enclosure for live-aboard tenants
- Installation of new Wascomat laundry equipment for live-aboard tenants
- Upgrade of the electrical panel at the live-aboard bath house
- Installation of new security camera system on live-aboard side
- Implementing new recycling program
- Piling replacement on Kingfish, Tarpon and Sailfish Pier

- Replacement of fire suppression cabinets on all piers
  - Add emergency life ring cabinets on all piers
  - Re-decking of Kingfish Pier cat walk
  - Partial replacement of worn boards on Wahoo pier with IPE boards
  - Installation of rope lighting at Charterboat Row
  - Replacing all signage with new on Charterboat Row
  - Installation of sanitation system on Bonefish and Bonita Pier
  - Reimbursement of 75% of total cost for the installation of the sanitation system on Wahoo and Kingfish Pier from -
  - Clean Vessel Act Grant Program MV078 - in the amount of \$95,663.10
  - Reimbursement of \$35,751.84 from Monroe County Boating Improvement Fund
- (Expenses associated with the mooring field)

**Port Operations:**

- Provided training specifically focused towards the duties and functions of the Port Operations department.
- Insure a safe Port of Call for all cruise lines.
- Maintain port security plan in compliance with Homeland Security and the Florida Statue Chapter 311.12 by performing a quarterly review of the plan and state/federal requirements
- Performed yearly security assessment review of the security operators for the port.
- Issued 398 Port ID Badges.
- Coordinated pier assignment, security and transportation for a total of 332 cruise ship port calls which represents a total of 800,752 passenger visiting the City of Key West.
- Billing and receiving a total of \$3,485,621 in gross revenues to the City.
- Scheduling and updating cruise ship calendars for the 2015-2018.
- Provided for ADA compliance at all facilities overseen by Port & Marine Services.

**Port and Marine Capital Improvements:**

- Common Area Enhancements – Phase 1 (design). Design includes improvements to Margaret Street and gravel parking lots. Replacement of old brick pavers with ipe decking and Lazy Way landscaping improvements.
- William Street Outfall and Round-A-Bout Installation





