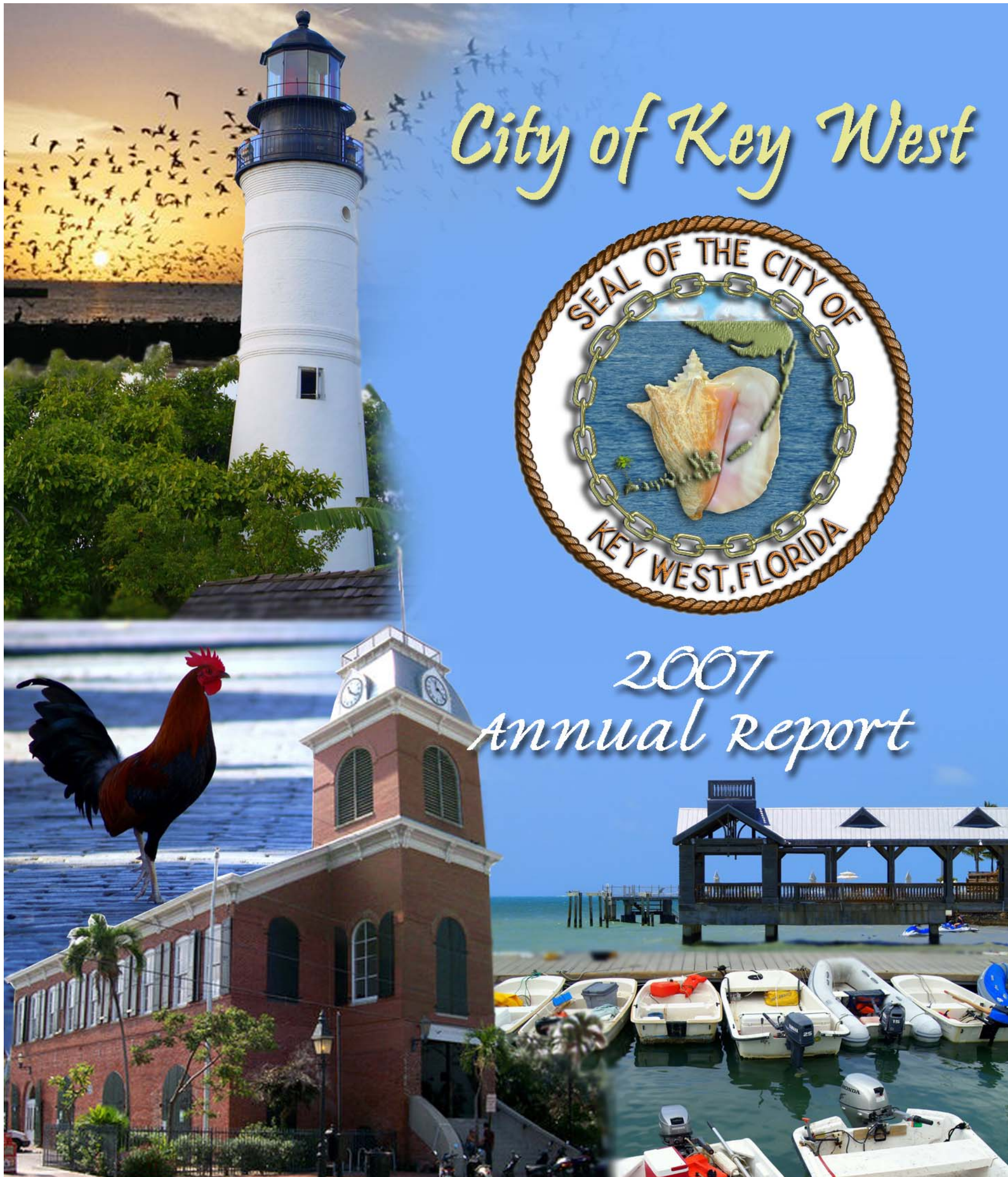


# City of Key West



## 2007 Annual Report



# CMO City Manager

The City of Key West's Annual Report is published to provide a summary of activities and accomplishments by all of the city's departments.

The organization is tasked with providing effective and efficient services to our community. We not only serve the residents but also the millions of visitors who travel to the Southernmost City to enjoy Paradise. It is a tremendous responsibility to keep Key West

clean, safe and moving forward.

As the new City Manager, I'm proud to be part of the team that is looking to the future for our great city and preserving the traditions that makes our home Paradise to so many.

We've made many changes this year, as you will see in the body of this report. The staff should be commended for the significant time and effort expended to

improve Key West in 2007. We are hard at work transitioning to a much "greener" city. We began using biodiesel in our vehicle fleet, reducing dependence on fossil fuel. We began conducting a study of the city's environmental impacts under a program from the International Council for Local Environmental Initiatives. We have increased the recycling requirements for the city's operations. We intend to lead by example.

On the financial side, the departments are all working to meet the strict limits on budget execution for this fiscal year. This means very limited flexibility in schedules and discretionary spending. Our revenues were limited by state mandated limits on property taxes. Ultimately, the reduced revenue means we look to be more efficient where practical or in some cases we've had to carefully reduce the level of services provided. The challenge of balancing service levels to revenue will continue into 2008.

We are committed to supporting the Commission and the Community in leading the way for Key West to be a great place to live and a great place to visit. The Key West City Staff looks forward to 2008! □



“We are currently hard at work transitioning to a much “greener” city by using biodiesel fuel, conducting environmental studies and increasing in-house recycling efforts.

– *Jim Scholl*  
City Manager

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



Assistants to the City Manager Portia Navarro, Melissa Larmel and Maria Ratcliff.



The Key West City Commissioners are, from left, Commissioner Teri Johnston, Commissioner Clayton Lopez, Commissioner Mark Rossi, Mayor Morgan McPherson, Commissioner Bill Verge, Commissioner Dan Kolhage and Commissioner Barry Gibson.

**2008 City Commission**

**Meeting Dates**

**January**

Wednesday, January 2  
Tuesday, January 15

**February**

Tuesday, February 5  
Wednesday, February 20

**March**

Tuesday, March 4  
Tuesday, March 18

**April**

Tuesday, April 1

**May**

Tuesday, May 6  
Tuesday, May 20

**June**

Tuesday, June 3  
Tuesday, June 17

**July**

Tuesday, July 1  
Tuesday, July 15

**August**

Tuesday, August 5

**September**

Wednesday, September 3  
Tuesday, September 16

**October**

Tuesday, October 7  
Tuesday, October 21

**November**

Wednesday, November 5  
Tuesday, November 18

**December**

Tuesday, December 2

Meetings begin at 6 p.m. and are held in Old City Hall at 510 Greene Street.

**HOLIDAY SCHEDULE**

**FISCAL YEAR 2008**

**Columbus Day**

Monday, October 8, 2007

**Veterans Day**

Monday, November 12, 2007

**Thanksgiving Day**

Thursday, November 22, 2007

**Day after Thanksgiving**

Friday, November 23, 2007

**Christmas Day**

Tuesday, December 25, 2007

**New Year's Day**

Tuesday, January 1, 2008

**Martin Luther King Day**

Monday, January 21, 2008

**Presidents Day**

Monday, February 18, 2008

**Good Friday**

Friday, March 21, 2008

**Memorial Day**

Monday, May 26, 2008

**Independence Day**

Friday, July 4, 2008

**Labor Day**

Monday, September 1, 2008

**Floating Holidays for Fiscal Year 2008**

Does not apply to PBA and IAFF

**Christmas Holiday**

Monday, December 24, 2007

**Floating Day**

Scheduled by Department

Cover photography by Ian Willis.

Front and back cover art by Ryan Salazar.

Annual Report composition and layout by Christie Phillips.

# BD Building Department

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

The management and staff understand that the relationship between our contractors, owner-builders, and designers contributes to the success of this goal. Our 16 staff members serve as representatives of the department and provide a variety of information to the public pertaining to building procedures, licensing requirements, zoning issues, and historic preservation.

In 2007 the building department's budget was \$1.9 million, with revenues of \$2 million.

## Permitting

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

Permits Issued:	2007	2006
<b>Building</b>	<b>2574</b>	<b>3099</b>
<b>Electrical</b>	<b>1189</b>	<b>1491</b>
<b>Plumbing</b>	<b>781</b>	<b>770</b>
<b>Mechanical</b>	<b>597</b>	<b>719</b>
<b>Roofing</b>	<b>615</b>	<b>920</b>
<b>Total:</b>	<b>5756</b>	<b>6999</b>

## Plan Review

The building official and plan reviewer are certified to review and approve construction and renovation plans and permit applications. All submitted applications are reviewed regarding applicable building codes and related city, state and federal regulations.

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

Plans are reviewed regarding:

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

## Inspections

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

Inspectors maintain office hours each morning to assist owner-builders and contractors with questions regarding code interpre-



“We in the Building Department know that our relationships with contractors, owner-builders and designers contributes to our success.

– *John Woodson*  
Director”



**Building Department inspectors, from left, include: John Cruz, Terry Richardson, Diane Silvia, David Ray, Derwood Stewart and Bobby Grizzle.**

The Building Department is located at 604 Simonton Street and can be reached by calling 305-809-3740.

tation, type and frequency of inspections, and to provide technical advice. All permitted work is required to receive one or more inspections. Inspections may be scheduled by calling the 24-hour inspection line at (305) 293-6462 or may be scheduled online on the city's website at [www.keywestcity.com](http://www.keywestcity.com).

<b>Inspections:</b>	<b>2007</b>	<b>2006</b>
<b>Building</b>	<b>5734</b>	<b>4783</b>
<b>Electrical</b>	<b>2709</b>	<b>2276</b>
<b>Plumbing</b>	<b>2051</b>	<b>1773</b>
<b>Mechanical</b>	<b>1078</b>	<b>781</b>
<b>Roofing</b>	<b>972</b>	<b>1008</b>
<b>Total:</b>	<b>12544</b>	<b>10621</b>



**Building Department administration includes, from left: Lisa Clark, Jeannie Daniels, Gerzale Hill, Diane Nicklaus, Kim Pita and Carolyn Walker.**

**Historic Preservation**

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

In fiscal year 2007 a total of 1,569 applications to the Historical

Architectural Review Commission were reviewed. The HARC board is composed of five appointed members and two alternates and hears presentations from the public on individual project's needs in relation to the guidelines adopted by the City Commission.

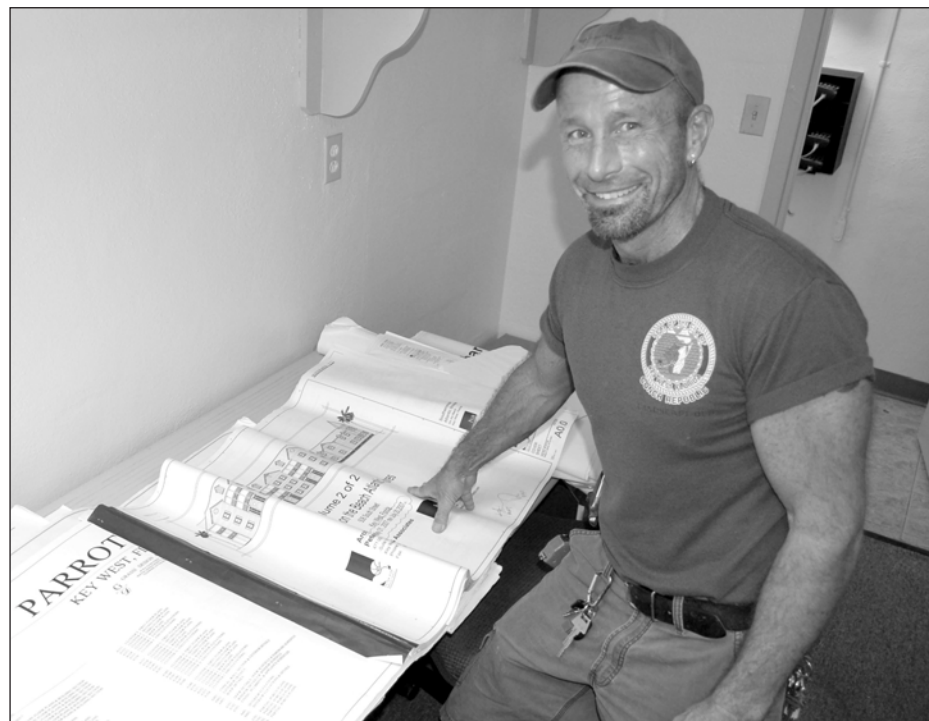
Meetings are held twice a month at Old City Hall.

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

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

License applications are available online at the city's website at [www.keywestcity.com](http://www.keywestcity.com).

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



**Bicycle/Pedestrian and ADA Coordinator Jim Malcolm.**

**Licensing**

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

Responsibilities include receiving and reviewing both business tax (previously called occupational licenses) and regulatory license applications and contractor testing. The renewal period for most licenses takes place from July to January each year.

	<b>2007</b>	<b>2006</b>
<b>New and renewed business tax licenses:</b>	<b>8084</b>	<b>8098</b>
<b>New and renewed regulatory permits:</b>	<b>1913</b>	<b>2138</b>
<b>Total:</b>	<b>9997</b>	<b>10236</b>

# CA City Attorney

In Fiscal Year 2006-07, the Key West City Attorney's Office was involved in the following:

■ The office continued its traditional role of providing legal advice as needed and on a regular basis to the City Commission, the City Manager and to the city's community redevelopment agencies.

The office also continued to provide legal advice to all of the city's advisory boards.

In addition, an emphasis was also placed on attempting to educate city personnel and advisory boards on public records and open government laws.

■ The Duck Tours case opinion was released by the Florida Third District Court of Appeal, with a portion of the case remanded for a new trial on the issue of economic damages. It is expected that the new trial will significantly reduce the city's financial liability in this case.



Pictured from left are Legal Assistant Barbara Regensburger, Chief Assistant City Attorney Larry Erskine, City Attorney Shawn Smith, Assistant City Attorney Ronald Ramsingh and Legal Assistant Claire Hurd.

“By personally handling a substantial amount of city litigation in-house, we have reduced the department's outside counsel expenses by nearly \$200,000 this year alone.  
– Shawn Smith  
City Attorney”

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

■ The office has been active in Code Compliance prosecutions during the entire year.

These prosecutions have included a sustained effort to reduce the incidence of illegal transient rentals in city limits through prosecution, and working toward addressing traffic congestion and aesthetic concerns in the city.

■ The office has also assisted in developing contracts and leases for the city and its community redevelopment agencies.

The office continues to draft regulations for the City Commission's approval in the ongoing effort to refine and improve the City of Key West's Code of Ordinances.

■ The office continued getting moved in to its new location on the second floor of the City Hall building at 525 Angela Street.



**Chief Assistant City Attorney Larry Erskine, back right corner, and City Attorney Shawn Smith, front right corner, participate in a Community Housing workshop.**

After working out of a different,

remote location for 12 years, the move to City Hall included a large unpacking and filing effort. The new central location has proved beneficial for the City Attorney in his daily interaction with the City Manager, the Mayor and Commissioners, and others who need the resources available from his office and his staff.

■ This year brought the arrival of two new city attorneys.

City Attorney Shawn D. Smith recently completed his first year of employment with the city. As a former private attorney working in the city, Mr. Smith hit the ground running, working closely with the City Commission on a variety of issues.

By personally handling a substantial amount of city litigation, Mr. Smith reduced the department's outside counsel expenses by nearly \$200,000 in his first year.

The effort to reduce outside counsel fees continued with the recent

hiring of Assistant City Attorney Ronald Ramsingh. In addition to the tasks typically handled by his position, Mr. Ramsingh is expected to utilize his prior expertise in workers compensation law to bring such cases in-house.

With the additional exemplary work of Chief Assistant City Attorney Larry Erskine and Administrative Assistants Claire Hurd and Barbara Regensburger, the City Attorney's office is committed to providing the highest quality of legal advice to appropriate city officials to ensure informed decisions can be made for the benefit of the city residents and visitors. □



**City Attorney Shawn Smith makes a speech at this year's November Mayor and Commissioners inaugural ceremony.**

# CC City Clerk

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

## Mission

- Be professional and above reproach
- Provide administrative support to all departments of the city and general public
- Maintain records of all major activities of the city for the public record and legal purpose
- Provide accurate, prompt, and courteous response to written or

verbal requests for information

## Vision

- To be ever mindful of neutrality and impartiality, rendering service to all
- To uphold constitutional government and the laws of the community

## Responsibilities of the City Clerk include:

- Recording the minutes and all official actions of the City Commission
- Preparing 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

■ Processing, recording, filing and advertising ordinances, resolutions and notices

■ Establishing and coordinating the city's records management program in compliance with state law

■ Responding to public records requests

■ Administering oaths of office

■ Maintaining official city zoning map

■ Providing 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 the Utility Board

■ Receiving qualification papers and campaign treasurers' reports



“This year we swore in seven elected officials, including new Commissioners Teri Johnston and Barry Gibson, re-elected Commissioner Mark Rossi and re-elected Mayor Morgan McPherson.

– *Cheri Smith*  
Director



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



**City Clerk Cheri Smith, right, swears in District V Commissioner Teri Johnston.**

- Handling initiative and referendum petitions and charter amendments

- Administering the Oath of Office to all elected officials

- Conducting elections for two members to the Retirement Committee-Board of Trustees of the Municipal Firefighters' and Police Officers' Retirement Trust Fund and three members to the General Employees Pension

Other responsibilities:

- Prepares budget for City Clerk's Office and for city elections

- Receives and opens bids

- Administers the filing of all Domestic Partnership applications

**Accomplishments for 2007**

- Prepared 420 City Commission meeting packets for distribution for 35 commission meetings and workshops, up from 377 commission packets in 2006 for 29 scheduled meetings

- Prepared 132 Board of Adjustment meeting packets for distribution for 11 Board of Adjustment meetings

- Administered 98 Board of Adjustment zone variances, 10 extensions and eight appeals

- Attended 124 hours of commission meetings, up from 104 in 2006

- Attended 25 hours of Board of

Adjustment meetings, compared to 27 hours last year

- Served as a member of the Emergency Operations Command Center

- Attended and participated in 48 hours of the City Manager's Staff Meetings

- Attended and participated in 36 hours of the City Manager's agenda setting and pre-Board of Adjustment meetings

- Administered 40 City Commission packets to be placed on the city's web site

- Administered 17 new ordinances passed by the City Commission to be placed on city's web site

- Administered and attested to 438 resolutions and 17 ordinances

- Administered 42 calls for bids, up drastically from last year's 16

- Administered 16 filings of domestic partnerships, including the 100th domestic partnership

filed in the City of Key West since the city adopted its Domestic Partnership Ordinance in February 1998

- Administered 1,040 hours of research for requests for documents

- Administered 145 hours preparing minutes for the Commission and Board of Adjustment meetings

- Administered 24 hours for the publication of five supplements to the City's Code Book



**From left, Senior Deputy City Clerk Sue Harrison, City Clerk Cheri Smith and Deputy City Clerk Wendy Valdez.**

- Qualified 21 candidates for office

- Administered Oath of Office to seven elected officials including new Commissioners Teri Johnston and Barry Gibson, re-elected Commissioner Mark Rossi and re-elected Mayor Morgan McPherson

- Received Certified Public Manager Designation through a two-year Florida State University program consisting of four-day sessions quarterly for the two-year period, in-depth homework assignments and exams after each session

- Received Master Municipal Clerk Designation through the International Institute of Municipal Clerks, a six-year effort consisting of over 200 credit hours in Advanced Education and Professional and Social Contribution categories

The City Clerk's Office staff consists of Senior Deputy City Clerk Sue Harrison and Deputy City Clerk Wendy Valdez. □

# Community Services

## Vision

To offer to our residents programs and facilities that exceed their expectations. It is our intent to be a role model recreation department, which other cities strive to emulate.

## Mission

Our mission is to provide quality facilities with safety in mind for our citizens to maximize their skills and be a positive learning experience for the rest of their lives.

Key West is a proud and sports-minded community. Through teamwork, the Community Services Department provides our 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 from 4 to 50 years old, year round.

The transfer of Navy Truman Waterfront property under the BRAC process had a major impact on our department. The park area of 32.4 acres required additional staff, supplies and equipment to assure proper maintenance. Recreation is also responsible for the Landscaping division and the Tree Commission budgets. This division is responsible for the continued health, development and protection of canopy on our island.

Community Services' Annual budget for 2007-2008 is \$2.4 million, with 42.5 employees and 93 total acres to maintain.

## Dr. Martin Luther King Community Center

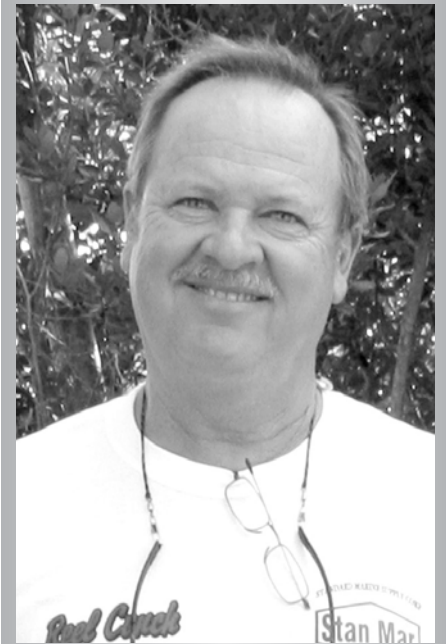
Located at the corner of Catherine and Thomas Streets, and supervised by Ms. Lee Thompson at 305-292-8248. Dr. Martin Luther King Community Center and Pool is open and free to the public 6 days a week from 10 a.m. to 7 p.m., closed on Sundays during the winter months.

## Frederick Douglass Gym and Band Room

Located at Emma and Olivia Streets, supervised by Mr. William Stafford at 305-293-8305. The Frederick Douglass Gym is open six days a week from 11 a.m. to 9 p.m. The gym is air-conditioned and has a new weight room. Adjacent rooms are used for after-school homework, computer training and Mrs. Grant's life skills activities. Approximately 75 to 100 youth utilize this facility daily.

The PAL Program is partnering with the city to run the Youth Basketball program and the After School Tutoring program. Little Conch Basketball League: Coordinator William Stafford 305-293-8305.

The Fredrick Douglas Band room



“Key West is a proud and sports-minded community. Through teamwork, our department provides citizens with well-maintained facilities and a safe environment for all to enjoy.

– Randy Sterling  
Director

Community Services is located at 900 Kennedy Drive and can be reached by calling 305-292-8190.



Deputy Director of Community Services Greg Veliz, left, and Community Services Administrative Coordinator Alice Gates.

located at Petronia and Fort Street is under the supervision of Mr. Kenny Knowles. The tutorial program at the band room is taught by Mr. Knowles Monday through Friday, 2:30-6 p.m., for 25 children, grades 1-5.

The Bahama Village Music program, also at the band room, consists of the Children's Choir, taught by Ms. Joan Leggette, for 35 boys and girls on Wednesdays from 6-7 p.m. Mr. Jerome's Drum/Drill team meets on Thursday's from 4-5 p.m. and from 5-6 p.m. for 20 young people.

### **Landscaping Department**

Located at McCoy Indigenous Park, supervised by Ms. Cynthia Domenech Coogle at 305-809-3768.

Clean and Green! We are the green part of this statement and if it is green we take care of it. We are proud of the work we do; we work hard, we are dedicated, responsible, skilled and always on-call.

The Landscaping Department is responsible for our city's urban canopy. We design, implement and maintain our landscaping projects, and we trim trees, plant trees, and remove tree hazards from the right-of-way.

We inspect commercial landscape projects and direct and coordinate conflicts between sewer, sidewalk and pool excavation and tree conflicts. We have free informational brochures in the Landscape Department trailer at McCoy Indigenous Park about how to take care of your trees and landscape.

If you would like to assist in replanting our city please contact Cynthia Domenech Coogle for future dates and planting projects.

### **Recreation and Parks**

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

The Clayton Sterling Complex is four acres, located at Kennedy Dr. and North Roosevelt Blvd. The Little Conch Baseball League Chairman is Greg Veliz at 305-747-3659.

The Rosa Hernandez Softball Field is ½ acre located at Kennedy Dr. and Northside Dr. Contact the Rosa Hernandez Softball League President William Osterhoudt at 305-293-9229.

Wickers Sports Complex is six acres located at Kennedy Dr. The Key West Men's Softball League president is Bob Maun at 305-296-6623. The contact for George Mira Football Field, home of the Key West Junior Football League, is Mindy Vinson at 305-296-6504. At the HOB Field, the AYSO Soccer League chairman is Didier Kuntzmann at 305-293-9948.

Sonny McCoy Indigenous Park is 10 acres located at the corner of Atlantic Boulevard and White Street. The Key West Bocce League president is Steve Bear.

The Key West Co-Ed Softball League has two acres at Truman Ave. and Virginia Street/Bayview Park. The Co-Ed Softball League president is Bob Maun at 305-296-6623.

The In-line Hockey Rink is ½ acre at Bertha Street and Atlantic Blvd. For the In-Line Hockey League, contact Coordinator Jay Gewin at 305-809-3844.

Bayview Park is four acres, maintained by one employee, at the corner of Truman Avenue and



**Gilbert Noda, left, and Ray Diaz line Wicker's Field.**

Jose Marti Drive.

The 17th Street Median is two acres on 17th Street between Northside Dr. and Donald Ave.

Cozumel Park is ½ acre located on 20th Street and Donald Avenue.

Bill Butler Park is ½ acre located on Poorhouse Lane.

John & Mary Spottswood Park is ½ acre at the west end of Seminole Street.

Smathers Beach is 3000' X 70' located on South Roosevelt Boulevard.

Simonton Street Beach is one acre located at 0 Simonton Street.

Rest Beach is one acre located on Atlantic Boulevard.

South Beach is ½ acre located at the south end of Duval Street.

Little Hamaca Park is 13 acres at the end of Government Road. Park Rangers patrol and maintain Little Hamaca Park, Atlantic Blvd. Natural Areas, Riggs Wildlife Preserve, Salt Ponds, wetlands and beaches. \$3,000 is budgeted for tree replacement.

The Truman Waterfront/BRAC Property makes up 32.4 acres at the west end of Southard Street at Sunset.

### **Accomplishments**

- Replaced and repaired awnings at the pool to give the patrons shade
- Landscaped and sodded Nelson English Field
- Installed three new picnic tables and five new garbage cans in the Willie Ward Park and one new lifeguard chair at the pool
- Installed awnings along the back wall of band room
- Installed new bleachers in gym
- Purchased bleachers and installed at George Mira Field
- Re-Sodded George Mira Field
- Constructed a concession stand and restroom facilities at the hockey rink
- Repaired and resurfaced hockey rink floor
- Replaced walls and hardware in Simonton Street Beach bathroom
- Cozumel Park is the first park in a plan to re-sod and landscape all of our parks
- Developed the Truman Waterfront Property for two all-purpose fields, including lighting. These fields are open 7 a.m. to 9 p.m. □

# DOT Department of Transportation

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

Management of the department includes oversight of a budget in excess of \$12 million representing capital and operating revenues and expenses. The Department of Transportation (DoT) is unique in that we are the third largest department, operating on a seven-day work week year-round. And we are the only department that provides service outside jurisdictional boundaries as a result of joint efforts and the interlocal agreement between the City of Key West, Monroe County and the City of Marathon.

Public transit and parking opera-

tions provide service from 5:30 a.m. to 11:43 p.m. daily. Fiscal year 2006-07 resulted in the following hours of service provided (overtime not included) by the type of service rendered in the divisions within the department:

- Public Transportation - 49,920
- Parking Lot Operation - 24,960
- Administration - 12,480
- Fleet Services - 8,320

Administrative support for the Department of Transportation is based out of 627 Palm Avenue. The primary duty of the support team is to ensure the safest operating environment possible by handling the housekeeping tasks such as budgeting, payroll, purchasing, customer service, training, coordination and other human resource services.

The DoT employs 46 full-time

equivalent associates, assigned as follows:

- 24 public transit
- 12 parking operations
- 6 administration
- 4 fleet services

A department this large and diverse requires a very dedicated support staff to be on board.

## Public Transit / The Conch Wave

Key West Transit provides the only public fixed route service in the city and adjoining communities. We have provided services in the city for 35 years, with expansion to the Marathon area two years ago. Our bus fleet consists of 15 Gillig vehicles, which accommodate 24 passengers and two handicap positions each. There is additional standing room capacity that is used regularly for



“Customer feedback and budgetary restraints resulted in city bus routes being revised this year to provide additional travel options with limited resources.

– *Myra Wittenberg*  
Director



The DoT's administrative staff includes, from left, back row: Dennis Boyd, Heather Tallon, Rogelio Hernandez and Ben Gibson. Front row: Eduardo Herrera, Margaret Cook and Alvin Scott.

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

special event peak capacity.

Transit's biggest challenge is driver scheduling to assure that all shifts are covered and the services are delivered to the public.

Customer feedback and budgetary restraints resulted in city bus routes being revised this year to provide additional travel options with limited resources. This was accomplished by reducing the four full loop routes to two and increasing the two express interior island bus routes to a total of four express routes. The bottom line is that we achieved the goal of increasing our service area, providing added options of travel without increasing the budget requirement.

**Public Transit Accomplishments**

- Training for drivers, supervisors and management
- GPS/AVL units were installed to allow for monitoring via web-based services of all vehicle activities in real-time
- Eight new bus shelters were installed for the Lower Keys service
- New bus routes were implemented
- 220 new bus stop posts and signs were installed in Key West and Stock Island to support the

new route system

■ 2nd Place State Safety Award for operations and two Marketing Merit of Honor Certificates from the Florida Public Transportation Association

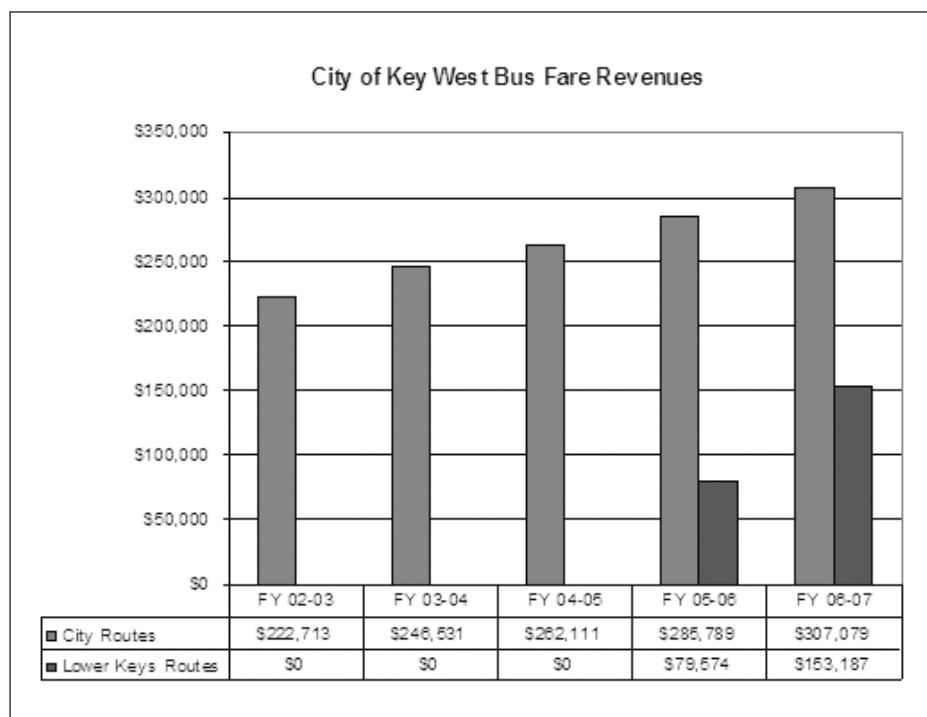
It is also noted that while fuel costs have continued to bounce up and down, the department has been successful at maintaining our fuel use and costs.

This year the department increased miles of service to 21,407 while fuel cost increased only about \$5,000, proving the city's dedication to efficiency.

As we face increased environmental issues and depletion of natural resources, necessity and demand for public transportation services will become greater throughout our communities to support our residents and our visitors. We encourage you to support and use public transit and to be a part of the solution.

**Parking Lot Operations**

Mallory Square, Key West Bight and the Old Town Garage/Park N Ride lot are the manned parking lot sites for the City of Key West. They are a source of revenue to the transit division and the city's general fund budget. Parking lot



**Pictured from left are Driver Don Downing, Transit Coordinator Dennis Boyd, Driver Bill Egan, Driver Willy Dorce, Driver Elizabeth Mann and Transit Supervisor Eduardo Herrera.**

operational challenges include cross training of employees for all sites and operations but also demands strict accountability.

In light of past hurricane seasons and the residual effect as to economic impact of that type of activity, parking lot operations has been successful in maintaining a revenue source for the city at the parking lot sites.

**Parking Lot Accomplishments**

- Special events at Mallory

Square including Rumble in Paradise I and II and the World Championship Sailfish Tournament

- Painting of the Park N Ride lot on Grinnell Street
- Installation of wireless parking lot equipment at the Park N Ride and Mallory Square

The Department of Transportation would like to thank all of its dedicated associates on behalf of the City of Key West for another great year. □



**Parking staff includes, from left, Ricky Rojas, Armando Escobio, Frenza Shine and Jean Cine.**

# ES Engineering Services

Engineering Services provides planning and design services, engineering and construction management for the city's capital construction projects including: storm sewers, buildings, parks, beaches, roads and sidewalks. The department is also tasked with the responsibility of right-of-way permitting functions, which help improve the cleanliness and beauty of the city.

## Design and/or Construction Inspection Services

Engineering Services provides design and/or construction management and inspection services for city projects.

## Completed Projects

### **Concrete Placement 2007 Contract**

Engineering Services staff surveyed the areas, designed the layout and oversaw construction of the sidewalks. This is an annual contract with work being performed in fiscal years 2006 and 2007. Some of the following areas that have been completed or are currently under construction: 1000 Block Howe Street, Corner Southard Street and Thomas Street, 1500/1600/1700 Blocks Bertha Street, Duval and Petronia Sidewalk Repair, Simonton/Freeschool Lane Street Sidewalk Replacement, Handicap Access/Parking/Picnic Area Little Hamaca Park, Handicap

Ramp/Parking Rest Beach, Handicap Access White Street Pier, Ferry Terminal ADA Access and Parking.

### **5-Year Cow Key Seagrass Monitoring**

The fourth annual monitoring event took place in September 2007. Final reports are to be submitted to City of Key West, South Florida Water Management District & Florida Keys National Marine Sanctuary in January 2008.

### **ADA Facilities Compliance**

The goal of this project is to bring the city's facilities into compliance with the Americans with Disabilities Act. The following areas have been brought into compliance: City Hall, Old City Hall, Indigenous Park, Fredrick Douglas Community Center, Wickers Field, KWDOT Building, Fire Departments #1, #2 & #3, Clayton Sterling Baseball Complex, Bayview Park, Garrison Bight Marina (Charter Boat Row), Garrison Bight Marina (Houseboat Row), Bill Butler Park and Martin Luther King Community Pool.

### **Projects in Pre-Construction Garrison Bight Restrooms**

The project consists of constructing a new restroom facility on the west side of the Garrison Bight Bridge adjacent to the dingy dock

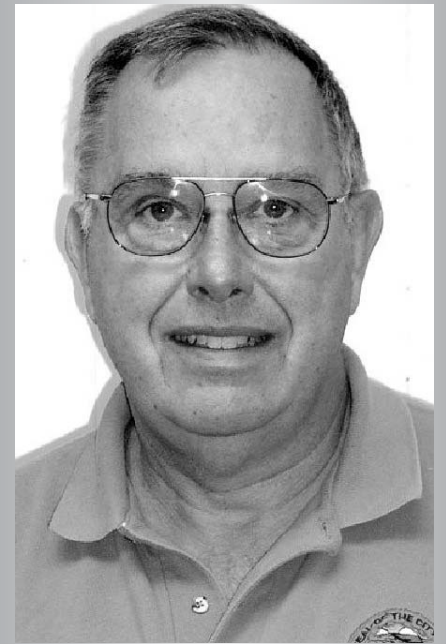
facility. Construction is scheduled to begin in February 2008.

### **North Roosevelt Boulevard**

This is a Joint Project Agreement with the Florida Department of Transportation to pave over the existing sidewalk to provide a smooth riding surface until the boulevard is reconstructed as part of a larger FDOT project scheduled for 2010. The FDOT has provided \$400,000 for the construction. The design has been completed and advertised, with bids due January 2008. The FDOT amended the project to include the paving of the outside southbound lane from Cow Key Channel Bridge to 1st Street as an emergency. The amendment was approved by the City Commission in September, and a work order was issued to Charley Toppino & Sons, Inc. in the amount of \$142,456.60. The emergency work was completed in October.

### **White Street Pier Rip Rap**

This project consists of installing a rip rap barrier along the west side of the pier to protect it from further damage caused by wave action. Grants have been obtained from the Tourist Development Council and FEMA/DCA for design and construction costs. Design has been completed and permit applications submitted to the Florida Department of Environmental Protection and



“The city is currently working with consultants to secure the necessary permits to renourish Smathers and Rest Beaches.

– Joe April, P.E.  
Director

Engineering Services  
is located at 604  
Simonton Street and  
can be reached by  
calling  
305-809-3965.



“The Florida Department of Transportation recently completed emergency work on North Roosevelt Boulevard, repaving the outside south-bound lane for safety reasons.

– *Roland Flowers, P.E. City Engineer*”

For project updates, visit the city website, [www.keywestcity.com](http://www.keywestcity.com), and click on the Engineering Services page.



**From left to right, seated: James Milstead, Bob Grizzle, Dottie Austin, Jim Brush and Michael Haskins. Back row: Joe April, Roland Flowers, Janet Muccino, Diane Cooper, Tammy Briggs and Karen Olsen.**

United States Army Corp of Engineers.

**South Roosevelt Boulevard**

The Florida Department of Transportation approved the City of Key West as a Local Area Program municipality. This allows the city to design the South Roosevelt Boulevard project in the Smathers Beach area.

Additional work has been added to the design, postponing the completion until June 2008.

**Key West Bight Ferry Terminal**

Engineering Services is providing design and permitting to Port Operations for the Ferry Terminal Phase II Security Access Ramp, Pier Extension, and New Docks. Permit applications have been submitted to the US Army Corps Engineers (USACE) and Department of Environmental Protection (DEP). The first phase of the security access ramp received permits and has been constructed. Engineering Services is now completing responses to DEP and USACE requests for additional information in regard to submerged land lease issues, KW

Bight water quality issues, and preparing required documents such as a Marina Management and Maintenance Plan, Pump-out System Assessment Report, Fueling System Assessment Report, Updates of Oil Spill Contingency Plans, and an underwater aquatic resources map.

**Smathers and Rest Beaches**

The city is working with its beach consultant, G.M. Selby & Associates, on securing the necessary permits to renourish Smathers and Rest Beaches. This project is a part of the periodic sand placement on Smathers and Rest Beaches. The city needs to secure a new Army Corps of Engineers permit to place sand on Smathers and Rest Beaches and a Florida Department of Environmental Protection permit for Rest Beach. A \$1.3 million 50/50 grant from the Florida Department of Environmental Protection, Office of Beaches & Coastal Systems was secured for Key West beaches and a 50/50 Tourism Development Council grant for \$155,100 was secured for permitting and design.

**Cost Containment**

Engineering Services strives to provide quality services to the citizens while maintaining costs at a moderate level. By examining the city’s needs and staff’s expertise, we determine if an outside consultant will be needed to obtain the desired results. For the last seven years we have reduced work taken to outside consultants by hiring contract employees for inspection, engineering and architectural services. In 2007 our average project manager cost the city \$33 per hour, while the average cost of a consulting project manager was \$183 per hour including per diem, and travel costs as required. The cost avoidance by bringing work in-house this year is estimated at \$900,000.

Engineering Services Associates are funded through the projects that they are working on. Only \$566,000 of the city’s General Fund is budgeted to support the staff. □

# FD Finance Department

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

## Administration

The Finance Department provides support, guidance and supervision to other associates, while accounting for and managing the fiscal resources of the city to achieve the highest level of security and return on investments. Staff also provides periodic financial reports to the City Manager and Commission.

Each year, the department prepares the Comprehensive Annual Financial Report for the public record, ensures compliance with

all state and federal auditing, reporting, and grant requirements, and participates in collective bargaining, lease negotiation, and other special projects as requested by the City Manager.

## General Accounting

The Finance Department maintains detailed financial records for the city's fund accounting system, consisting of:

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

■ Six Enterprise Funds consisting of Sewer, Solid Waste, Stormwater, Transit and the Marinas

■ A Pension, Insurance, and Tax Increment Fund used to account for those specific types of expenditures

General Accounting accounts for and provides reports on grants, leases and other specific aspects of financial operations, performs monthly account reconciliation and balancing transactions, develops procedure manuals and maintains records and ensures compliance with the city's \$39 million of bonded debt and \$5 million in short term loan proceeds.

Accounting also monitors all cash receipts and revenues totaling \$78 million per year, as well as accounting for the city's capital assets totaling \$211 million.

## Customer Service

The Finance Department receives and processes all requests and inquiries related to Sewer and Solid Waste billings. Staff initiates and clears liens on delinquent accounts, researches and prepares account balance listings for title search companies for use in real estate closings and refinancing, researches and prepares all necessary adjustments to Sewer and Solid Waste Accounts, and maintains aggressive collection procedures on all delinquent sewer and solid waste accounts.



“Citizens can now pay their utility bills through the use of direct bank debits, eliminating the processing of over 17,000 individual account payments.

– *Roger Wittenberg*  
Director



**Parking Collections/Customer Service Representative Anita Woods and Supervisor of Parking Collections Toni Michelle Gage.**

The Finance Department is located at 626 Josephine Parker Lane and can be reached by calling 305-809-3822.

### Revenue

The department prepares billings for sewer and solid waste services, and collects, processes and deposits all receipts of the city including bus monies, parking meter revenue, occupational licenses, dock rentals and utilities payment. Staff ensures that these revenues are processed and deposited in an accurate and timely manner, and makes all necessary adjustments to the accounts receivable system as required.

### Purchasing

Under Purchasing, staff provides support to departments in the selection, specification and procurement of needed equipment, supplies and services, manages the procurement process in accordance with the Procurement Ordinance to obtain an optimal balance between quality and total cost, prepares all bids and requests for proposal and processes all purchasing requisitions and purchase orders.

### Budget

The department provides support to departments in the preparation and management of departmental budgets, responds to public information requests, prepares periodic and special reports, monitors compliance with the city's approved budget and meets with various agencies to review the city's budget and ongoing program status.

### Parking Collections

The Finance Department manages the city's parking ticket collections program, which accounts for over \$672,000 in revenue to the city's general fund while pursuing delinquent accounts, turning those deemed uncollectible over to the collection agency for further action. Staff also provides management with monthly reports of activity as it relates to parking collection and enforcement.

### Major Accomplishments

For the 21st consecutive year, the city received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report for the fiscal year ending September 30, 2006.

The city received a favorable audit opinion and a finding of no material weakness during the fiscal year 2006 annual financial audit.

The purchasing department issued 14 Requests for Proposals, 16 Invitations to Bid and seven Requests for Qualifications in addition to issuing 3,603 purchase orders that were prepared, priced as required and issued, approved by budget, signed by administration and distributed to vendors and departments.

The purchasing department now maintains all of the city's Invitations to Bid and Requests for Proposals online.

The accounts payable office issued 7,900 checks in 2007, which represented \$42 million in payments to vendors.

The payroll office processed over 1,400,000 hours of payroll for 500 employees which represents \$23 million in employee compensation.

The accounting office accounted for \$11.4 million in federal grant related expenditure and \$.4 million in state grant related expenditures.

The Revenue and Customer Services department converted from a postcard form of billing to a statement form which includes a return envelope. By doing so, we will be able to provide our cus-



**The Revenue Department includes, back row from left: Shirley Sealey, Sharon Allen and CeCe Anuez, and front row from left: Valerie Barrera, Carolyn Haia and Tashenna Rollins.**

tomers with a more detailed billing of their services and charges.

The new billing system also has the capabilities to allow for an automatic credit card deduction to pay for the monthly utility bills.

Citizens can now pay their utility bills through the use of direct bank debits. This has eliminated the processing of over 17,000 individual account payments.

The Revenue Department processes \$1.1 million in parking meter revenue or 56,000 pounds of quarters along with processing 155,000 utility bills representing \$14 million in utility payments.

The budget preparation process was modified this year to include a detailed review of departmental budgets by City Commissioners. During this four-day event, City Commissioners spent time with each department head reviewing their proposed budget line item by line item.

Department heads supported their requests and Commissioners made adjustments to their proposals as needed. All and all the

Commissioners were able to trim approximately \$4 million from the proposed budget, thereby reaching the state required rate of 3% reduction in the Ad Valorem rate below the roll back rate. In order to reach this rate, 13 positions were required to be frozen in the present roster.

The customer services department processes approximately 200 account balance sheets for title companies each month in addition to the approximate 275 utility adjustments required each month and the recording of and satisfaction of lien accounts.

The hurricane season of 2005 took its toll on the city. Four hurricanes that season caused major damages to the city. As a result of these hurricanes, FEMA disaster specialists wrote 124 project worksheets totaling more than \$13.8 million.

The finance department continues to track and monitor these repair projects to insure maximum participation by grantor agencies. To date, recoveries have reached \$9.2 million, with significant Hurricane Wilma recoveries still outstanding. □





# KVWF Fire Department

## 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.

## Vision

The Key West Fire Department envisions itself to be a model of fire service for the citizens and visitors of Key West.

## The Department

The Key West Fire Department is comprised of 71 full-time professional firefighters, one Administrative Coordinator and one Secretary.

The administrative staff is composed of a Fire Chief, Division Chief of Operations, Division Chief/Fire Marshal and an Administrative Coordinator.

Under the Fire Marshal's jurisdiction are a Captain/Fire Inspector, two Fire Inspectors, and a Secretary.

The Fire Suppression division is composed of three Shift Commanders, 10 Captains, 14 Driver/Engineers, and 38 Firefighters. There are 50 Emergency Medical Technicians and 10 Paramedics.

The Fire Department has not seen an increase in manpower since 1996 even though our call volume has more than doubled.

## Public Protection Classification

The Key West Fire Department has an Insurance Services Offices (ISO) Public Protection Classification (PPC) of two.

The rating applies to insurance companies using ISO property insurance premium calculations. The PPC two rating affects property insurance premium calculations for commercial properties and residential occupancies insured under homeowners' type policies and some other special schedule rated property. The change affects typical mercantile properties to a degree depending



“Based on Public Protection Classifications, the Key West Fire Department is in the top 7/10ths of one percent of fire departments reviewed nationwide.

– *David Fraga*  
Fire Chief

The Fire Department is located at 1600 North Roosevelt Boulevard and can be reached by calling 305-292-8145.



Fire fighters prepare to raise the ladder on the Key West Fire Department's new Ladder 1 truck.

upon the type of building construction, the hazard of occupancy and other property insurance premium calculations factors.

In the 1980s, Key West was rated a class seven, in the early 1990s the rating was lowered to a class four and in 1996 our classification was brought down to a class three. We received notice after an exhaustive review that our PPC had improved to a two, placing us in the top 7/10ths of 1% of departments reviewed nationwide. This was possible because of improvements to water supply, training and recordkeeping.

The Key West Fire Department added a brand new state-of-the-art ladder truck to its fleet this year, increasing both its capabilities in serving the city and fire fighter safety when responding to fires.

The new truck can pump 1,500 gallons of water a minute on a fire, and has the added ability of pumping foam.

The new ladder truck replaces the department's outdated truck, which is over 20 years old, at a cost of \$630,000 in pre-budgeted funds. It is a Pierce 75-foot heavy-duty aluminum ladder truck and is the top of its class in terms

of design, construction and capabilities.

The truck also meets the new Environmental Protection Agency's requirements for engine emissions.

### The Fire Marshal's Office

The Fire Marshal's Office has a clear mission, to save lives through fire prevention.

### Fire Safety Inspections

Transient rental properties are required to be inspected annually. The City of Key West has over 6,000 rooms that come under public lodging, hotel/motel, guesthouse and transient rental code requirements.

Those codes require sprinklers for all properties three stories and over, fire alarm systems (hard wired smoke alarms), approved automatic fire protection systems, fire extinguishers, emergency lighting, adequate means of egress, exit signs and proper documentation indicating up-to-date inspections of all systems.

Broken down into categories the numbers translate into approximately 65 hotels and motels, 126 guesthouses, 403 residential transient units and 31 mixed occupan-



**Fire Fighter Jake Perry performs a rescue from the top of the East Martello tower.**

cy units. Those combined properties have a total of over 15,000 fire extinguishers, over 400 fire alarm and protection systems, approximately 36 standpipe systems and over 126 automatic fire sprinkler systems.

### Plan Review of Construction Documents

We work with the Planning Department in review of applications to the Development Review Committee (DRC) and Board of Adjustment (BOA).

### Fire Investigations

During FY 06-07, 28 fire investigations were conducted. The total

value of these properties is estimated to be over \$44 million with losses estimated to be \$1.6 million.

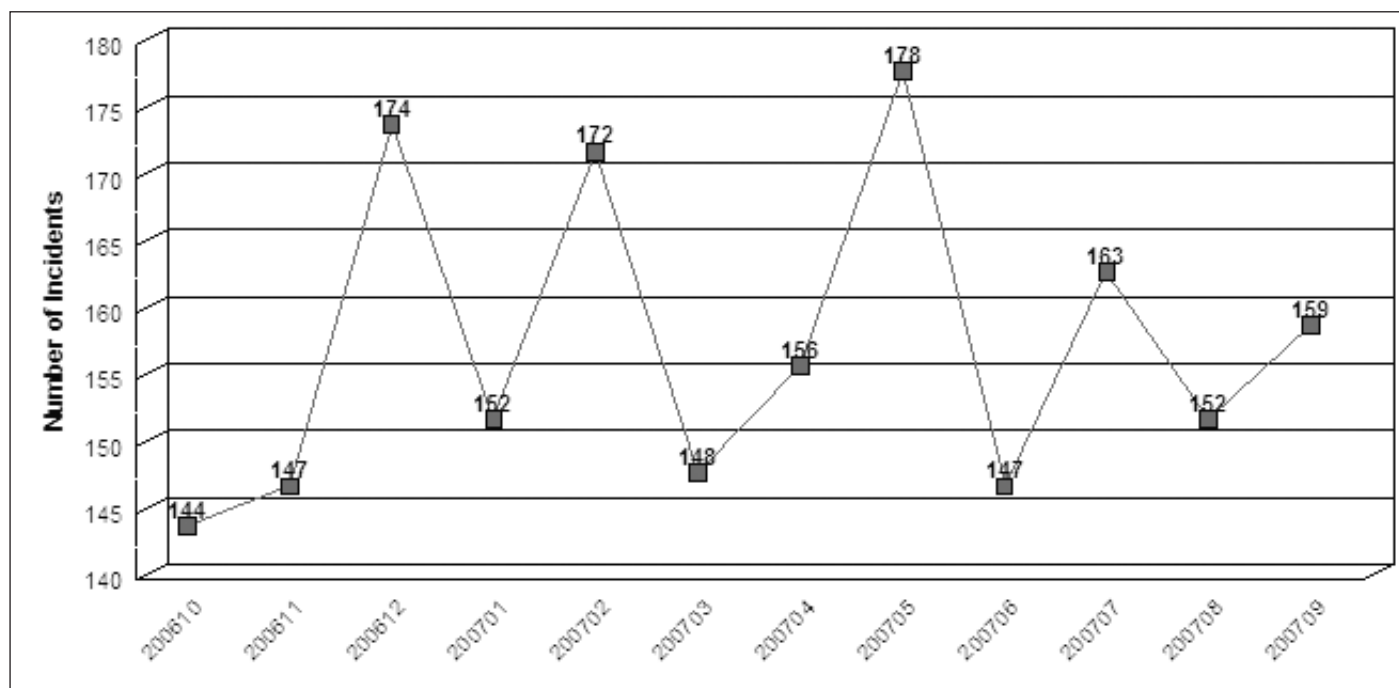
### Education

The Fire Department hosted its First Annual Child Safety Awareness Day this year in Bayview Park. Local organizations participated in the event, meant to promote good fire safety practices. Over 100 smoke detectors were distributed to needy families.

### Emergency Management

The Division of Emergency Management and Training is a recent addition to the department, and is tasked with working to develop and maintain emergency contingency plans, which coordinate a comprehensive and aggressive approach to emergency preparedness, response and recovery.

In the eight months since its inception, the division has created a Comprehensive Emergency Management plan for the city, achieved FEMA compliance with NIMS training, initiated a trained Community Emergency Response Team and tested the emergency plan using tabletop drills and full-scale exercises. □



**A call volume by month graph shows calls for service from Oct. 1, 2006 through Sept. 31, 2007.**

# GS General Services

The General Services Department includes Wastewater, Stormwater, and Environmental Code Enforcement (KWDEP). Since October 2006, it now also includes the Public Works Department and Fleet Management Division in addition to its previous functions.

The General Services Department is responsible for annual rate studies for stormwater, sewer, and solid waste. The rate studies and budgets are traditionally presented to the City Commission in late August.

## **Sewer**

The Richard A. Heyman Environmental Pollution Control

Facility and Key West's sanitary sewer collection system has been operated and maintained by Operations Management International, Inc. (OMI) since 1989, the year the facility completed construction. OMI employs 26 people at Key West's facility and functions much like a city department.

Wastewater is treated to advanced standards and discharged into a deep injection well located on the plant site.

In 2001 the facility was upgraded to guarantee advanced treatment standards. Completion of this upgrade coincided with construc-

tion of the first deep injection well to a depth of 3,000 feet. When Key West began discharging the highly treated effluent into the deep injection well, the valve that allowed flow to the ocean outfall was closed and has never been opened again. A second deep injection well was built as a back-up, which allowed the city to permanently decommission the ocean outfall.

Currently, average flows are approximately 4.5 MGD, a reduction from 8 MGD six years ago. This reduction in flow indicates the success of the \$56 million collection system rehabilitation project. Seawater inflow that previously entered the system and had to be unnecessarily pumped to the plant no longer occurs.

The city has spent more than \$75 million over the past six years on sewer capital improvements to rebuild the collection system, replace the ocean outfall with the two deep injection wells, and upgrade the current sewer treatment plant to an advanced wastewater treatment (AWT) facility.

## **Accomplishments**

- The city continues to treat wastewater significantly better than AWT standards require.
- Key West's wastewater system garnered four top awards at the 2007 Florida Water Resources



“Over the past six years, the city has made capital improvements to rebuild its collection system, replace the ocean outfall and upgrade the current sewer treatment plant to an advanced wastewater treatment facility.”

– *David Fernandez*  
Director



**Mechanic Assistant Jean Willy and Lead Mechanic Kenny Sykes work on a police car in the city garage.**

General Services is located at 627 Palm Avenue and can be reached by calling 305-809-3901.

conference held by the Florida Water Environment Association

■ The city constructed an Ultraviolet Disinfection System at the Wastewater Treatment Plant. This allowed us to eliminate the use of chlorine gas for pathogen reduction in the effluent. Chlorine gas has of late been targeted as a security risk due to its toxicity and the large quantity kept at the facility

■ The city has designed and is in the midst of constructing a generator system for our wastewater lift stations. This will allow our island's sewer system to remain functional if we lose power for an extended time frame

■ The city replaced the clarifier components at the Wastewater Treatment Plant

■ The General Services Department, City Management, and City Commission have worked well together to assure financial stability in the Sewer Fund while holding the line on rates

### **Stormwater**

A major component to improve our nearshore water quality involves the treatment of our island's stormwater runoff.

Currently, storm runoff carries various pollutants (oils, trash, fertilizer, pet waste, etc.) into our storm drains where they are eventually released through 63 outfalls into our nearshore waters.

As improvements are made at intersections throughout the city, our most effective means of pollutant reduction and water flow reduction is a well system. As water flows down the street, it enters a pollution control device descending into a well, and slowly makes its way filtering through rock to the ocean.

This also helps improve stormwater drainage, thereby lessening the effects of flooding due to rain. To improve stormwater management, the city hired OMI in FY 1995 to perform cleaning and spot repair. If you are having problems with the storm drains in your neighborhood, please call OMI at 305-292-5100.

In addition, a stormwater capital plan has been developed to prevent flooding, divert stormwater flow from outfalls, and reduce/eliminate discharge of pollutants and contamination of near shore waters.

Hurricane Wilma underscored several weaknesses in our stormwater drainage system.

Drainage canals and ponds were subsequently cleared, restoring essential drainage for several neighborhoods. We have now expanded our cleaning efforts by 33%. Flow improvement plans are under way to assure that the remaining blockages can be moved, mitigated, and maintained into the future.

For information on our Municipal Separate Storm Sewer Systems (MS4) program contact Annalise Mannix at 305-809-3747.

### **Accomplishments**

■ Stormwater gravity wells, well boxes, and catch basins were installed at 24 intersections in the city. The city is now in the midst of a second phase of this project, with an additional 10 wells being constructed. Existing sidewalks at these intersections were brought into compliance with the Americans with Disabilities Act

■ The city entered into an agreement with the South Florida Water Management District and the U.S. Army Corps of Engineers to perform mitigation at the Hawk Missile Site in the Key West Salt Ponds. Hydrologic flow will be



**In front, Jaime Baker and Chris Hughes test a sewer lateral line while Nick Richardson and Charlie Smith look on.**

restored to the entire west Salt Ponds in this area in order to encourage seagrass growth and improve water quality. Red and black mangrove colonization areas will be created, and red mangroves planted in areas that will be restored to natural topography by the removal of fill

■ This favorably-negotiated agreement will also provide in-kind mitigation in the western Salt Ponds. This area has exhibited very poor water quality associated with fish kills. A hydraulic study of the ponds shows the water exchange in the ponds to be very low. The mitigation project will connect the western Salt Ponds hydrologically to the Riviera Canal system and increase flow

### **Fleet Services**

The City of Key West Fleet Service Department is responsible for repairs and maintenance on over 300 city vehicles and equipment including Police, Fire and the Key West Transit buses. Fleet Services also provides all unleaded and diesel fueling for the city fleet.

In addition to these primary func-

tions, all new vehicle purchases are made through the Fleet Department. The staff includes the Fleet Management Administrator, three Lead Mechanics, two Certified Mechanics, one Apprentice Mechanic, one Paint and Body Specialist, and three Fleet Vehicle Helpers. The staff is able to respond 24/7 to any vehicle or equipment emergencies.

Our team works to enhance the quality of our vehicles and equipment so all departments can deliver high quality service to our citizens.

### **Accomplishments**

■ As part of the City of Key West's new environmental initiative, all of the city's diesel engine vehicles will soon be propelled by bio-diesel fuel. In addition to helping the environment, the B20 bio-diesel fuel is also currently priced several cents cheaper per gallon than the ultra-low sulfur diesel

■ Fleet services completed over 1,430 job requests in 2007 □

# HR Human Resources

The Human Resources Department administers citywide employee services, serving primarily as an internal service provider to other city departments.

However, service is also provided to the public for employment openings and general inquiries.

The HR staff provides support to all departments in the areas of position recruitment, advertisement, testing and hiring, classification, compensation administration, employee/labor relations, employee development, statutory compliance and ensuring a uniform application of city policy and procedure and collective bargaining agreements.

HR staff provides professional and technical assistance in administering the city's group health, dental, vision and life insurance

programs, pension plans and a wide selection of optional voluntary employee benefit programs, and implements citywide programming involving employee health and wellness.

The risk management division was transferred to HR during fiscal year 2007. Risk management is responsible for management and administration of all property/casualty/liability insurance and workers compensation programs for the city.

HR has aligned department goals and objectives with the city's strategic priority of organizational excellence. HR's role in achieving the city's strategic priorities includes attracting and retaining qualified people in a high cost of living environment, providing training and development, ensur-

ing consistency in the application of policy and procedures and attempting to provide a competitive compensation and benefit package within budget guidelines.

Fiscal year 2007 statistical information included in this report highlights HR's focus and activities during this last year.

## Major Activities

### **Employee Benefits**

- Development and implementation of citywide benefits strategies and programs; manage and monitor all employee and retiree benefits programs including medical, dental, vision and life insurance plans, unemployment insurance, employee assistance programs and voluntary benefit programs including AFLAC, Section 457 retirement savings programs and prepaid legal program

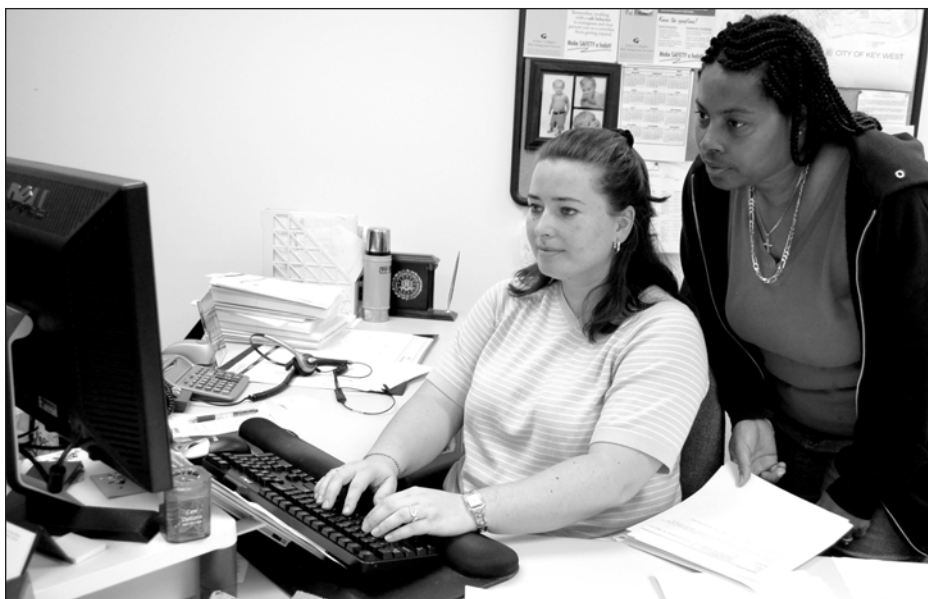
- Conduct research and make recommendations on benefits related issues. Staff provides professional assistance in the administration of all employee and retirement benefits, voluntary benefit programs, COBRA continuation and unemployment compensation claims

- The City of Key West offers employees the following benefit programs: Vacation and Sick Leave, Health/Dental/Vision/Life Insurance, Paid Holidays, Tuition Assistance Program, Pension Plan, Employee Assistance Program, Family Medical Leave,



“The high cost of housing in the Keys continues to be a challenge for all employers in filling job vacancies.

– *Sandy Gilbert*  
Director



**Alina Soros and Pearline Lewis work in the risk management division of Human Resources.**

HR is located at 525 Angela Street and can be reached by calling 305-809-3714.

COBRA, Voluntary Deferred Compensation Plans, Voluntary Pre Paid Legal Plan, Voluntary AFLAC Program, Drug Free Workplace Program

### **Labor/Employee Relations**

HR provides advice, counsel and policy direction to managers on labor and employment issues such as meeting and conferring with labor unions, grievance resolution, disciplinary actions, guidance regarding city policy and collective bargaining agreements and federal and state labor laws.

HR fosters positive relationships with the city's three recognized labor organizations and leads the negotiation process to finalize labor contracts with the three collective bargaining units – International Association of Firefighters, Teamsters and Police Benevolent Association – and represents the City Manager in a variety of labor issues.

### **Employee Assistance Program**

The Employee Assistance Program (EAP) provides confidential counseling and referral services that assist employees in solving personal and workplace problems that affect productivity, job performance and workplace safety. The EAP program continues to effectively counsel employees on a variety of personal and work related situations including alcohol and drug abuse. Employees may voluntarily seek assistance on a confidential basis and/or the city may refer the employee to the program.

### **Employment and Development Services**

The city had 500 fulltime equivalent positions during fiscal year 2007. HR's goal is to effectively attract and retain employees by coordinating recruitments and maximizing resources to fill vacancies. Vacancies are posted weekly on the city's website, list-

ed with local agencies and advertised in local newspapers and listed with professional organizations and websites for hard-to-fill positions. The continued high cost of housing in the Keys continues to be a challenge for all employers in filling job vacancies.

### **Workforce Diversity**

Male: 74%

Female: 26%

Hispanic: 18%

African American: 14%

Asian: 1%

Caucasian: 67%

### **Classification and Compensation**

All general employee classifications are assigned salary grades with a minimum and maximum pay rate.

Collective bargaining unit positions for general employees receive an annual across-the-board pay increase as negotiated for each contract year. Police and Fire collective bargaining agreements provide a step plan for annual pay adjustments and longevity pay. Employees not covered by a collective bargaining agreement receive an annual across-the-board increase based on current budgetary allocations.

### **Risk Management**

Risk Management staff monitors and investigates property damage accidents, liability claims and workers compensation injury claims. In coordination with the city's carrier Gallagher Bassett, the department plans and coordinates employee safety training for city employees. This year, a new Risk Manager was hired and a more proactive approach to resolving claims and issues was established.

### **Human Resources Records & Information**

The department maintains all personnel records for employees of



**From left, HR Specialist Schavawn Yarber, Director Sandy Gilbert, HR Administrator Stephanie Johnson and Benefits Administrator Alice Parker.**

the City of Key West and ensures compliance with Florida state requirements for record retention.

A new HR information system was installed during the fiscal year, which provides for online record keeping and providing information to the Finance Department for biweekly payroll processing.

### **Major Accomplishments**

- Five-day supervisory training program and 12 hours training for each employee covering customer service, time management and communication skills offered to all city associates, fully funded by a state grant
- Participated with the Mayor's Committee on Ethics to develop a citywide ethics policy
- Implemented a Flexible Spending Account program allowing all fulltime city associates the option to defer salary tax free to pay for out-of-pocket medical expenses and dependent care expenses
- Successfully negotiated bargaining agreement with the Teamsters Union and the International Association of Firefighters
- Implemented a system to

update and increase the availability of online personnel information

- Successfully negotiated a 4% increase on the city's health/dental/prescription drug program
  - Recruited and filled 148 positions
  - Processed and advertised 128 new job openings
  - Processed six employee retirements - two in the Police Department and four general employees
  - Processed a total of 96 employee terminations
  - Processed and responded to 1,166 applications for employment
  - Developed risk management safety training programs and provided safety awareness training sessions for Department of Transportation bus drivers and training to Public Works and Recreation employees
  - Assisted Mayor and City Commission with City Manager search and served as liaison to the appointed search committee. Organized and scheduled City Manager interview process
  - HR Director received executive-level certification from the International Public Management Association for Human Resources
-

# IT Information Technology

## Mission

The Information Technology team will strive to deliver consistent, cost-effective, reliable, accessible and secure services that satisfy the needs of its internal and external customers.

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

IT plans, purchases, manages, and maintains the computing and telecommunications hardware, software and networking infrastructure of the city.

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 Voiceover 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. This system will be deployed to nine remote sites by the end of this fiscal year.

IT maintains a qualified staff of IT specialists needed to support the departments and maintain this infrastructure. The services IT provides include such things as email, Internet access, multi-media services, telephones, and network management.

Our goal is to provide the best possible support to the departments of the city so that they may serve the citizens of Key West effectively and efficiently. IT continually strives to innovate and improve the quality of services in a fiscally responsible manner.

The IT department consists of five fulltime employees and one part-time director: one network administrator, one technical analyst, two computer support specialists and one help desk specialist. The 2006-2007 budget for the department was \$926,820.

The future brings many challenges for the City of Key West in the world of technology. As we embrace those challenges in the IT department, we focused this past year on providing web-based applications and online access to building inspections.



“The future brings many challenges for the city in the world of technology. We focused this past year on providing web-based applications and online access to building inspections.

– *Patti McLauchlin*  
Director

”

IT is located at 525 Angela Street and can be reached by calling 305-809-3944.



Dorothy Todd works on the city's mainframe computer.

The Information Technology department provides the following services:

### **Customer Services**

Information Technology provides Help Desk services to the city's computer users weekdays from 7:30 a.m. - 5:00 p.m. Users can call in a request for the department's services or enter it into the computer system. The requests are monitored to address any emergencies that arise. This year, IT responded to 2,090 internal requests for service.

### **Computer Equipment and Support**

IT is responsible for all computer equipment used throughout the city. This includes determining if and when new computer equipment should be acquired. The department strives to recommend cost effective equipment, meeting both the user's requirements and the city's standards.

IT maintains and upgrades all computer hardware, communication equipment and operating systems associated with the computing environment within the city. The city's computing environment consists of one I-series midrange computer, terminals, PCs, laptops, modems, printers, scanners and other miscellaneous peripheral equipment.

There are 350 microcomputers, desktop and laptop PCs installed throughout the city's facilities that are supported by the department. Eighty computers have been purchased and installed this past year as part of the city's standards of replacing old technology.

### **Communications**

Information Technology is responsible for all phone equipment used throughout city departments. All phone repairs originate through the department. This includes determining if and when



**Patti McLaughlin, Ryan Salazar, Dorothy Todd, Dave White, Ryan Condella and Ian Willis.**

new phone equipment should be replaced. We are also accountable for ordering new phone lines and discontinuing those no longer needed within the departments. The VOIP phones are also supported by the Information Technology Department.

### **Training**

The City of Key West provides a variety of computer training for employees. Computer Orientation classes are scheduled with those employees who use a computer in their day-to-day work. Web-based classes are offered for all financial applications throughout the city.

This year 333 employees attended the various computer training opportunities.

### **Accomplishments**

- Purchased and installed new computers for the Emergency Operations Center
- Converted all financial software applications to an ASP environment
- Installed a web-based Human Resource application
- Purchased and installed a Planning application

- Configured and replaced 80 computers throughout various city departments
- Implemented a new web-based work order system for IT
- Began implementing a paperless environment in the IT office
- Installed a Scalix server and tested it for six months
- Installed wireless connectivity at the Park & Ride
- Upgraded the 800 Emma Street connectivity for the KWPD's Youth Division
- Upgraded wireless connectivity at Fire Station #3, the Key West Transit Department and at the Key West Dock
- Upgraded the Internet connectivity to metrolink
- Installed VOIP phones at the Outer Mole, Ferry Terminal, 800 Emma Street, the Department of Transportation, Port Security and 201 William Street
- Installed new central switch at the Police Department
- Installed several servers for the Police Department's HTE project, including Looking Glass, AVL and Qrepweb
- Installed a proxy server for the Police Department's mobile data system

- Installed a new backup system for fileserver, PSTs and Scalix
- Installed a mobile device server for Blackberry phones
- Set up a video system network monitor for Port Security
- Upgraded five remote city facilities to a frame system
- Captured and aired all City Commission meetings on cable Channel 77
- Added a TV Guide listing for Ch. 77
- Added an interactive program guide on the Internet
- Upgraded television hardware to allow station-style program scheduling and replay
- Produced city news spots for Ch. 77
- Held various levels of training for city employees, including QRep training, HR application training, employee time management and customer relations training, work order training, eGov website administrator training, code enforcement training and purchasing training
- Conducted all new employee computer orientation training
- Hosted basic Word, Excel and Power Point training sessions as needed □

# PD Planning Department

## Mission

To help all citizens participate equally in defining and creating the future of Key West by having an open door policy, holding public hearings, meeting with community groups, and using a wide range of media to involve the public in achieving affordable living, strong, safe neighborhoods, a vibrant economy and a clean environment.

## Vision

A community in harmony with the environment and itself, with a rich and diverse culture and with a healthy economy beneficial to all the citizens.

The Planning Department strives to be friendly, professional and fair.

## Day to Day Services

In offices on the second floor of the City Hall Annex, the Planning Department staff manages to balance time responding to needs for services that range from many small, homeowner projects to challenging larger development projects, and long range planning for the city.

On a daily basis, the Planning Department routinely answers questions concerning zoning, land use, and how local residents and business owners can develop, improve or make changes to their property. Examples of larger projects include the recently approved Hampton Inn and Banana Bay resort redevelopments.

## Evaluation and Appraisal Report of the Comprehensive Plan

The State Department of Community Affairs approved the Evaluation and Appraisal Report (EAR) of the Comprehensive Plan that was approved by the Department of Community Affairs.

This report identified that the Comprehensive Plan needs to articulate an overall theme and vision for the ecosystem, affordable housing, hurricane safety, coordinated transportation, the Key West port, planning of capital improvements and the economy.

## Affordable Housing

Affordable housing continues to be a major issue within the community. Unfortunately as the community improves itself and implements regulations to protect the character of neighborhoods, more people desire to own a part of Key West and this drives up the cost of housing.

However, it is important to realize that the issue of affordable housing will not be solved by ordinances alone and that the community must come up with a major funding mechanism to acquire and build affordable housing.

## Statistical Abstract

In previous years the Planning Department prepared an abstract



“It is important to realize that the issue of affordable housing will not be solved by ordinances alone and that the community must come up with a major funding mechanism to acquire and build affordable housing.”

– Gail Kenson  
City Planner

The Planning Department is located at 604 Simonton Street and can be reached by calling 305-809-3728.



Development Review Administrator Wendy Tucker.

of approximately 200 pages of local statistics. The department has added this to the city's website to make the information more widely available and easier to update.

The Statistical Abstract is important because it provides a comprehensive resource for city departments, other government agencies and the community at large that are involved with seeking grants or engaged in policy decisions.

### **Public Outreach**

The department's web page at the city's website,

www.keywestcity.com, provides:

- Over 200 color aerial photographs for the public to use at no charge
- A zoning map of the city prepared by Planning Intern Krissie Killoy
- All applications
- Information regarding affordable housing
- The Statistical Abstract

The Planning Department believes government can make house calls. Therefore, the staff often meets onsite with property owners to discuss the owner's plans to improve their property.

During these meetings the staff is often able to point out unique issues of the neighborhood and the environment and help develop plans with solutions.

The city's Planning Department also maintains an "open door" to all citizens interested in discussing the future of Key West, development proposals, or development ideas. We are ready to meet with any group anywhere at any time.

Also, people are welcome to come and look at the ever-changing window displays. These contain the zoning map, agendas of upcoming meetings and drawings



**The Planning Department staff includes, from left, Director Gail Kenson with Administrative Assistants Meghan Baker and Barbara Meizis.**

of some of the development projects being proposed.

### **Services demand**

During the 2006-2007 Fiscal Year the Planning Department forwarded 68 variances, outdoor display and change of use applications to the Board of Adjustment.

A total of 44 development plans, conditional use, subdivision plats, easements and applications for transferring transient units or licenses were submitted and reviewed by staff, the Planning Board and the City Commission.

The Planning Department provides coordination and support as well as professional recommendations to the Planning Board, which regularly meets once a month and is composed of citizen volunteers appointed by the Mayor and City Commissioners.

The Planning Department staff also provides professional techni-

cal assistance and research resources to the City Commission, the Community Redevelopment Agency and the Board of Adjustment on a continuing basis, and offers specialized response to the City Manager's Office, the City Clerk's Office, and other city departments, agencies and activities.

Among the cooperative services provided on a regular basis are maps and property owner address labels created by the Planning Department's Geographic Information Systems (GIS) capability.

### **Emergency Management**

This last hurricane season was very quiet. During a hurricane emergency, the Planning Director is part of the city's Emergency Management team at the Emergency Operations Center (EOC) located at the Police Station on North Roosevelt.

This allows the City Manager and department heads to be out in the field conducting actual recovery actions and have the EOC facilitate cooperation.

### **Objectives ahead**

- Completing amendments to the Comprehensive Plan based on the EAR
- Significant rewriting of the Land Development Regulations base on the experience gained from applying the regulations and on changes to the Comprehensive Plan
- Obtaining more Rate Of Growth Ordinance units for affordable housing
- Continuing to update the Statistical Abstract
- Continuing to challenge all development proposals to be part of the solution to the problems facing the community □

# KWPD Police Department

## Organizational Structure

The organizational structure of the Police Department underwent some subtle, but notable changes in August of 2007.

The department is still divided into four major components: the Office of the Chief of Police, the Patrol Operations Bureau, the Investigations Operations Bureau and the Support Operations Bureau. Each bureau is overseen by a Captain and contains Divisions, Units, Sections and Offices. In August, the division of Community Affairs was assimilated into the Patrol Bureau. This change is consistent with the tenants of a nationally accepted Community Policing strategy that incorporates problem solving and the empowerment of each officer

assigned to a beat.

In addition, a newly created Youth Division has been assimilated under Patrol Operations. It now encompasses a Juvenile Crimes Unit, School Support Unit and School Resource Unit. Its mission is dedicated to juvenile crimes, juvenile offenders and juvenile crime prevention programs such as DARE. Working closely with the Florida Department of Juvenile Justice, KWPD School Resource Officers and the department's Investigative Division, this newly formed unit has already had a strong impact on our community.

## Crime Rate

The crime rate in Key West ended its downward trend this fiscal year

as compared to last year's 7.4% drop. There were an additional 65 felonies committed in 2007 compared to the same period the previous year. Although the official crime rate figures for the entire 2007 calendar year will not be released by the Florida Department of Law Enforcement until February 2008, we expect the figures to show a minimal increase from those of last year.

The total index offense percentage comes from statistics the department reports to FDLE. Those crimes tracked include murder, forcible rape, robbery, aggravated assault, burglary, larceny and motor vehicle theft.

## Administration Division - Information Technology

The Police Department has moved into and almost completed the second phase of its multi-year new information technology project.

With the addition of Mobile Field Reporting, every road patrol officer on duty can now complete his/her reports at a scene on an assigned laptop computer. Completing reports in the field rather than returning to the station to write reports improves the department's efficiency by increasing officer visibility and availability for other calls. This is in addition to an officer's current in-car ability to retrieve real-time



“Our detectives had a 51 percent clearance rate on assigned cases this year, which is impressive considering the national average for investigative units is around 33 percent.

– *William Mauldin*  
*Police Chief*

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



**Public Works' Jerry Farrell with Motor Ofc. George Villareal, Marine Patrol Ofc. Julio Gomez and Detective Randy Smith.**

information on calls, access electronic police data files, check if a person is wanted or missing or if property is stolen, and verify license and registration information from the Florida Department of Highway Safety and Motor Vehicles.

**Patrol Division**

The KWPD Patrol Division proactively responds to community complaints, concerns and acts on information regarding criminal activity and crime trends.

Some Patrol Officers were selected to be part of a new Special Operations Tactical Unit this year. In addition to their regular duties and in conjunction with the Criminal Investigations Unit, the Special Operations Tactical Unit helps to disrupt drug activity and suppress burglaries, and responds to quality of life issues and complaints.

The department experienced a dramatic increase in the number of calls for service this year in comparison to previous years, thanks largely to an increase in the number of residential and business checks being conducted by officers, as well as area checks at public parks and beaches.



**Chief Mauldin, right, and Ofc. Steve Torrence, left, lead members of the department in a procession to the Key West Cemetery in a ceremony honoring fallen officer John Piskator.**

**Criminal Investigations**

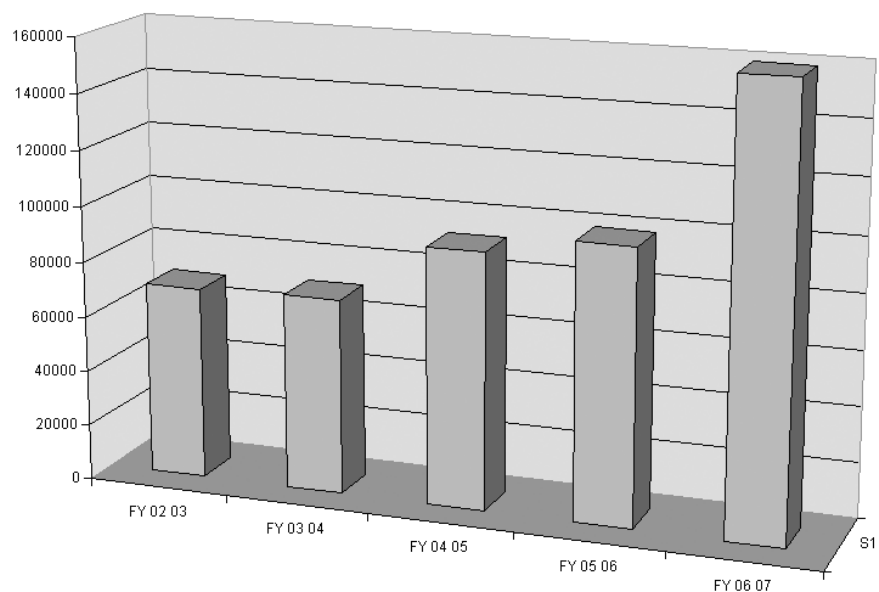
In 2007 the Criminal Investigations Unit (CIU) was faced with many challenges and despite the adversities, was able to end the fiscal year with several notable accomplishments.

Over 300 felony cases were assigned to investigators this year,

with each detective carrying a monthly average of 10 to 15 cases, totaling 4,053 recorded investigative hours.

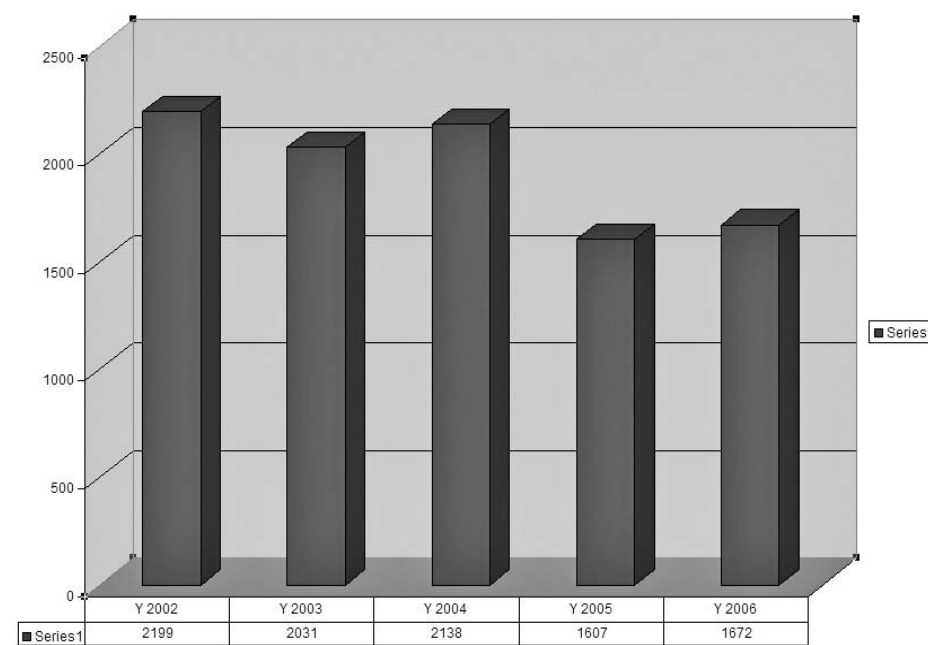
Over 51% of those assigned cases were successfully cleared by arrest, warrant or exceptionally cleared compared to a national average of just over 33%. Some

of the major cases in which the Investigative Unit were able to arrest the perpetrators and successfully clear cases included: one homicide, six robberies, 21 sexual batteries, several burglaries of occupied structures and a 3-year-old cold case of sexual battery which was reopened and an arrest made based on DNA evidence. □



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**Calls for service have gone up significantly since 2002.**



**The crime rate in Key West went up slightly in 2006 and in 2007.**

# Port Operations

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

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

## Port of Key West

The Port of Key West consists of four docking facilities: Mallory

Square Dock, Pier B (privately owned), the Anchorage area and the Navy Mole. Together these facilities serve cruise itineraries in the Western and Eastern Caribbean and the Bahamas.

The city's strength as a port of call lies in its high desirability as a destination, its excellent location relative to North American cruise itineraries and convenient berthing locations. The city's competition comes entirely from non-U.S. ports-of-call, many of whom offer low and discounted tariffs to cruise lines as an incentive to secure their position on an itinerary.

Fiscal Year 2005-2006 saw a total of 413 port calls and 859,089 passengers. Slight decreases were seen for Fiscal Year 2006-2007 with 403 port calls and 830,954 passengers.

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

Importantly, Key West has the most successful ferry service in Florida. Land transportation to the island is constrained, which makes high-speed water links feasible and successful. This domestic passenger service complements the city's cruise activities by enabling passengers to visit for the day or overnight. Total number of ferry boat passengers that paid embarkation and disembarkation fees for FY 06-07 was 193,592.

## Port Operations Grants

Port Operations has been extremely successful in obtaining grant funding for all divisions within the department. Over the past five years the department has been awarded approximately \$7.8 million in grants for capital improve-



“This year the city has continued the successful operation of the Key West Bight Ferry Terminal, with a new Miami-to-Key West route starting up last February.

– **Raymond Archer**  
Director



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

Port Operations is located at 3 East Quay Road and can be reached by calling 305-809-3790.

ments, port security, required studies, and joint Navy/city projects. In 2006-2007, the department had over \$3.5 million in active grants with \$1.4 million awarded during the budget year.

### **Marinas**

City Marina at Garrison Bight Charter Boat Row began in 1949 with 36 boats. Since then, Charter Boat Row, now known as City Marina, has grown to more than 230 slips on both sides of the Palm Avenue causeway. The marina serves charter-fishing boats, pleasure craft for locals and has transient slips for vessels up to 50-feet in length. City Marina also hosts a community of live-aboard boaters, some of them not in boats at all, but floating homes. The marina is a diverse, vibrant community, one that is interesting and sometimes challenging.

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

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

In 2006-2007, City Marina collected over \$1.2 million from tenants and transient boaters. The city Mooring Field collected in excess of \$177,000. An additional \$159,000 in fees and services were collected at the marina. These funds are being used to maintain the facilities and to expand and improve both the marina and Mooring Field. The marina consists of 10 employees.

Key West Bight Marina (also known as the Historic Seaport) is nestled in the middle of the City of Key West's Seaport properties located in the historic district. The Key West Bight is a 20-acre facility that has become a major destination for those wishing to experience the ways of the old waterfront of Key West.

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

The marina has 33 deep water transient slips available, which can accommodate vessels up to 140 feet. The majority of the transient dockage is repeat business. When asked why they keep coming back the uniform response is the pleasing atmosphere, friendly staff, and affordable rates. Showers, laundry and pump-out facilities are on the premises. Key West Bight Marina and the Key West Bight Ferry Terminal have 18 employees who operate and maintain the property. Last years revenues were in excess of \$8 million.

In 2006-2007, the city continued the successful operation of the



**Key West Marina Manager Mark Tait on the water.**

Key West Bight Ferry Terminal. Ferryboat operations continued with ferryboats arriving daily from Marco Island and Ft. Myers. In February a Miami – Key West route was established. All three routes generated an unaudited net profit from passenger fees of approximately \$151,808.

### **Property Management**

The Property Management division oversees all upland property leases for both the Key West Bight and city-owned properties.

The division's goal is to support the economic development of Key West Bight and other city properties through recommendations for long-term policies and operating procedures that are based upon professional real estate practices.

The dual objectives of profitability and preservation of the Historic Seaport and strategic utilization of city properties will continue to be the primary goal of the division.

### **Naval Properties Local Redevelopment Authority**

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

The LRA oversees and coordinates activities for the following land and facilities at separate sites:

- Poinciana Plaza Housing (maintained by the Key West Housing Authority)
- Hawk Missile Site
- East Martello Battery Site
- Peary Court Cemetery
- Portion of Trumbo Point
- Truman Waterfront

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

# PWW Public Works

## Mission

The health, safety, and beautification of our community.

## Vision

Public Works and the Historic City Cemetery are committed to progress in public works, providing for the efficient operation and maintenance of the City Cemetery, city facilities and streets and sidewalks.

## Overview

The Public Works department, Facilities Maintenance Team, and the Historic City Cemetery make up one of the largest departments in the City of Key West with a staff of 43. With a 2008 Fiscal Year budget of approximately \$3.1 million, the department is in charge of the orderly operation of

the city's streets and facilities. In addition to being responsible for the cleaning of rights-of-way throughout the city, the department maintains more than 80 miles of city streets, associated sidewalks, storm drains, street signage and light fixtures. Additionally, the city's facilities, including environmental control, electrical, and plumbing, are maintained and renovations are performed as needed.

The department also provides support for special events such as parades and festivals. The department provides the placement and removal of barricades as well as clean up and removal of debris after special events. The department assists the police and fire departments during emergencies

such as oil spills and fires. The Public Works Manager and staff are members of the emergency management team and are key elements in helping prepare the city for major storm events.

## Maintain streets, intersections, and rights-of-way

Key West Public Works, in conjunction with contract crews, maintains the City of Key West's rights-of-way throughout the fiscal year, cleaning approximately 2,400,000 linear feet of right-of-way, averaging out to 200 linear feet/man/hour, not including the daily cleanup of Duval Street and one block in each direction on the associated side streets.

The Public Works associates operate a fleet of four street sweepers throughout the city. Duval Street and Petronia Street are swept 364 days a year and all others are scheduled four times a year.

Additionally, Public Works pressure washes the sidewalks on Duval Street approximately eight times a year. It takes about 30 days to clean both sides of Duval Street (approximately 1.6 miles).

Associates sweep the sidewalks, mow grass and remove weeds, remove trash and debris, and even return abandoned grocery shopping carts to their proper locations.



“The Solid Waste Department has broken ground on a new Solid Waste Transfer Station located on Rockland Key. This \$8 million facility is expected to be completed in September of 2008.

– *R.B. Havens*  
Manager”

Public Works is located at 633 Palm Avenue and can be reached by calling 305-809-3759.



**Charles Sawyer puts in new tile, repairing flood damage to Fire Station #3 on Kennedy Boulevard.**

During special events, public works crews not only place barricades for road closures and empty trashcans in the event areas, they also clean the areas the morning after the event. This year over the Fantasy Fest weekend 1,950 barricades were set up and then removed, an additional 130 garbage cans were placed throughout the parade route and approximately 35,400 pounds of trash were collected along Simonton Street, Whitehead Street, Duval Street and one block along each cross street.

One hundred and thirty metal cans are being maintained in the Duval Street corridor. As much as 40 tons of asphalt are used to repair potholes in the city in a single year. Storm drain catch basins are cleaned six to eight times a year and as needed during storm events.

In the event that a hurricane is approaching Key West, the Public Works associates are preparing the city buildings by installing hurricane shutters, removing hazards on the city's rights-of-way, and performing any last-minute duties that need attending so they can stay on-call throughout the actual storm event.

During a hurricane, crews are out removing obstacles from city roads, if weather permits, to allow fire, police and ambulatory vehicles through. After a storm has passed, crews are out assessing the damage and removing debris and hazards from the city's rights-of-way. The department also provides barricades to Keys Energy and Florida Keys Aqueduct Authority to help with traffic control during utility repairs.

### **Parking Meters**

Two Public Works associates perform parking meter collections and repairs. The associates maintain over 900 parking meters

throughout the city.

The Public Works department is implementing a "Pay and Display" pilot program for the city's downtown parking areas in 2008. The city has budgeted an additional 10 units. These systems are more user-friendly, solar-powered, easier to maintain and give the public the ability to use the ticket at any parking meter in town until the time expires.

### **Street Signs**

Installation of street signage and striping is a safety priority for the department. During the last fiscal year, Public Works crews painted "stop" bars, residential parking designations and striped centerlines throughout the city.

Recently, the department has begun using thermoplastic materials specially designed for pavement demarcation in lieu of using traffic paint. Thermoplastic is an exceptional product known for its extreme durability in even the harshest weather conditions and has proven to outlast traffic paint up to nine months.

Public Works installs street signs, replaces signs that have been knocked down and paints names of the streets on Keys Energy cement poles in lieu of installing street name signs due to the high volume of theft and vandalism that occurs to the street signs.

### **Call Response Time**

Emergency complaints are responded to immediately and other projects are evaluated within 24 hours and work orders are developed to schedule the work within 48 to 72 hours of receipt.

Some of the work we completed this year:

- Repairs to storm damaged facilities throughout the city
- Completed various sidewalk repairs throughout the city



**Cemetery Archivist Jane Newhagen and Sexton Russell Brittain.**

- Cleared city easements of debris for utility access
- Maintained city street lighting including holiday decorations
- Maintained Homeless Safe Zone in conjunction with Monroe County Sheriff's Office
- Helped coordinate and set up more than 40 Special Events this past year

### **Solid Waste**

Our mission is to provide high quality solid waste services to our community.

The Solid Waste Department includes: Solid Waste Code Enforcement, Solid Waste Collections and Recycling (Contracted), the Solid Waste Transfer Station on Stock Island and the closed Stock Island Sanitary Landfill.

The Public Works Manager is responsible for annual rate studies for Solid Waste. The rate studies and budgets are traditionally presented to the City Commission in late August.

With a FY 2008 operating budget of \$8.6 million, the Solid Waste Department is responsible for

operations of the temporary transfer station located at 5701 College Road on Stock Island as well as managing the curbside collection and recycling contracts. The department is also responsible for managing the hauling and disposal of all solid waste, currently contracted to Waste Management of Florida Inc. at 305-296-8297.

### **Accomplishments for Solid Waste**

- Received, processed and shipped some 2,800 truckloads of waste weighing 59,725 tons to Broward County waste-to-energy facility for incineration
- Performed daily inspections of city rights-of-way to ensure compliance with the City Code of Ordinances
- The Solid Waste Department has broken ground on a new Solid Waste Transfer Station located on Rockland Key. This \$8 million facility is expected to be completed in September of 2008
- The Solid Waste Department, City Management, and City Commission have worked well together to assure financial stability in the Solid Waste Fund while holding the line on rates □

