

# City of Key West Annual Report 2017



# City Manager's Office



*Jim Scholl, City Manager*

It's been a year of huge challenges and huge successes, and I'm pleased to introduce the City's annual report. 2017 tested City government's ability to respond to a disaster, and -- as difficult as it was -- the City was more than up for the task. Without skipping a beat, we prepared for the storm, then moved quickly to ensure the safest fastest recovery possible for the City.

In addition to cleanup and the other visible aspects of returning the city to normal after Hurricane Irma, the financial followup is vital. The City continues to work diligently to ensure the reimbursement of expenditures necessary for our recovery to be sure that the burden does not fall on our local taxpayers.

I'm proud 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.

Though you'll see that Hurricane Irma affected each of the City departments, we made many other strides during the year. We started the year by cutting the ribbon on our new City Hall, which ended up serving as an ideal Emergency Operations Center for the hurricane. We completely revamped Cozumel park and saw the first event at the Truman Waterfront Amphitheater. We launched the Duval Loop, a free downtown bus service aimed at easing parking and street congestion problems.

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, work to provide the safety and the necessities that better our island community.



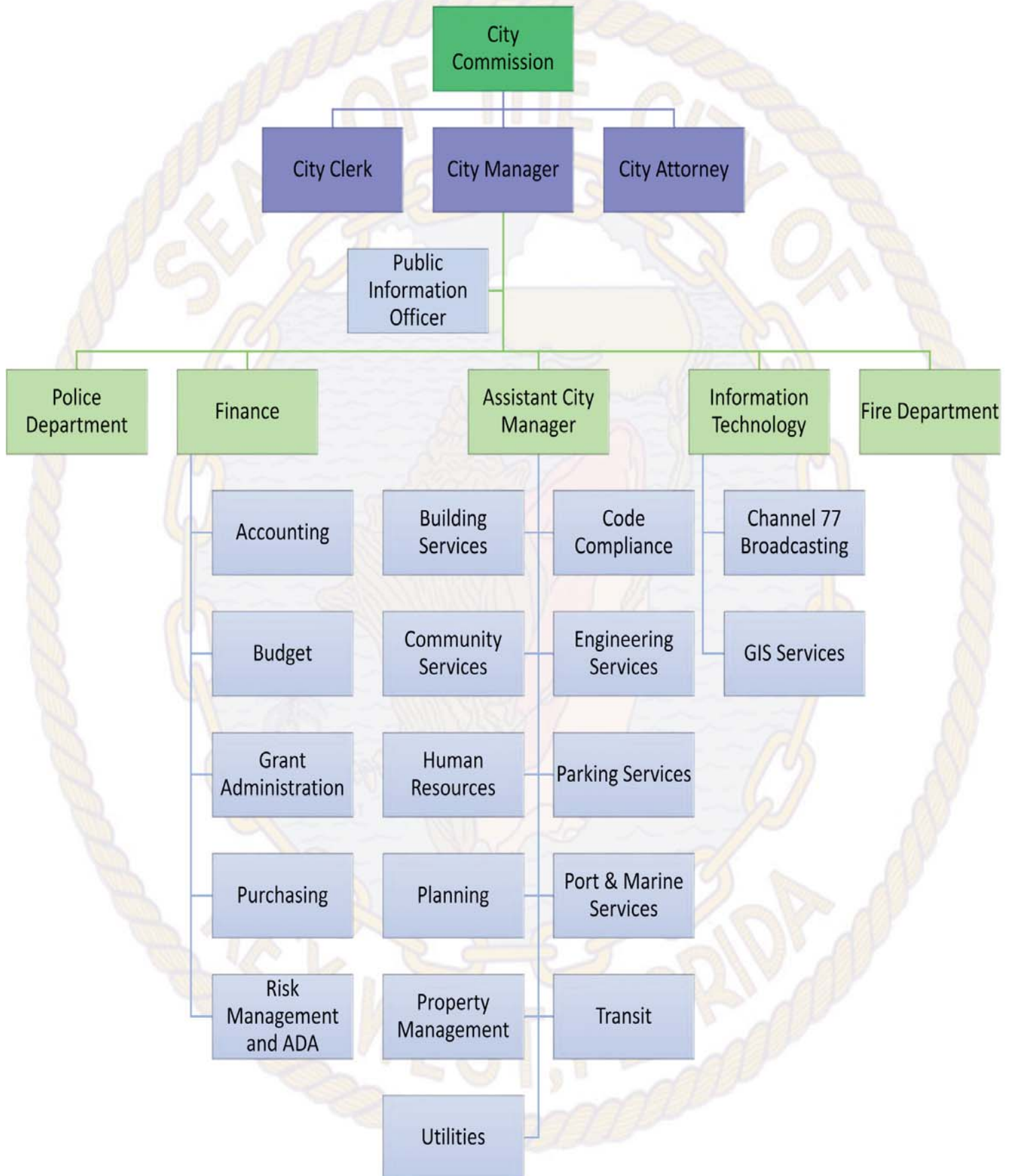
*Jim Scholl, Portia Navarro, Greg Veliz, Maria Ratcliff*

***The City Manager's Office  
consists of  
City Manager Jim Scholl and  
Assistant City Manager  
Greg Veliz.***

***Maria Ratcliff and Portia Navarro are  
executive administrators.  
Alyson Crean serves as the  
Communications Manager  
for the City of Key West.***



# City Organizational Chart



# New Key West City Hall



The City Commission, on January 2, 2017, celebrated the grand opening of the Josephine Parker City Hall at Historic Glynn R. Archer School.

The magnificent, newly restored historic school at 1300 White Street now houses City offices, providing efficient and easily-accessible customer service to the residents of the island. Generations of Conchs were educated and worked in this building, and will continue to utilize this landmark for generations to come.

"This is a wonderful moment in Key West history," said Mayor Cates during the ribbon cutting, noting that the new City Hall "was built by the citizens of Key West almost 100 years ago, and it has been restored for the citizens of Key West for at least the next 100 years."

This beautiful new City Hall is the new center of City government located in the center of town and housed in the 90-year-old Glynn R. Archer School. The renovation of the school reflects the best of the historic building with the modern convenience expected of a full service government hub. The renovation was completed by Architect Bert Bender and Burke Construction.





# Hurricane Irma



On September 10th, Key West came face to face with our worst nightmare: staring down the barrel of a potential Category 5 hurricane. The storm came upon us quickly, providing a small window of decision making for officials and residents alike. On Sept 5th, officials called a local state of emergency. Mandatory evacuation orders went into effect almost immediately: visitors on Sept. 6th and residents on Sept. 7th. Businesses closed down, gas stations ran out of gas and closed, the hospitals closed. By the afternoon of the 9th, the remaining several thousand Key West residents and a handful of emergency responders hunkered down while the winds grew stronger.

As soon as the wind died, first responders were out assessing the situation, clearing roads and checking on those who were in shelters. Public safety is the first priority after a disaster. A skeleton staff of fire, police and public works staffers stayed through the evacuation and immediately went to work. A myriad of blocked roads had to be cleared so that fire, rescue and police could respond to emergencies.

Water, electricity and communications were all affected. It's been over a decade since the City had a mandatory evacuation, but our emergency management Incident Command System served us well. Department directors changed hats, rolling into 12-hour shifts and working vital roles in our incident command structure. They manned phones, called back essential personnel, cooked meals.

Key West's military partners were essential for a rapid response. The Navy, U.S. Coast Guard, National Guard, U.S. Army and many others deployed support immediately. A multi-agency strike force moved in offshore, the amphibious ready group including the USS Iwo Jima, which was visible from Smathers Beach as it brought in personnel and support. The Navy hosted camps on base to ensure that recovery workers did not put added stress on a compromised infrastructure. At one point the repurposed cargo ship Empire State was brought into the Truman Harbor and housed FEMA and other recovery personnel. Military partners raised temporary communications towers at City Hall to get tattered communications back up and running.

As the days progressed, support flooded in from all over the nation. Local businesses worked overtime to ensure that food, water, and fuel were available for evacuees when they returned. Weary linemen and aqueduct workers toiled sunrise to sunset to get water and electricity up and running. The effort was Herculean, and intermittent water and electricity were flowing within days of the storm.

While the Middle and Lower Keys continued to struggle -- and still *are* struggling -- with the aftermath of a much larger impact than that sustained by Key West, the island city made a conscious effort to get the destination up and running quickly. Opening the economic engine of our tourism industry was vital in the entire region's recovery. Much of the industry workforce lives in the Lower Keys, and without work, recovery would be much slower. The effort began with a single cruise ship -- tourism that would bring income without putting undue stress on the infrastructure. The city was officially deemed "open for business" on October 1st.



# Hurricane Irma

## Timeline Overview

**Sept 5:**

Local Emergency declared

**Sept 6:**

County calls mandatory evacuation for visitors and then residents for Sept 7th

**Sept 9:**

Tropical storm force winds begin

**Sept 10:**

Hurricane Irma strikes the Keys

**Sept 11:**

FDLE checkpoint established

22 bridges preliminarily cleared, 2 sections of US 1 affected

FCAA starts up water in KW for 2 hours

City established analog phone line

Military begins staging

Keys Energy estimates anywhere from a week to ten days for partial reenergizing

Both airports have daytime functionality

Curfew established Keyswide

**Sept 12:**

Trauma Star returning

Food and water distributions sites established

Additional checkpoint established at mm 81

LKMC open for critical; MASH unit opened

Military amphibious ready group staged offshore KW

Debris removal push underway

**Sept 14:**

Both airports 100% for daytime emergency response

KEYS established power to senior center, hospital, airport and grocery stores

Traffic lights beginning to come up

FCAA established 2 two-hour times for KW water, boil only

USCG established safety zone around Key West;

Soup Kitchen on Flagler opened

**Sept 15:**

Governor Rick Scott visits Key West

Publix and Winn Dixie open for limited hours

Connectivity increasing; Verizon and AT&T

Airports lifted general aviation restrictions

**Sept 16:**

Resident reentry begins

**Sept 17:**

Empire State arrives in harbor to house emergency workers; port remains closed

LKMC ER is fully functional

Salvation Army serving hot meals

Resident reentry closed down at 8 p.m.

NWS watching Hurricane Maria

Grayhound begins service

**Sept 18:**

Bus service to return evacuees and special needs patients

City begins issuing emergency permits and holds contactors' meeting

US mail delivery begins

Countywide fire ban issues

**Sept 19:**

Navy escorts mooring field boat owners to inspect vessels and retrieve personal items

MCSO dissolves Florida City checkpoint

No-swim order issued by the health department

Hospital begins patient services

KW points of food and water distribution remain in service

City plans budget hearings

Transfer station waives fees to residents

TSA inspection; airport plans first commercial emergency flights

Hospital fully operational

**Sept 20:**

First cruise ship discussed

Army Corp of Engineers clearing channel

Points of distribution end

Assets being relocated to Lower Keys

**Sept 21:**

Lower Keys Shuttle starts up, fares are waived

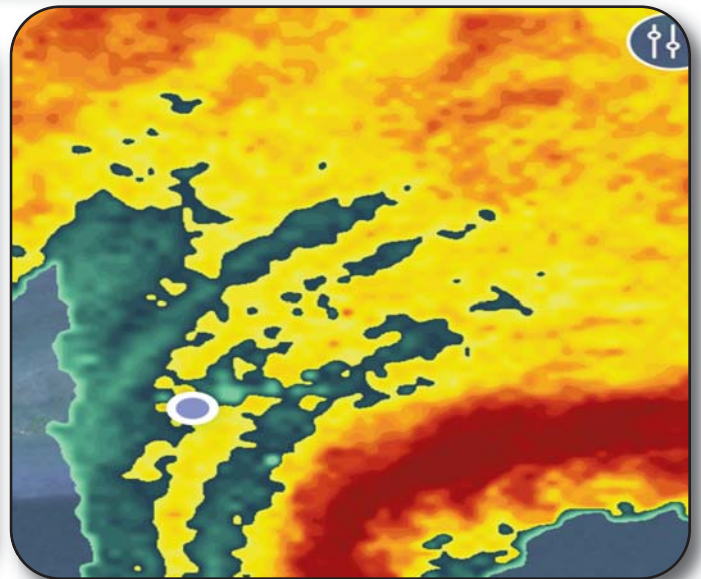
Convalescent Center residents returned

First cruise ship confirmed for Sept 24th

**October 1:**

Key West deemed "open for business"





# 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](mailto:ccates@cityofkeywest-fl.gov)**

**District 1: Jimmy Weekley**  
**[jweekley@cityofkeywest-fl.gov](mailto:jweekley@cityofkeywest-fl.gov)**

**District 2: Sam Kaufman**  
**[skaufman@cityofkeywest-fl.gov](mailto:skaufman@cityofkeywest-fl.gov)**

**District 3: Billy Wardlow**  
**[bwardlow@cityofkeywest-fl.gov](mailto:bwardlow@cityofkeywest-fl.gov)**

**District 4: Richard Payne**  
**[rpayne@cityofkeywest-fl.gov](mailto:rpayne@cityofkeywest-fl.gov)**

**District 5: Margaret Romero**  
**[mromero@cityofkeywest-fl.gov](mailto:mromero@cityofkeywest-fl.gov)**

**District 6: Clayton Lopez**  
**[clopez@cityofkeywest-fl.gov](mailto: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**

- After Irma on September 9th, we issued over 800 Emergency Permits in September, October and November, free of charge
- Key West has been re-instated into the FEMA Flood Insurance Discount Program and we worked very closely within FEMA guidelines in recovery clean-up after IRMA
- We are down-sizing our inspection vehicles from Ford F-150s to Toyota Priuses, going from an average mpg of 7 mpg to 40 mpg
- We are very close to implementing a paperless permitting application and inspection process in 2018

# 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 agendas for 27 Commission meetings and workshops
- Prepared Board of Adjustment (BOA), Caroline Street Corridor and Bahama Village Community Redevelopment Agency (CRA), and Naval Properties Local Redevelopment Authority (LRA) meeting agendas for 19 meetings.
- Attended 81 hours of City Commission, BOA, CRA, LRA meetings and workshops
- Attended and participated in 21 hours of the City Manager's agenda setting
- Administered and attested to 313 Resolutions and 16 Ordinances

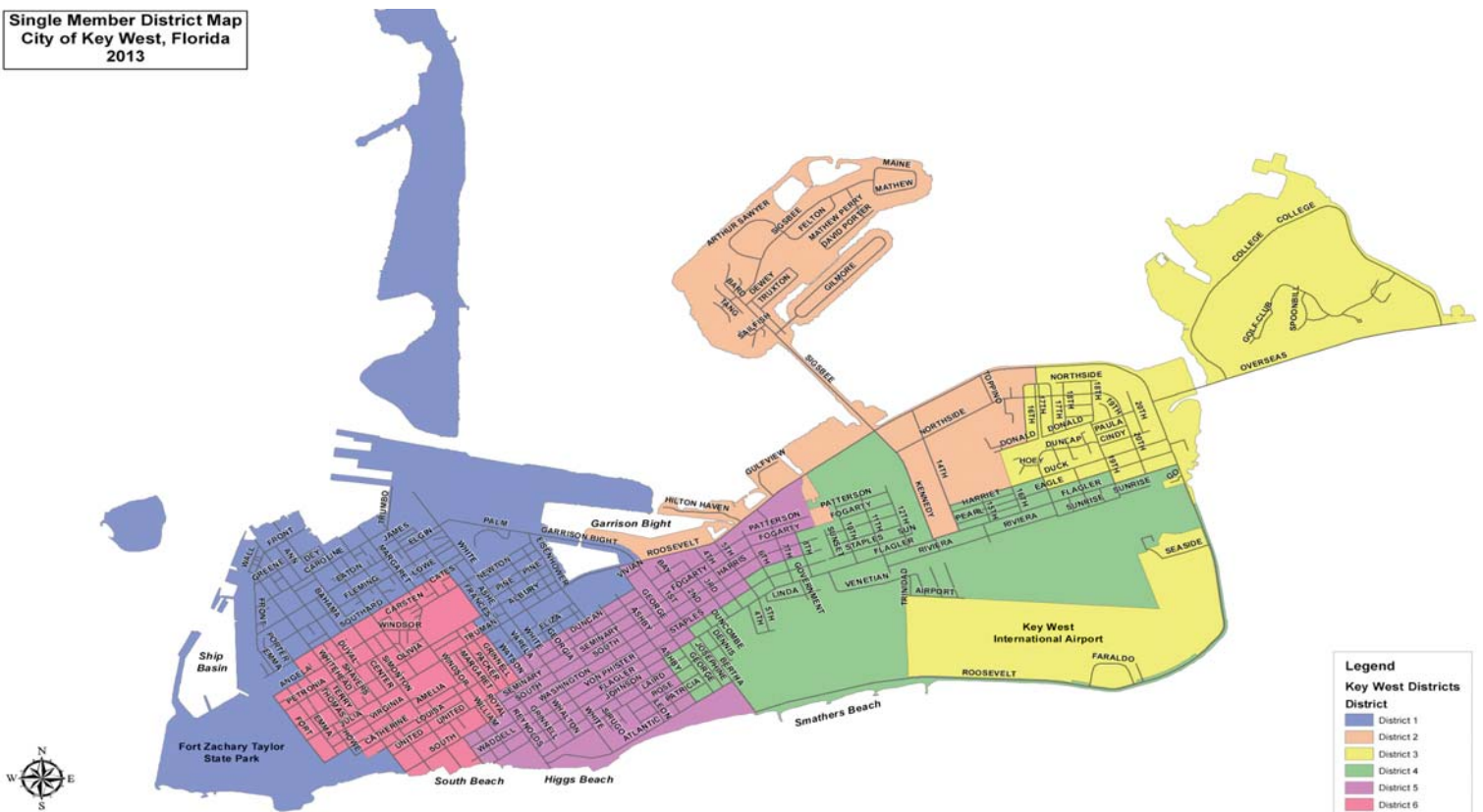


- Administered 28 calls for bids
- Administered 10 Domestic Partnerships
- Administered approximately 600 hours of research for Public Record Requests
- Administered 40 hours preparing agendas and minutes for the City Commission, BOA, CRA and LRA
- Administered 250 hours preparing agendas, minutes and attending meetings for Arts in Public Places (11 meetings), Bahama Village Redevelopment Advisory Committee (5 meetings), Historic Architectural Review Commission (11 meetings), Key West Bight Management District Board (11 meetings), Planning Board (11 meetings), Sustainability Advisory Board (7 meetings), Tree Commission (11 meetings) and Truman Waterfront Advisory Board (11 meetings)
- Administered 100 hours of training for the Legistar paperless agenda, Imaging software (Optiview) and new public record requests software

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



**Single Member District Map  
City of Key West, Florida  
2013**



# Community Services



*Marcus Davila, 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 is managed by the Community Services Superintendent Richard Sarver at 305-809-3757. The Public Works crews maintains over 80 miles of city streets and the 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.

## **Historic Cemetery**

Key West's unique cemetery lies in the heart of Old Town. The Cemetery Sexton Russell Brittain can be reached at 305-809-3986 and his office is located on the corner of Angela and Margaret Street near the main entrance. Within the 19-acre cemetery Bahamian mariners, Cuban cigar makers, Spanish-American War veterans, soldiers, millionaires,



paupers, Catholics, Protestants and Jews all rest side by side, echoing the City's diverse heritage. 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. 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 Willie Ward and Nelson English Parks adjacent to the pool complements 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 is currently undergoing major renovation. It is home to the Police Athletic League Little Conch Basketball. The gym is expected to reopen in the summer of 2017. The complex also offers an after-school tutoring program for children grades 1- 5. Between 75 and 100 youth utilize the facilities daily. 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, George Mira football field and Blake Fernandez Skate Park. 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. Bayview Park on the corner of Truman Avenue and Jose Marti Drive is comprised of 4 acres is home to the Vietnam Living Memorial within the Veterans Memorial Garden. The Park also 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.

Pocket parks such as the Bill Butler Park, Cozumel Park, 18th Street Park and Spottswood Park provide other recreational venues. The Truman Waterfront is currently under construction to create a world class park. This area is home to the Matthew L. Gilleran Recreational Field. The recreation division also provides maintenance and upkeep for all other 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. Jerry Farrell 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, trim trees, plant trees, and remove tree hazards from the right-of-way. The City Planning Department's 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 of over 400 City vehicles and equipment including Police, Fire, and Emergency Medical Services. It also provides all unleaded fueling for the City Fleet. Fleet Services is doing their part by going green through the use of ethanol blend fuel. The division performs over 2000 vehicle/ equipment repairs and maintenance requests per year. John Fallon is the Fleet Services Manager located at 627 Palm Avenue and can be reached at 305-809-3904. 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 skill sets 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**

The completion of the renovation and restoration of Cozumel Park was a major undertaking for the Community Services Department, and it was a huge success. The basketball court was refinished, all new playground equipment was installed, a bathroom was added to the park, and an artificial turf field was included in the park. Also, the City added its first splash pad to Cozumel Park. The splash pad was a major undertaking including the installation of a 20,000 pound underground tank and the pump/filter and plumbing to run an 11-feature splash pad. All the hard work was worth it, as the splash pad has become an overwhelmingly popular activity for the children and parents of Key West.

Big improvements were also done to Poinciana Field. The sidewalk was removed and new sod put down. This gave new and additional field space to youth soccer. The City is always looking to provide additional field space and this was a great opportunity to do just that without any major disruption to the use of the field.

The holiday wreaths on the street lamps are a local favorite. This year we were able to purchase and wire wreaths to complete Duval St and Caroline St. This made for a very festive appearance for the downtown area.

One of the most astounding accomplishments was the work done in the aftermath of Hurricane Irma. The hard work and dedication the workers put forth was nothing short of incredible. The main thoroughfares in the City were cleared by noon the day after Irma hit. All roads were passable within two days after the storm. The Community Services Department worked tirelessly and selflessly to get the City of Key West back up and running. Community Services kept vehicles fueled and running for all agencies, as well as keeping generators running and fueled. They accomplished all of this and more while staying through the storm and being away from their families. Never was there a time to be more proud of the Community Services Department than during this event.

The Community Services Department is committed to doing everything it can to maintain and improve the great City of Key West, and we look forward to continuing to do so in 2018.



# 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 12 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 18 funds – these funds are used to account for the various City functions. The responsibilities also include investments, sales and gas tax remittances to the state, daily cash receipts verification 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 the bi-weekly payroll for close to 500 City employees. Accounts payable prints weekly check runs for all city departments for payment to city vendors and contractors. The accounts payable process is very labor intensive, requiring each transaction to be verified for accurate invoice amount and purchase order amount. The City issues approximately 100 vendor checks/electronic transfers per week. Purchasing processes all the City purchase orders – 3,300 annually. Along with this task is the process of informal and formal bidding to assure the City receives the “best value” for services, supplies and equipment, required to efficiently operate the City.

Other main processes within the Finance Department function include: revenue collections and budget monitoring, which is an ongoing daily function. The department also prepares, delivers and manages the annual operating and capital budget. 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 also the responsibility of the Finance Department.

## **Accomplishments**

Received the Government Finance Officers Association Award for Excellence in Financial Reporting for the 32th consecutive year for fiscal year 2016. The City also received a favorable audit opinion and a finding of no material weaknesses for fiscal year ending 2016.

Instrumental in developing a rollback tax rate in 2017 for the 2018 budget cycle without compromising operational efficiency, operating reserves and prudent capital planning.

In response to Hurricane Irma, the Finance Department implemented an accounting framework which will ensure maximum eligible FEMA and State reimbursement for both operating and capital costs incurred from impacts of the storm.

Notwithstanding challenges, successfully transitioned from SunGard Public Sector’s Navaline payroll module to SunGard’s One Solution payroll system.

# Fire Department



*Michael Davila, 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 and Training, and the EMS Division.

KWFD has an ISO rating of 1, a superior rating that results in the lowest possible fire insurance rates to the taxpayers. That rating puts us in the top 1 percent of all fire departments in the nation.

The fire suppression team prepares every day to answer the alarm to fires quickly which prevents small fires from becoming larger. 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 fully staffed around the clock and can respond whenever needed.

The fire prevention bureau that is responsible for life safety inspections, fire investigations, fire code complaints, plans review and public education. The Fire Marshal and his office are the authority having jurisdiction with regard to fire investigations and Life Safety Code enforcement.

The Division of Emergency Management and Training is tasked with providing emergency management in times of natural and manmade disasters and the training of our members. 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. It also provides continued educational units (CEU) and advanced training to the department's firefighters.

The Emergency Medical Service division provides a very high level of service to include Basic Life Support and Advanced Life Support. Although we have only been providing this service for a year and a half we can show that our level of service is outstanding and always improving.

## Accomplishments

- 7095 total calls for service
- 511 EMS calls for service
- 3847 EMS Transports
- Switched to APX Radio System, to improve communications
- Graduated 17 KWFD firefighters through Paramedic training
- Graduated 20 KWFD firefighters through UASR Rope Rescue and Vehicle Extrication training
- Over 100 training certificates acquired by personnel
- Graduated 15 KWHS students through Fire Academy training
- The Division of Emergency Management played a major role in the response and recovery effort leading up to, during and following Hurricane Irma.



*EMS Division Chief Eddie Perez, Emergency Management Division Chief Kenny Wardlow, Operations Division Chief Danny Blanco, Molly Sawyer, Anissa Balbi, Cassandra Jackson, Division Chief Alan Averette, Captain Gregory Barroso, Lt. Jason Barroso, and Lt. Wesley Jones.*



*Fire Chief Michael Davila, alongside so many others, helping distribute food and water supplies to the community immediately after Hurricane Irma.*



*Emergency Management Division Chief Kenneth Wardlow (left) and retired Fire Chief and City Commissioner Billy Wardlow with Governor Rick Scott, just days after the hurricane.*



# 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 (CIP) 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. Engineering supports other City departments, providing design and management of projects for community services, planning, ports, property.

The Engineering Department currently manages over 30 active projects, combining for over \$40 million in design fees and actual/projected construction costs. The Department currently employs seven staff including two professional civil engineers, a construction engineer, senior construction manager, electrical engineer, project manager and an engineer intern. Engineering and Utilities Departments share an executive assistant.

## **Accomplishments**

- Focused on completing Truman Waterfront Park Phase 1A and Amphitheater including implementation of design improvements to enhance facility operation and enhance user experience. Amphitheater completion February 2018 and Phase 1A May 2018.
- Major building projects included Fredrick Douglass Gym, complete February 2018.
- Four Engineering staff stayed on board for Irma, supporting EOC operations, street clearing and debris removal, electrical generator operations & maintenance, damage assessment, coordination with military responders, etc.
- Established collateral position of City Energy Manager.
- Continued with Right-of-Way improvements to roadway pavement, sidewalks and gravel shoulders including Southard Street.
- Ongoing shorefront projects include NOAA Seawall, new Smathers Beach Bathroom and completion of Zero Duval Seawall and Mallory T-Pier improvements.
- Continue to support Navy in-kind projects including new Outer Mole Pier Entry Control Point.

# 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 and 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 8:00 p.m. as well as after hours and weekend support for Public Safety and Code Compliance Officers. Users can call in a request for the department's services, enter it into the computer system, or contact the on-call staff person. 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 citizens access to City services. The IT Department maintains a qualified staff of IT Specialists needed to support the departments and maintain this infrastructure. The services IT provides include email, internet access, multimedia services, telephones, and network management.

The IT Department continually strives to innovate and improve the quality of services in a fiscally responsible manner.

## Accomplishments

- Implemented new One Solution payroll system
- Configured and deployed 18 desktop computers
- Relocated City datacenter to new City Hall location
- Deployed a new mobility VPN server for City mobile devices
- Setup public wi-fi at Bayview Park
- Reconfigured Key West Bight network during construction
- New software programs started to replace software for Building, Licensing, Code Compliance, Planning, and Engineering Departments
- Configured and deployed 18 new GETAC public safety laptops
- Completed public safety OSSI software upgrade project
- Configured and deployed 11 laptop computers
- Replaced 72 new PC monitors
- Replaced 30 new PC UPS devices
- Completed CJIS audit conducted by Florida Department of Law Enforcement
- Provided 24/7 support for EOC operations during Hurricane Irma
- Redesigned City web site
- Completed 6,672 service tickets; and 184/144 events



*At your service: David Tobar, Brian Blair, Terry Elkins, IT Director Patti McLaughlin, Dorothy Todd, Deputy Director David Monroe, Jason Hoegle, and Matt William.*



# 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 fiscal year, the Code Compliance Department received and investigated approximately 1,586 complaints with the following being the top five:

1. 225 for unlicensed/delinquent business tax receipts.
2. 228 for building without permits or building beyond the scope of a permit
3. 211 for obstruction of streets.
4. 135 for leaving trash bins on City right of way.
5. 113 for general complaints.

This past year, Code Compliance continued the proactive investigations of short term, (transient) rental complaints, which totaled 109 complaints. The Department working with the City's GIS Coordinator developed a computer program to track and identify the locations of illegal transient rentals. This program was very successful and now the Monroe County Tax Collectors Office has the same program, which has resulted in the Tax Collector collecting more in bed taxes.

Some other accomplishments the Code Compliance Department achieved were: Conducting a citywide post-Hurricane Irma damage assessment that assisted the City's FEMA Coordinator in submitting the approximate total cost of the damage sustained by property owners; The continued proactive investigation of complaints regarding FEMA issues and working in conjunction with the City's Flood Plain Manager in assisting our community achieve compliance with FEMA violations; Continued proactive compliance efforts regarding unpaid and/or delinquent business tax receipts. The Licensing Department provided Code Compliance 354 business that were delinquent with payment for their business tax receipts. As of September 30 only five businesses are delinquent. This compliance effort resulted in the City collecting \$32,450.70 in revenue.

# 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 and 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.

**Collective Bargaining Units:** We are looking forward to sitting down with the Police Benevolent Association (PBA) and Local Teamster Union 769 as their current contracts end September 30, 2017.

## Accomplishments

### Hiring and Selection:

Received and processed 432 applications for employment.

Filled a total of 84 vacant positions; 27 with internal candidates through promotion/transfer; hired 57 new employees.

Conducted new hire orientations for 57 newly hired employees.

### Benefits:

Completed employee (2) open enrollments for Health Care Plan and Flexible Spending Plan.

### Wellness:

Sponsored our 6th 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:

- 33 Five year anniversary awards
- 28 Ten year anniversary awards
- 10 Fifteen year anniversary awards
- 4 Twenty year anniversary awards
- 3 Twenty-five year anniversary awards
- 5 Thirty year anniversary awards

### Department Updates:

- Went live with new One Solution HR system
- Negotiated contracts with PBA and Teamsters

- In September, Human Resources took on a vital role:

Tracking every single employee and their personal living situation. Throughout the aftermath the department ensured that all employees had a roof over their head, clothing, food. The department tracked to be sure employees had transportation to work and the means to rebuild their homes. That support continues into the new year.



*HR Director Samantha Farist, Alice Parker, Frenza Shine, Alison Tejada, Richard Richardson, and Charlie Pons.*



# Planning Department



*Patrick Wright, 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. The Department also handles historic preservation planning and approval activities, provides important staff support for eight City Boards and Commissions and assists other departments on a variety of important interdisciplinary assignments.

This year, the City hired a new City Planning Director by promoting Patrick Wright, formerly the Senior Planner. Through this year, a full time employee was promoted to a Planner I position and a new administrative assistant was hired. These new changes have strengthened the quality of the department's customer and professional service.

The Planning Department completely staffs several Boards and Commissions:

- Planning Board
- Historic Architectural Review Commission
- Tree Commission
- Sustainability Advisory Board
- Development Review Committee
- Truman Waterfront Advisory Board
- Art in Public Places Advisory Board
- Community Redevelopment Agency

For the second consecutive year, the Planning Department staff was closely involved in the building permits review process; zoning and land development regulations such as urban forestry, historic preservation, among others, were part of the review process to ensure that new construction projects are in compliance with current city regulations. Planning staff reviewed over 3,954 building permit applications under simultaneous review before the building department issued a permit. A total of 6,239 applications have been reviewed by staff members, including planners, HARC staff, and the Urban Forester. Over the last year, the Department has provided staff for 115 public meetings and workshops related to land use and other categories as directed by the City Manager.

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 the past four years, the city has allocated 245 affordable units.

The Department has a total staff of seven professionals and two administrative support personnel. 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**

### **Planning and Zoning:**

- Reviewed 1,161 building permit applications under simultaneous review process.
- Processed 124 applications, among them 94 were presented to the Planning Board to review including 12 development plans, 35 variances, 12 conditional use, and five ordinances, among others.
- Processed seven applications for easements for City Commission review.
- Participated in educational forums hosted by Chamber of Commerce, Realtors Association and diverse other groups.

### **Historic Architectural Review Commission:**

- HARC staff reviewed 1,393 building permit applications under simultaneous review process.
- The historic preservation staff received 1,614 Certificate of Appropriateness applications. Of those, the Historic Architectural Review Commission reviewed 91, with 65 applications approved. Only thirteen applications were denied, which is .8 percent of the applications reviewed by staff and the Commission. Other applications of the total were withdrawn or postponed. Of the total applications received, 1,516 were approved at staff level.
- The Special Magistrate received three requests to appeal HARC decisions; one request was withdrawn, on another request the Special Magistrate upheld HARC decision, and a third request is still under court review.
- HARC staff has completed the Certified Local Government end of the year report and has been working very close with the Florida State Historic Preservation Office on all aspects of preservation issues.
- HARC staff participated in educational forums hosted by the Realtors Association and diverse other groups.

### **Tree Commission:**

- The Tree Commission and Urban Forestry Manager processed 533 applications, averaging 42 applications a month. Of those, 140 applications were approved by the Tree Commission with four denials.
- Fifteen administrative hearings for enforcement action were processed. Settlement agreements were processed through the Tree Commission for each hearing.
- The Urban Forester reviewed 1,400 building permits applications through the simultaneous plans review.
- The Urban Forester participated in numerous public and civic functions including the Key West Garden Club, the Daughters of the American Revolution, Green Talks, among others.
- For the fourth consecutive year, the City has received recognition as a member of Tree USA.

# 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 in Key West continued a nine-year trend, dropping by 17.7 percent. Officer Jeffrey Dean was promoted to Sergeant. Officer Joe Stockton was recognized by the Department and the Key West Chamber of Commerce as Officer of the Year and Chief's Administrative Assistant Tedra Poitier was named Civilian of the Year. The Department continued to team up with Keys to be the Change, mentoring at-risk students at Key West High School and continued with the Explorer program. The Department launched a new Police-2-Citizens online portal where the community can access incident reports, monitor police responses, register bikes and even submit some types of police reports.

The Department played a major role during Hurricane Irma, from the essential personnel who stayed through the storm ensuring the life safety of the residents who did not evacuate, to those who returned after Irma had passed to help retain order in the aftermath. Each member of the Department went above and beyond to keep Key West safe, support the emergency efforts and hasten the community's return to normal.



# Transportation



*Rod DeLostrinos, 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 nine 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 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. This commitment to excellence assures we provide the best service possible to our community.

## **Accomplishments**

- Operated over 645,000 miles while providing service to over 346,200 passengers
- No service interruption due to mechanical failure.
- Launched fare-free Duval Loop circulator servicing Caroline and Duval corridor
- Provided fare-free mass evacuation services for the Florida Keys to hurricane shelters in Miami
- Provided transportation for the U.S. Navy hurricane relief personnel and FDOT road repair crews after Hurricane Irma.
- Provided community shuttle trips, including New Year's Eve and Fantasy Fest "Safe Ride" Shuttles, also assisted Key West High School with their fundraiser.
- Key West Transit received two new low floor clean diesel Gillig BRT style buses.
- Bus Driver of the quarter and year awards were well received.
- New enhanced bus shelter and bike rack installed on North Roosevelt and Stock Island.
- The bike racks installed on the buses servicing the Lower Keys Shuttle, continue to be a successful route enhancement for the passengers using bikes in conjunction with their use of Key West Transit services.

# 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, 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 2017 the Parking Division was successful in the following:

Increased our delinquent citation collection efforts - including sending 10 and 20 day delinquency notices by mail.

Raising parking fees that have provided funding for the successful Duval Loop, New Truman Waterfront Park Maintenance; and Affordable Housing trust fund.

Provided parking support for events at the new Amphitheatre.

Ensured City resources were protected before Hurricane Irma landfall and assisted after with detailed damage assessment for reimbursement from FEMA for signs, sidewalks, and other damage in City's Right of Way.

# 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:**

The City of Key West continues to collect on average 4 million gallons per day of wastewater and operate the Richard A. Heyman Environmental Protection Facility to achieve Advanced Wastewater Treatment (AWT) levels. 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.

The 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. Operation Permit for the Class V Injection Well System was issued December 1, 2014, with expiration date November 30, 2019.

The City of Key West 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.

The City of Key West continues to realize improved collection of sewer services fees, by partnering with the Florida Keys Aqueduct Authority billing department.

The Utilities Department completed the project to design, permit, and install variable frequency drives (VFD) on the motors at Pump Stations A, B, C, D and DA. This project will improve pump efficiency, reduce excessive wear on the pumps, reduce electricity consumption, and result in operations and maintenance budget cost savings.

### **Stormwater Drainage Division:**

The City of Key West contract operator, CH2M Hill/OMI, Inc., cleaned and removed debris from storm drain inlets and pipes, pollution control devices, and injection wells. Nearshore waters were sampled and analyzed for bacteriological water quality.

The 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.



The 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 through March 4, 2020.

The Utilities Department undertook an emergency repair construction project to stop erosion of embankment beneath mobile homes and along backyard fences. This project corrected a hazardous situation, prevented loss to property, and eliminated the potential for injuries.

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

The City of Key West continues to realize an improved recycling rate, as the result of single day collection and activation of commercial recycling accounts.

The City of Key West residents are offered household hazardous waste and e-waste collection on the first Saturday of every month.

The Rockland Key Transfer Station processed 41,000 tons of solid waste, 5,500 tons of recyclable materials, and 5,000 tons of yard waste, for Fiscal Year 16/17.

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

Staff, with help from 367 volunteers, worked together to clean up areas around Riveria Canal, Nature Beach, Bayview Park, schools and neighborhoods. More than 7,000 pounds of debris was collected.

Staff works in the schools to educate children about how to recycle and the importance of keeping stormwater pollution-free.





— Welcome to —  
**KEY WEST**  
F L O R I D A

*The Official Government Website for the City of Key West Florida*  
*The Southernmost City in the Continental United States*

Key West has much to offer: great weather, a beautiful coral reef, historic buildings and national landmarks. In addition, we have wonderful architecture and superlative arts and museums. We have our own symphony and theatre and limitless choices for fine dining and nighttime entertainment. You will also find a multitude of boating and fishing activities. Add to that our diverse and friendly population and you'll see why people seek us out as a place to visit often, as well as one to call home.

— Mayor Craig Cates

Average Yearly Temperature 77° F

 78° | FORECAST

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# Port and Marine Services



*Doug Bradshaw, Director*

## Mission

The Port and Marine Services Department is 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 and Marine Services consists of the Port of Key West (cruise ships), the Key West Historic Seaport -- including Key West Bight Marina, City Marina at Garrison Bight, and the City's mooring field. Although each division has a distinct function within the City, all have one feature in common: commitment to managing and caring for the City's waterside facilities, both financially and environmentally. Each division has identified goals and objectives that will ensure we fulfill the vision for Port and Marine Services.

## Accomplishments

- Completed repair of Half Shell seawall and completed structural analysis of remaining seawall
- Completed repair of the historic Thompson Fish House
- Completed replacement of Sailfish Pier
- Began work to replace Dolphin Pier
- Completed phase I of piling replacement and dock repairs at Key West Bight
- Have advertised for pier expansion at the Key West Bight Ferry Terminal









