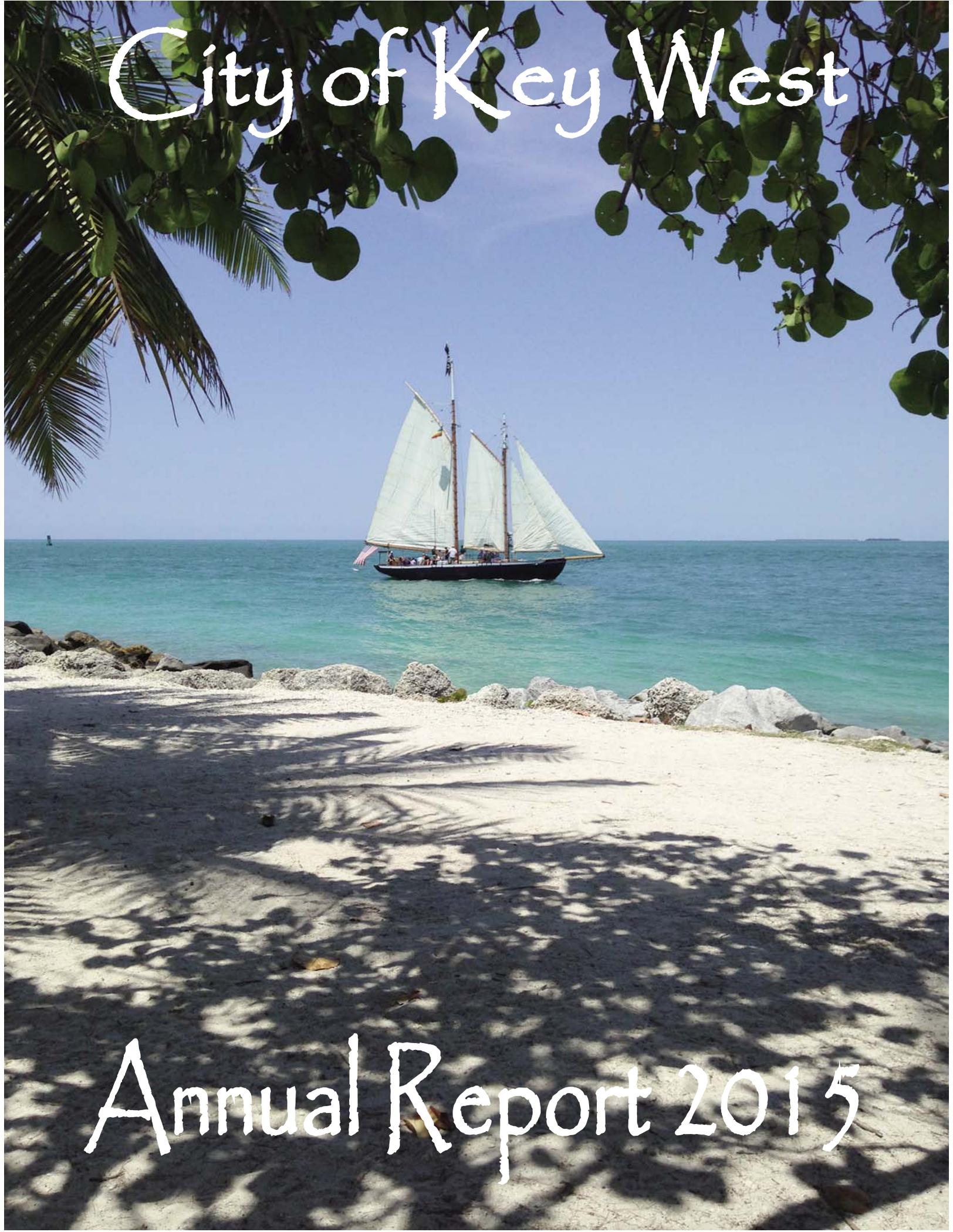


City of Key West



Annual Report 2015

City Manager's Office



Jim Scholl, City Manager

It's been a year of accomplishment for the City, and a busy year of capital improvements and fiscal responsibility I'm pleased to be introducing our City's annual report. This is another opportunity for your City government to reach out and show you what we're accomplishing for you.

I'm pleased to say that each department within in City was successful at providing the essential services while staying within stringent budgetary guidelines. As your City Manager, it's up to me to ensure that we fulfill our responsibility for the public's welfare, and continue our obligation of 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 began ambulance services in-house. We are nearing completion on several major projects: the new Transit Facility, our new City Hall, and the new Sexton's Office at the Key West Cemetery. In addition, we broke ground on the first phase of the Truman Waterfront Park. This incredible gem has been a long and complicated process, and we look forward to its taking shape in 2016.

The City staff has accomplished many challenging tasks over the past year. Please take a look at the ways that we, as your City government, worked to provide the safety and the necessities that better our island community.

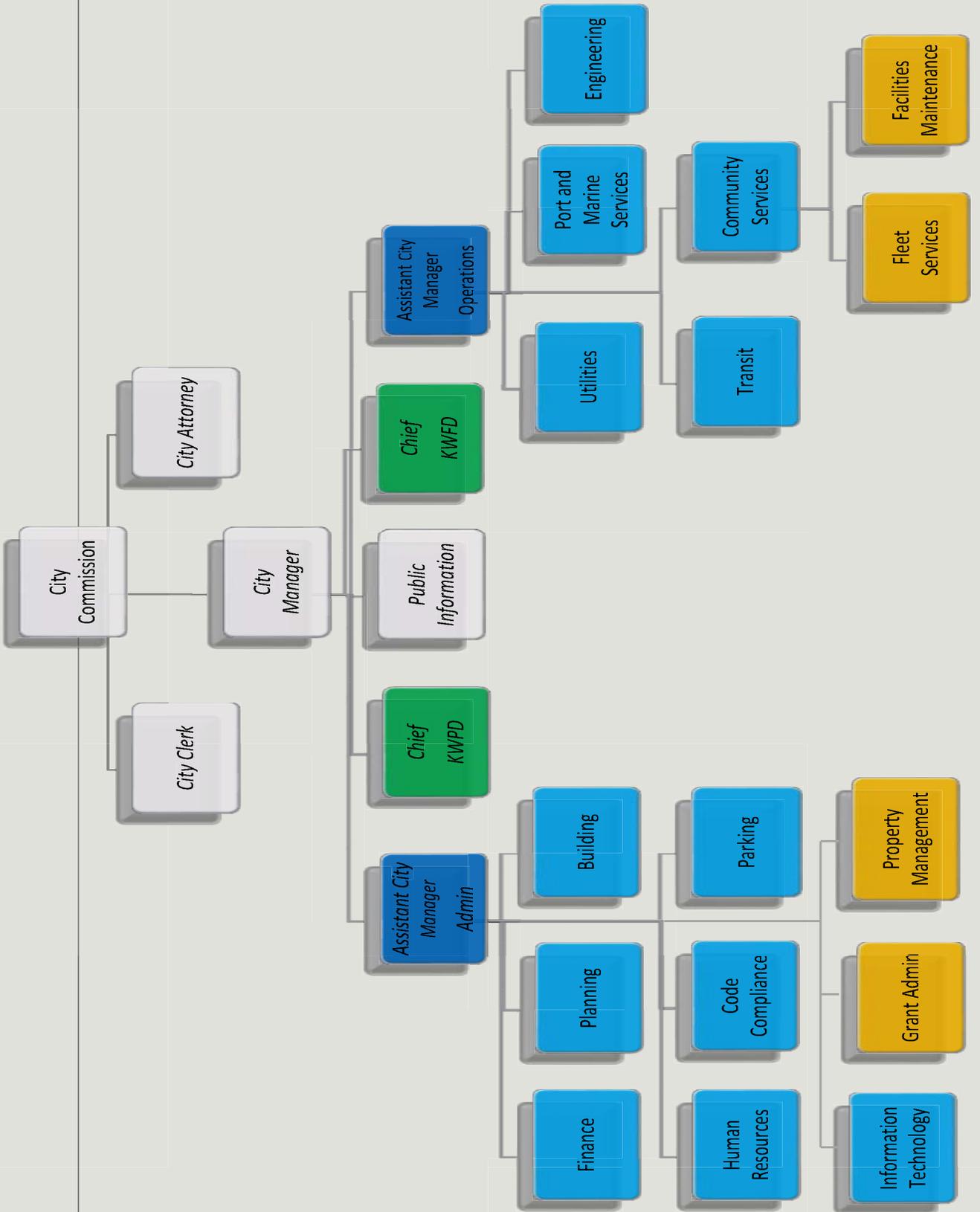
J K Scholl



*Standing: Carolyn Sheldon, Portia Navarro, Maria Ratcliff.
Seated: Sarah Spurlock, Jim Scholl, Greg Veliz*

The City Manager's Office consists of City Manager Jim Scholl and Assistant City Managers Greg Veliz and Sarah Spurlock. Maria Ratcliff 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 5 Commissioner Margaret Romero, District 4 Commissioner Richard Payne, District 2 Commissioner Sam Kaufman, District 3 Commissioner Billy Wardlow. Seated: District 1 Commissioner Jimmy Weekley, Mayor Craig Cates, District 6 Commissioner Clayton Lopez.

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 4: Richard Payne
rpayne@cityofkeywest-fl.gov

District 2: Sam Kaufman
skaufman@cityofkeywest-fl.gov

District 5: Margaret Romero
mromero@cityofkeywest-fl.gov

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

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



Lissette Cuervo Carey serves as the Executive Assistant to the Mayor and the Commissioners

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 reviewers; 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, and they investigate complaints of unsafe structures. Licensing issues all business tax receipts and regulatory permits, advises business owners of requirements set forth by local and state codes.

Accomplishments

Rewrote Chapter 14 Building Code within the City of Key West Ordinances.

Hired a new full-time Building Plans Examiner Eric E. Cao

Hired a new multiple-licensed Building, Mechanical, Electrical and Plumbing Inspector David Herrin.

Updated our plan review process in an attempt to perform all-inclusive plan reviews that include HARC, Planning, Fire Marshal, Utilities and Engineering Reviews.

Sponsoring development of GIS overlays showing pertinent flood information with the Building Department's Floodplain Administrator.

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 three 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 32 Commission meetings and workshops

Attended 90 hours of Commission meetings

Attended and participated in 21 hours of the City Manager's agenda setting

Administered 32 City Commission packets to be placed on the City's web site for citizen perusal

Administered 19 new ordinances passed by City Commission to be placed on City's web site for citizen perusal

Administered and attested to 371 resolutions and 19 ordinances

Administered 39 calls for bids

Administered 4 filing of domestic partnerships

Administered approximately 600 hours of research for requests for documents

Administered 50 hours preparing minutes for the Commission

Administered 25 hours for the publication of three supplements to the City's Code Book

Administered 500 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 300 hours of training for the Legistar paperless agenda and new imaging software (Optiview)

Qualified 13 candidates for 13 Commissioner and Utility Board members

Organized the inauguration event for three new Commissioners

Began training and installation of interactive Web Q & A, which will facilitate faster response to public information requests and provide an efficient tracking system for the City Clerk's Office

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



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. The sharing of 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

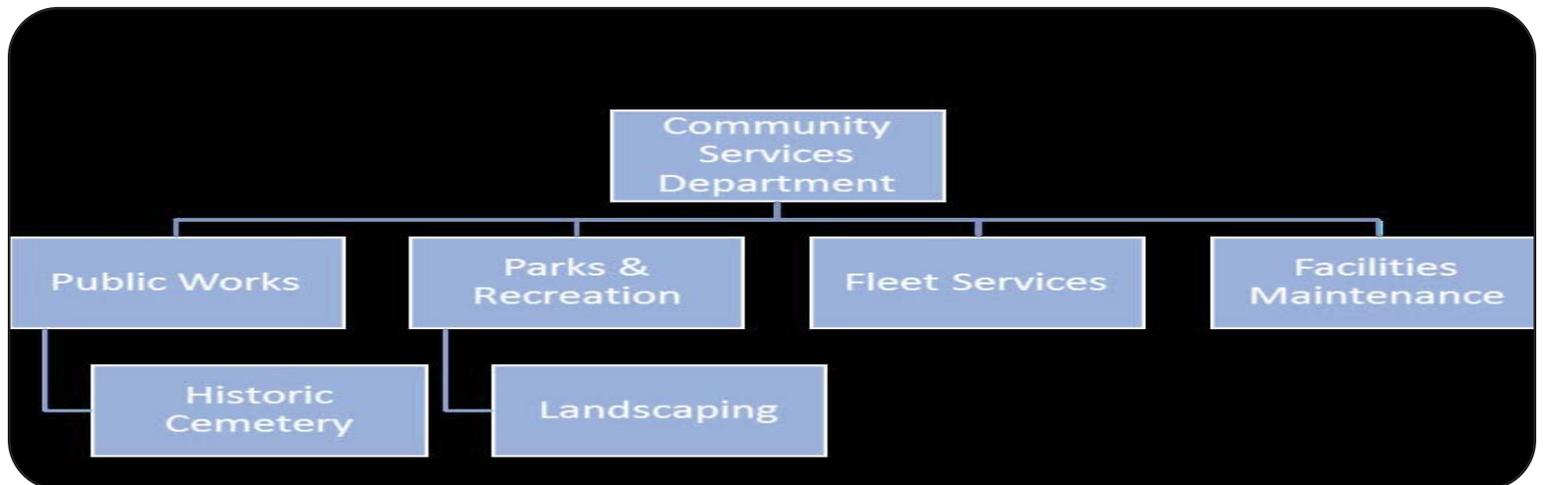
The City of Key West Fleet Services is responsible for repairs and maintenance on over 400 City vehicles and equipment including police, fire, and the Key West Transit buses. It also provides all unleaded and diesel fueling for the City fleet. Fleet Services is doing their part by going green. It switched 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

- 9.8 million linear feet of right of way maintenance
- Mallory Square restroom renovation
- Demolition of old Sexton House at Historic Cemetery
- Hospitality House roof replacement, porch rebuild, and painting
- Fence replacement at hockey rink and skate park
- ADA ramp repairs and access redesign at Indigenous Park
- Fire Station #3 air conditioner replacement
- Port security building installation at Truman Annex
- Park N Ride restroom facilities construction
- 12,000 gallon unleaded fuel tank installation
- Airport Road fence installation
- FlexiPave™ project at Tabby Way
- Kitso Nature Walk trail improvement project
- Installation of three portable pitching mound at Clayton Sterling Baseball Complex



Finance Department



Mark Finigan, 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 one 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 30th consecutive year was considered a major accomplishment. The City also received a favorable audit opinion and a finding of no material weaknesses during fiscal year 2014.

Instrumental in developing a "rollback" tax rate in 2015 for the 2016 budget cycle without compromising operational efficiency, operating reserves and prudent capital planning.

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 89 members divided into four divisions: Suppression, Prevention, Emergency Management & Training, and the newly created EMS Division. Overall, we have 83 Emergency Medical Technicians, 23 of which are Paramedics.

The Key West Fire Department 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 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 Department Operations: Eight students completed the Key West High School Fire Academy sponsored by the South Florida Workforce Investment Board and the Key West Fire Department. The Department responded to over 5700 calls for service.

Emergency Medical Services: The Key West Fire Department began providing EMS Operations for the City of Key West on April 1st 2015. An Advanced Life Support Ambulance is now stationed at each of our three fire stations enabling our rescue crews to arrive on emergency scenes in under 4 minutes on average. Under the medical direction of Dr. Herrera and Dr. Guerdan, the Key West Fire Department is dedicated to providing first rate emergency medical services to our community. We would like to thank our community for supporting us throughout this transition and helping to make this successful.

In 2015, the new EMS service required the hiring of 16 new Firefighter/EMT positions and a new administrative assistant. The new service acquired three new Horton Type III ambulances as front line units and another used unit as reserve. The new EMS service acquired state of the art EMS equipment to treat the patients we serve. We acquired a new John Deere Gator unit for special events deployment.

The Key West Fire Department responded to 4600 EMS calls and completed 3300 transports.

Fire Prevention Bureau: We performed over 2500 inspections and reviewed 212 plans for life safety issues. Regularly attended DRC and Planning Board meetings for input on life safety issues, and conducted life safety training consisting of the following: fire extinguisher classes to hotels/motels, Monroe County Correctional Facility, Southernmost Boys And Girls Club; visited schools seeing some 3800 children, special events for children such as community day, The Kid's Show, Home Depot Children's Workshop.

Review, approval and life safety inspections were conducted on 54 special events; over 100 smoke detectors were donated by The Westin Key West Resort and Marina which enabled us to distribute to those in need.

Emergency Management and Training: Even though 2015 was a relatively quiet hurricane season with only one activation of the EOC (Emergency Operation Center) in August for Tropical Storm Erika. We trained City staff in the operation of the EOC with ICS (Incident Command System) ICS 300 and EOC drill for City staff and Directors. The Emergency Management and Training Division provided KWFD personnel with over 10,000 hours of in-house training to meet required CEUs for recertification as follows: 5400 classroom hours, 2200 field hours and 2400 hours of Emergency Medical Service student contact hours as required for State of Florida EMT certification. We also trained 50 City staff in CPR, AED and First Aid.



Captain Kenny Wardlow, Captain Gregory Barroso, Lt. Jason Barroso, Division Chief Alan Averette, EMS Division Chief Eddie Perez, Fire Chief David Fraga, Molly Sawyer, Anissa Balbi, Cassandra Jackson, Division Chief Michael Davila, Fire Marshal Danny Blanco

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 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, Port, 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 over 35 active projects, combining for over \$40 million in design fees and actual/projected construction costs. The Department currently employs eight staff including two professional Civil Engineers, a Construction Engineer, Construction Manager, Electrical Engineer, Project Manager, Engineer Intern and an Executive Assistant.

Accomplishments

- The new \$14.9 million City Hall on White Street construction is ongoing with completion expected in May 2016.
- The \$8.9 million Key West Transit Facility currently under construction is scheduled for completion in January 2016.
- The South Roosevelt Boulevard Phase II reconstruction project design is substantially complete, with construction tentatively scheduled for 2016-2017.
- The \$1.7 million Frederick Douglass Gym Renovation project is bid ready with construction expected to commence in spring 2016.
- The Caroline Street Corridor is currently under construction. The project includes stormwater improvements, roadway reconstruction, street lighting, ADA compliant sidewalks and landscaping.
- Phase 1A of the Truman Waterfront Park is scheduled to commence construction in January 2016. This \$17 million project includes infrastructure, roadways and parking, sidewalks, landscaping, play areas and interactive water feature. The groundbreaking ceremony was held in December.

Other typical projects include Rest Beach renourishment and seagrass mitigation, Zero Duval seawall, Mallory Square T-Pier, Community Services Facility redevelopment, Douglass Band Room stabilization and repaving of White Street.

Information Services



Patti McLauchlin, Director

Mission

The Department 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, multi-media, 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

Configured and deployed 40 desktop computers; Configured and deployed 27 laptop computers; Configured and deployed 100 body worn cameras; Provided training for 100 Key West Police Department Officers on body worn camera usage; Upgraded COBAN software in every Key West Police Department patrol vehicle; Configured and deployed six Fujitsu scanners; Replaced 18 new PC monitors; Designed, configured, and set up network for new Fire Station 2; Implemented a mobile application (iPhone/Android) to access City services; Redesigned City web site; Configured and deployed OneSolution Finance module, Configured and deployed OneSolution work management module, Designed and configured OneSolution workflow and approval system, Configured and deployed OneSolution Purchasing module; Provided training for all City staff on applicable OneSolution modules; Assisted with the implementation of the new EMS call recording and billing system; Assisted with the migration of a the new Key West Fire Department emergency reporting system; Redesigned and installed Key West Police Department Wireless network; Designed and published 20 GIS layers; Mapped approximately 2,500 points throughout the City; Completed 6,780 service tickets; and produced/broadcasted 136 events.



*Standing: Christy Mercer, Christine Bervaldi, Eric Heustis, Michael Rivera,
Matt Willman, Terry Elkins, Dorothy Todd
Seated: Jason Hoegle, David Monroe, Patti McLaughlin*

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

During the past year the Code Compliance Department received and investigated approximately 1,600 complaints with the following being the top five: 213 for trash bins left on the right of way; 202 for building without permits or building beyond the scope of a permit; 157 for unlicensed/delinquent business tax receipts; 152 for obstruction of streets; 146 general/miscellaneous complaints.

Some accomplishments the Code Compliance Department achieved were; Continuing proactive compliance measures regarding illegal transient rentals as well as unpaid and/or delinquent business tax receipts; Overseeing compliance of the Americans with Disability Act (ADA); Continuing compliance efforts for increasing the quality of the offshore waters by conducting inspections of marinas located within the City; Proactive compliance efforts along with the City's Flood Plain Manager regarding investigating and ensuring compliance with FEMA issues; Overseeing the issuance of temporary right-of-way permits which has resulted in a increase of revenue of the City's General Fund.

Standing: Jim Young and Scott Fraser.

Seated: Leonardo Hernandez, Peg Corbett, Jorge Lopez, Mary Anderson.



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

2015 seemed to be the year of contract negotiations! The Teamster Collective Bargaining Agreement was negotiated in 2014-2015 and settled in January 2015 for a three year period ending September 30, 2017. The Police Benevolent Association (PBA) CBA was negotiated and settled in May 2015 for a three year period ending September 30, 2017. The International Association of Fire Fighters (IAFF) CBA was negotiated and settled in November 2015 for a three year period ending September 30, 2018.

In August of 2014 the City Commission approved a resolution tasking Evergreen Solutions to perform a comprehensive Classification and Benefits Study for the City of Key West. The Human Resources department had already obtained a Compensation Study from Evergreen several months earlier. As a follow-up to that compensation study of wages and salaries, the minimum salary levels were raised for the first time in 15 years. This move increased the pay rate for over 2/3 of the General Employees and those in the two lowest pay levels were given additional compensation based upon tenure. The results of the Classification Study in May of 2015 raised an additional 44 employees to a higher classification comparable to other entities.

During 2015, HR received and processed 620 applications for employment, filled a total of 77 vacant positions including 13 with internal candidates through promotion/transfer; hired 64 new employees. We conducted new hire orientations for 64 newly hired employees.

Benefits: Completed employee open enrollments for Health Care Plan and Flexible Spending Plan.

Wellness: Sponsored our 4th 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:

- 35 Five year anniversary awards
- 23 Ten year anniversary awards
- 8 Fifteen year anniversary awards
- 10 Twenty year anniversary awards
- 6 Twenty five year anniversary awards
- 2 Thirty year anniversary awards

Department Changes:

HR completed the scanning of all department files. Optiview and Work Flow training is progressing throughout the department and the work for an online application is very close to implementation.



Pearline Lewis, Richard Richardson, Samantha Farist, Frenza Shine, Kayla Guy and Alice Parker.

Planning Department



Thaddeus Cohen, Director

Mission

To serve the citizens of Key West by assisting the City Commission, Board of Adjustment, Planning Board, Departmental Review Committee 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 as well as providing staff support for the Historic Architectural Review Committee (HARC), Tree Commission, the Sustainability Board, Art in Public Places Board (AIPP), the Truman Waterfront Advisory Board (TWAB) as well as the Community Redevelopment Agency (CRA), Caroline Street and Bahama Village (BVRAC) Community Re-development districts.

Accomplishments

PLANNING – The Planning Department processed 177 applications, including development plans, variance, lawful unit determinations, beneficial uses, BPAS allocations, alcohol sales exceptions, conditional uses, change of non-conforming uses, lot line adjustment, easements, outdoor displays, transient license transfers and zoning verifications.

HARC – The Historical Architectural Review Department processed 1,957 applications – 1,632 were staff reviewed, 108 HARC approved and 208 were voided, withdrawn or incomplete. HARC had 12 regular meetings and two workshops on new guidelines for signage and new construction within the historic district.

URBAN FORESTRY DEPARTMENT - The Tree Commission and Urban Forestry Manager processed over 500 applications, averaging 42 applications a month. Of those, 140 applications were approved by the Tree Commission with three denials and 13 applications reviewed for landscape designs for major development projects, and 360 applications were staff approved by the Urban Forester. In 2015, 544 Tree Commission permits were closed out and proceeded with 9 administrative hearings for enforcement action.

SUSTAINABILITY DEPARTMENT – The Sustainability Department procured grants totaling \$345K from FDOT Transportation Alternatives Program for a Bike/Ped Master Plan, the NEA for an Art Master Plan for Truman Waterfront and the Urban Canopy Master Plan. With the help of the Sustainability Department the average BPAS score went from 52.5 to 80 points. Total sustainability results are 130,000 gallons of new cisterns, 104 units built higher than 1.5' BFE; and for green building: 82 bronze, 47 silver, 9 gold and 4 platinum units.

Administration

- Created new processes for determination of lawful units.
- Realigned processing order of receiving HARC approvals and major developments to achieve efficiency and lessen variance requests.
- Hired a Bicycle-Pedestrian Coordinator to promote mobility and safety for the citizens of Key West.

Comprehensive Plan

- Completed the Evaluation and Appraisal Report changes to the Comprehensive Plan, the first update to the Comprehensive Plan in twenty years. The City Commission adopted the plan, and awaiting the state approval of the plan.
- Finalized the military compatibility policy changes to the Comprehensive Plan required by the state.
- Completed the Building Permit Allocations System (BPAS) audit and annual report required by the Comprehensive Plan.

Special Projects

- Revised the City's 1985 impact fee ordinance.
- Leading the re-write of the Land Development Regulations to coincide with the adoption of the new Comprehensive Plan and to correct long standing problems with the ordinance.
- Initiated with Monroe County Growth Management a new comprehensive approach to Geographic Information System mapping and data management, on a shared basis.
- Reviewed Monroe County's design for re-development of Higgs Beach Park.
- Provide design and planning assistance Caroline Street Streetscape design effort.
- Began implementation of the redesign of the Indigenous Park.

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

Implemented a body worn camera system to provide better service to our community. The cameras – along with a new traffic speed trailer and computers for the PAL after school program – were provided to the Department from the Monroe County Sheriff; Promoted Lt. Joe Tripp and Sgt. Frank Duponty; Key West Chamber of Commerce named Officer Thomas Clark 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; Handled over 105,000 calls for service and more than 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: 27 full time equivalent positions, consisting of 16 full time bus operator positions; up to seven relief driver positions (varies by need); two

Assistant Transit Operations Supervisors; one Transit Operations Manager, one Projects/Grants Manager, one Customer Service Specialist/Dispatcher, one Lead Maintenance Technician, two Maintenance Technicians, two Transit Helpers, and one Transportation Director.

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 is ongoing at the new Transit Facility on Stock Island. Completion should be realized by March 2016. With going green in mind, Key West Transit received four new low floor clean diesel Gillig BRT style buses; one is a hybrid diesel electric. All four are now in service. Two new low floor clean diesel Gillig BRT style buses have been ordered and are due to be delivered in the early spring of 2016.
- Our Key West Transit Assistant Operations Supervisor Gennaro “Rino” Saliceto advanced his career in transit by accepting the Safety Coordinators position for Space Coast Area Transit in Cocoa, Fl. and Julian Butler was promoted to our new Key West Transit Assistant Operations Supervisor.
- Staff submitted its Annual Transit Development Plan (TDP) and was approved by FDOT.
- Staff is currently updating Key West Transits System Safety Program Plan (SSPP) and Safety Security Plan (SPP) for the Florida Department of Transportation (FDOT) to be completed in early 2016.
- Phase Two of the LED lighting project for the Park-N-Ride garage located at the corner of Grinnell and Caroline was completed.
- Provided community shuttle trips, including New Year’s Eve and Fantasy Fest “Safe Ride” Shuttles, also assisted Key West High School with their fundraiser.
- The Transit Basket newsletter’s Bus Driver of the quarter and year awards were well received.
- Key West Transit attended the Florida Public Transportation Association (FPTA) yearly statewide training/awards/vendors and Transportation Disadvantaged Conference where our Key West Transit Projects/Grants Manager received a FDOT Training Certification, Our Key West Lead Maintenance Technician was nominated for the State of Florida Bus Maintenance Technician of the year award, and Key West Transit participated in the statewide promotion and advertising campaign competition.
- New bus shelter and bike rack locations on North Roosevelt and Stock Island have been agreed upon with installation to begin in 2016.
- New bike racks were installed on the buses servicing the Lower Keys Shuttle, and were an immediate route enhancement for the passengers using bikes in conjunction with their use of Key West Transit services.
- Had a great looking bus float in the 2015 Holiday Parade.

Parking

John Wilkins, Director



Mission

The Parking Department 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 20 employees the City of Key West Parking Department 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 2015, the Parking Department hired a new parking enforcement specialist to increase enforcement of the residential parking program. The changes to the residential program in 2014 and the \$10.00 annual decal has helped fund this position as well as increased spending to repaint the residential street markings. Also this year, we continued to improve the pedestrian safety at school crossing zones with the installation of flashing beacons and new crosswalk signs. The parking lot at 525 Angela Street reopened with the completion of the new fire station adding an additional 85 parking spaces in our commercial area. Groundbreaking on a new tour bus parking lot took place with the commencement of the Caroline Street project. This lot will help relieve congestion downtown by providing a depot type of facility where motor coaches from Miami can drop off their passengers and park. We will remove other bus drop off zones when completed and turn them back into regular parking. Additionally, we are working to upgrade our technology with new handheld ticket writers and improved reporting for delinquent letters. EMS and Parking have teamed up to release an RFP for collection services to explore options for the collection of unpaid debt – medical bills and parking tickets.



Utilities

John Paul Castro, Director



Mission

The 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

The 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 force main from 14th Street to Eisenhower Drive, to increase the capacity and improve operation of the sewer collection system.
- Pump Station F has been modified to send wastewater directly to the plant, bypassing Pump Station D which will lower maintenance costs at the City's highest capacity station. 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:

- The 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 were 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. The City is in the process of testing storm inlet trash grates that will improve the filtering of trash from Duval St. and downtown areas allowing the street sweeper to capture those items.
- The stormwater fund has applied for multiple federal and state grant opportunities to fund future projects to mitigate flooding in low lying areas.
- 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:

The 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.

The Solid Waste Division manages all of the municipal solid waste and recycling for the City of Key West. The Solid Waste Division is also responsible for the City of Key West Solid Waste Transfer Station, the solid waste contract with Waste Management, Inc. and the Stock Island landfill.

In 2015, the City realized a recycling rate of 21 percent. We expect that rate to continue to improve as commercial recycling improves. All waste is collected curbside in a 1:1:1 program, which means trash, recyclables and yard waste are collected on the same day from each home. Recycling is collected and recycled in the Pembroke Pines Recycling Facility. Homeowners and businesses can recycle curbside or take it to the transfer station on Rockland Key. Yard Waste is recycled with Barry Recycling and turned into mulch. All other solid waste is hauled to a waste-to-energy facility where the garbage is burnt and turned into energy. This earns recycling credits for the City. Old electronics and chemicals are collected each month and sent to Monroe County for recycling and proper disposal.

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:

- Added second terminal point of sales for retail sales at the Dockmaster Office
- Purchased and installed new high speed fuel pump at Ferry Terminal
- Created new website for marina (keywestbightmarina.com)
- Ordered and received 14 foot Carolina skiff for enforcement of dingy docks and other marina needs.
- Entered into a contract with the 170 foot Schooner "Mystic" to operate commercially out of the Ferry Terminal full time
- Staff crafted and got approval from City Commission for new city ordinance to better enforce dingy docks and-dockage in the marina

City Marina at Garrison Bight:

- Increased transient revenue from prior year by over \$150,000
- Implemented new parking and boat ramp fee structure
- Implemented new commercial ramp annual permit
- Implemented annual ramp permit pass for locals
- Increased occupancy and revenues in Key West Mooring Field
- Added an electric car charging station to the live aboard section
- Upgraded sewer system on Amberjack Pier for customer use
- Upgraded Key West Mooring Field bath facility including new security system and security access for customers
- Upgraded the electrical system at liveaboard support complex, including upgrade to commercial laundry equipment

- Continued upgrades to Wahoo Pier decking
- Upgraded live aboard security system
- Cleaned up bay bottom around all docks and piers
- Replaced advertising signage at Charter Boat Row
- Added eight liveaboard slips

Port Operations:

- Provided training specifically focused towards the duties and functions of the Port Operations department
 - Insured a safe port of call for all cruise lines
 - Maintained port security plan in compliance with Homeland Security and the Florida Statue Chapter 311.12 by performing 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 362 cruise ship port calls which represents a total of 742,199 passengers visiting the City of Key West.
 - Billing and receiving a total of \$3,259,809 in gross revenues to the City
 - - Scheduling and updating cruise ship calendars for the 2016-2019
- Provided for ADA compliance of all facilities overseen by Port & Marine Services

Port and Marine Capital Improvements:

- Completed Common Area – Phase I construction. Improvements included replacing old brick pavers with IPE wood decking along the Harborwalk, landscaping and lighting installation in the Margaret Street and gravel parking lots and placement of new brick pavers in the Elizabeth Street Plaza.
- Completed William Street outfall and roundabout project. Improvements included replacement of storm water outfall and structures, new drive circle, asphalt and curbing.
- Completed CCTV surveillance system installation. Improvements included state of the art surveillance system throughout the Key West Historic Seaport and Ferry Terminal properties.
- Completed Lazy Way mill and pave project. Work included resurfacing of the roadway, scooter parking, signage and roadway striping.
- Completed Turtle Kraals wall replacement. Work included shoring of existing foundation, new wall and doors.
- Piling replacement and D-dock repair. Bids received for the replacement of 29 pilings, cross-member replacement and repairs to D-dock. Project currently waiting for USACE permit.
- Thompson's Fish House renovation design. It includes the restoration of the historic exterior walls.



