

City of
Key West

2006 Annual Report

City Manager



Julio Avel

City Manager: Julio Avel

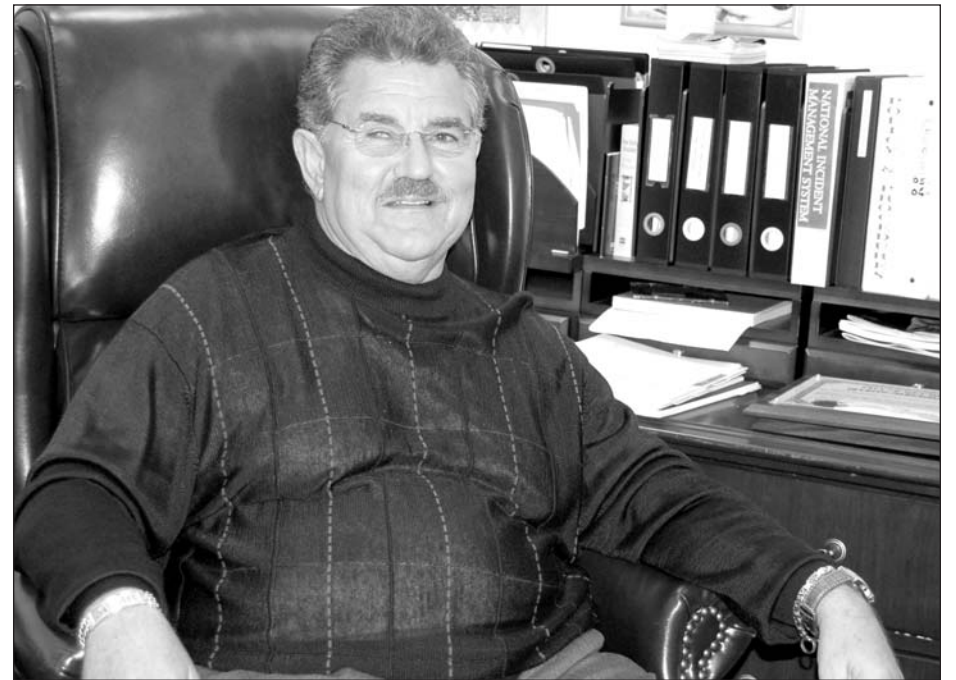
Address: 525 Angela Street

Phone: 305-809-3888

Welcome to this year's edition of the City of Key West Annual Report. As we transition into 2007, this report serves as a reflection on another successful year here in the Southernmost City. Though there were hurdles and obstacles to overcome last year, I can confidently say that this city has risen to the challenge yet again and come out stronger and better able to serve its residents and visitors as a result.

Much of this past year was spent recovering from 2005's devastating hurricane season, most notably Hurricane Wilma, which left our island underwater and caused millions of dollars in damages. Though we are still feeling the financial effects of that storm, the city is bouncing back to its pre-Wilma strength, boosted by quick recovery efforts on the part of your city staff. Each department was crippled by the storm, but by working together, we have replaced countless flooded vehicles, cleared and improved drainage systems in several neighborhoods and repaired damaged buildings and structures throughout the city.

Amidst the recovery efforts, our two public safety departments, the Police Department and the Fire Department, earned monumentally high ratings this year. The Police Department was Re-



City Manager Julio Avel.

Accredited for the first time, a huge honor only a handful of police departments in the state can claim. And the Fire Department earned a national ranking in the top 1% of fire department's nationwide.

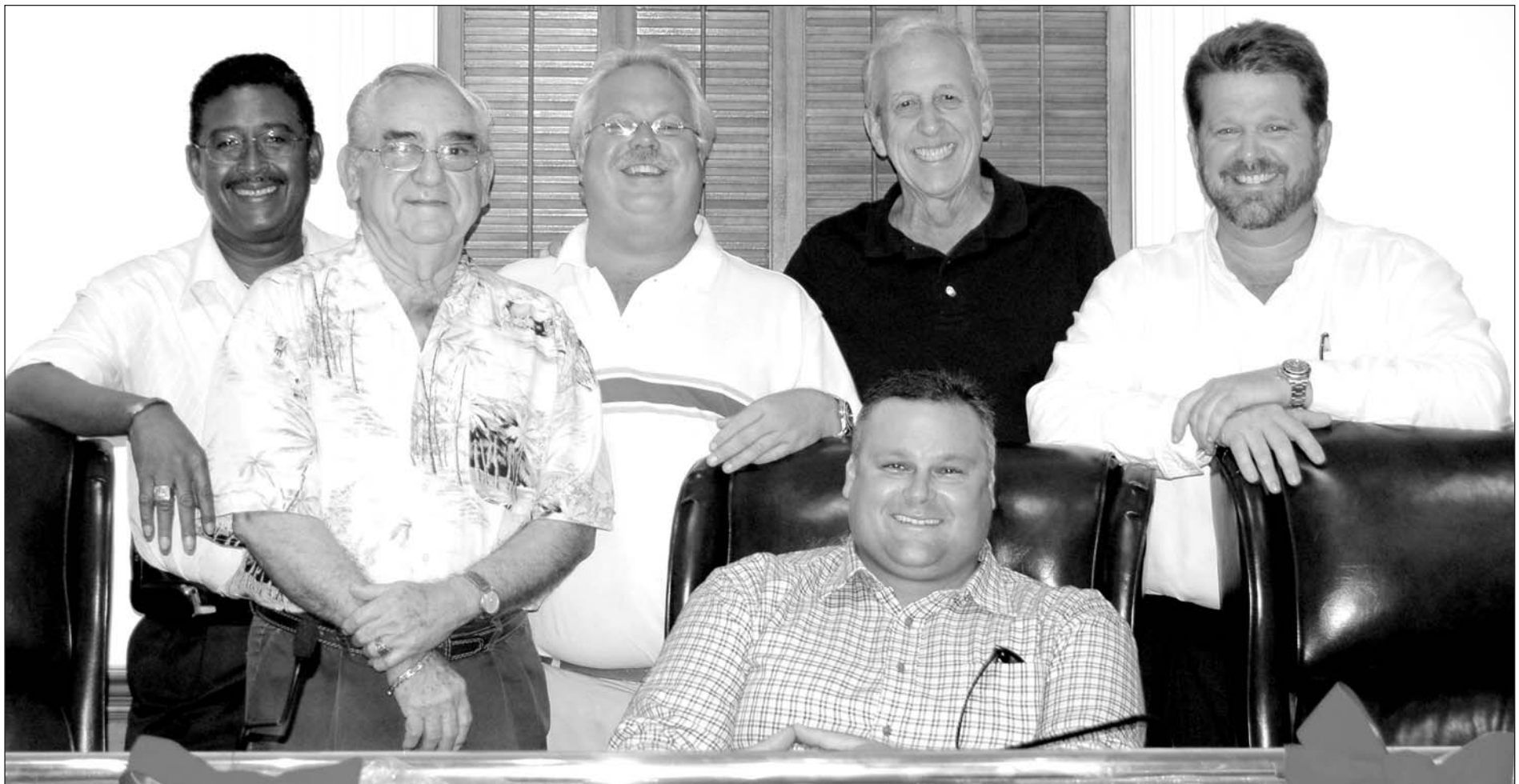
The City Commission also appointed a new City Attorney this year as longtime City Attorney Bob Tischenkel retired. Shawn Smith was chosen to take over the Legal Department, and we welcome him to that challenging but rewarding position.

As we embark on another year here in paradise, I would like to take the opportunity to thank all our city employees who work so hard to make this city the best in the country. Our employees put in long hours and face endless challenges as this island adapts to ever-changing circumstances. And at the end of the year, I think we all look back and know it was worth the effort.

The following pages highlight those dedicated employees and their efforts over the past year. I hope you all enjoy the 2006 Annual Report. I would also like to extend an invitation to join my City Manager's Newsletter distribution list. It will keep you up to date on what's going on in the city. Please email my office at javel@keywestcity.com and ask to be added to the list. □



Portia Navarro and Assistant City Manager John Jones.



The Key West City Commissioners are, from left, Clayton Lopez, Jose Menendez, Mark Rossi, Bill Verge and Dan Kolhage. Seated is Mayor Morgan McPherson. Missing from the photo is Commissioner Harry Bethel.

2007 MEETING DATES

City Commission

January

Wednesday, January 3
Wednesday, January 17

February

Tuesday, February 6
Wednesday, February 21

March

Tuesday, March 6
Tuesday, March 20

April

Tuesday, April 3

May

Tuesday, May 1
Tuesday, May 15

June

Tuesday, June 5
Tuesday, June 19

July

Tuesday, July 3
Tuesday, July 17

August

Tuesday, August 7

September

Wednesday, September 5
Tuesday, September 18

October

Wednesday, October 3
Tuesday, October 16

November

Wednesday, November 7
Tuesday, November 20

December

Tuesday, December 4

ALL MEETINGS BEGIN AT
6:00 P.M., OLD CITY HALL,
510 GREENE STREET,
KEY WEST, FLORIDA

HOLIDAY SCHEDULE

FISCAL YEAR 2007

Columbus Day

Monday, October 9, 2006

Veterans Day

Friday, November 10, 2006

Thanksgiving Day

Thursday, November 23, 2006

Day after Thanksgiving

Friday, November 24, 2006

Christmas Day

Monday, December 25, 2006

New Year s Day

Monday, January 1, 2007

Martin Luther King Day

Monday, January 15, 2007

Presidents Day

Monday, February 19, 2007

Good Friday

Friday, April 6, 2007

Memorial Day

Monday, May 28, 2007

Independence Day

Wednesday, July 4, 2007

Labor Day

Monday, September 3, 2007

Floating Holidays for Fiscal Year 2006

Does not apply to PBA and IAFF

Christmas Holiday

Tuesday, December 26, 2006

Floating Day

Scheduled by Department
(prior to 9/30/07)

Cover picture: The Key West Ferry Terminal at the Key West Bight, photographed by Michael Haskins.

Building Department



Joe April

Director: Joe April

Address: 604 Simonton Street

Phone: 305-809-3740

Mission

We are committed to providing fair and equitable service to our customers through continued education and interpretation of building codes and the City Code of Ordinances. We focus on details that maximize our services and improve the quality of our lives. We will exhibit professionalism through continued education and teamwork to promote the health, safety and welfare of the public.

We are grateful for the dedication and enthusiasm of our associates, contractors and the citizens of Key West who assist us daily in our efforts to provide services to the public. All of our 22 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, code complaints and historic preservation.

The 2006 annual budget for the department was \$1.56 million with revenues of \$2.2 million. The 2005 annual budget was \$1.6 million with revenues of \$2.2 million.

Permitting

The permitting division consists of four coordinators who are responsible for the intake and issuance of building, electrical, mechanical, plumbing and 14 other various permits.

| | 2006 | 2005 |
|-----------------------------------|--------------|--------------|
| Building permits issued: | 3,095 | 2,812 |
| Electrical permits issued: | 1,500 | 1,057 |
| Plumbing permits issued: | 769 | 596 |
| Mechanical permits issued: | 719 | 524 |
| Roofing permits issued: | 920 | 464 |
| Certificates of Occupancy issued: | 89 | 268 |
| TOTAL | 7,092 | 5,721 |

Licensing

The licensing division consists of a licensing official and a licensing coordinator. These associates are responsible for the renewal of all occupational licenses within the city, issuance of new occupational licenses, contractor proctor testing and regulatory permits.



Chief Building Official John Woodson, Plans Coordinator John Cruz, Electrical and Mechanical Inspector Terry Richardson, Plumbing Inspector Derwood Stewart and Plans Examiner Bobby Grizzle review plans.

| | 2006 | 2005 |
|-----------------------|-------------|-------------|
| New Licenses: | 1,444 | 953 |
| Licenses Transferred: | 352 | 455 |
| Licenses Renewed: | 7,731 | 7,276 |

The process of renewals begins each August and follow-up notices are mailed periodically throughout the license renewal period. Those who do not renew their license by February of the following year are referred to code enforcement officers.

Regulatory permits consist of license issuance for taxi and pedicab drivers, vehicles for hire, entertainment, mobile vendors, custom wearing apparel, contractor licensing, street artists, off premise canvassing and alcohol license approval.

Historic Preservation

The Historic Preservation 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 the past year, this division has reviewed or presented a total of 1,866 applications to the Historical Architectural Review Commission.

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 (www.keywestcity.com).

The staff within this division prepares agendas, minutes, findings and orders from HARC. HARC is composed of five appointed members and two alternates for the purpose of hearing presentations from the public on individual project needs in relation to the guidelines adopted by the City Commission. HARC meetings are held twice a month at Old City Hall. Meeting schedules, notices and agendas are published in local newspapers and are available at the Building Department and on the city's web site.

Code Enforcement

Code Enforcement investigates complaints against the city Code of Ordinances, building standards, and zoning and licensing regulations. Voluntary compliance is the objective of all officers. A Notice of Code Violation is sent with a compliance date. If compliance is not achieved by the compliance date, a Notice of Hearing to appear before the Special Magistrate and show cause why they should not comply is issued. As a result of these hearings, the Special Magistrate issues "Findings of Fact" and rules on the alleged violations. This past year, the city collected a total of \$178,270.88 in administrative costs and fines.

Code Enforcement received, handled and processed 1,289 complaints in 2006 and 1,284 in 2005.

| | 2006 | 2005 |
|------------------------------|--------------|--------------|
| General Complaints: | 237 | 258 |
| Unlicensed Businesses: | 128 | 86 |
| Noise Complaints: | 19 | 21 |
| Transient Rental Complaints: | 16 | 40 |
| Prohibited Activities: | 139 | 173 |
| Un-Permitted Construction: | 479 | 412 |
| Custom Wearing Apparel: | 10 | 23 |
| Illegal Units: | 20 | 47 |
| Obstruction of Streets: | 6 | 38 |
| Off Premise Canvassing: | 10 | 24 |
| Unlicensed Vendors: | 5 | 3 |
| Transportation Complaints: | 0 | 2 |
| Sign Violations: | 48 | 99 |
| Delinquent Licenses: | 9 | 17 |
| Exterior Displays: | 18 | 39 |
| Speaker Violation: | 0 | 1 |
| Minimum Facilities: | 7 | 3 |
| Delinquent Sewer Acct: | 7 | 0 |
| Miniature Lights: | 25 | 0 |
| Obstruction with Trash: | 42 | 0 |
| Overgrown Lot, Trash on Lot: | 46 | 0 |
| Right-of-Way Violation: | 18 | 0 |
| Totals: | 1,289 | 1,284 |



Code Officer Randy Pekarik follows up on his cases.

Building Inspections

The Building Inspection division consists of trained state licensed inspectors with the main function of responding to requests for construction inspections.

Inspection requests made by 3 p.m. will be conducted on the next business day. Inspectors are available in the office from 6:30 a.m. to 8 a.m. daily for such things as code interpretation, type and frequency of inspections required, problem inspections and technical advice when required.

| | 2006 | 2005 |
|-------------------------|---------------|---------------|
| Building Inspections: | 5,647 | 5,704 |
| Plumbing Inspections: | 1,735 | 1,776 |
| Electrical Inspections: | 2,257 | 2,278 |
| Mechanical Inspections: | 764 | 784 |
| Totals | 10,403 | 10,542 |

Plan Review Services

The division of Plan Review is responsible for the review of all construction and renovation plans. All submitted applications are reviewed regarding applicable building codes and related city, state and federal regulations.

Plans are reviewed regarding the Florida Building Code, National Electric Code, Florida Plumbing Code, Florida Mechanical Code, National Fire Codes, FEMA Regulations, Florida Accessibility Code, Land Development Regulations and various other governing regulations.

Plan Review is also responsible for coordinating with other departments, such as the Planning and Fire departments, regarding zoning and life safety codes.

Along with signing off most permit applications, it is estimated that nearly 4,300 design plans were reviewed in the year 2005-2006. □

City Attorney



Bob Tischenkel

City Attorney: Bob Tischenkel **Address:** 525 Angela Street

Phone: 305-809-3770



Former City Attorney Bob Tischenkel, right, figuratively hands the legal department over to his successor, Shawn Smith, with a football hand-off.

In Fiscal Year 2005-06, the Key West City Attorney's Office was involved in the following:

- The office continued its traditional role of providing legal advice to the City Commission, to the City Manager and Department Directors; to the city's two community redevelopment agencies; and to the city's advisory boards.

The special challenge of this past year was not only in advising but in educating five new City Commissioners about the structure and functions of municipal government.

- This was a relatively quiet year for the office. It saw only one new major lawsuit, the dispute between the City of Key West and the Truman Annex Master Property Owners Association over the ownership and control of Southard Street. This case is proceeding in litigation.

The Duck Tours case has been fully briefed and argued in the Florida Third District Court of Appeal, and the parties are awaiting a decision.

The office prevailed in an appeal relating to the major development plan of the Atlantic Shores Motel.



Outgoing City Attorney Bob Tischengel, left, received special commendation from Mayor Morgan McPherson and the City Commission for his extended tenure with the City of Key West. Bob Tischengel served over 10 years as City Attorney before his retirement this year.

The office also prevailed in its only completed trial of the year, a police case called Klein v. City of Key West. As evidence of its quiet year, the office typically maintained a litigation load of under 20 cases, which is a comparatively small number.

- The office has been active in Code Enforcement prosecutions during the entire year. These have included large-scale prosecutions related to ongoing and alleged illegal transient rental units. The office is adapting to the City Manager's reorganization of the Code Enforcement Division.

- The office has also assisted in developing contracts and leases for the city and its community redevelopment agencies. In particular, the office was involved with the real estate closing of the Rockland Key transfer station, the purchase of a large piece of land north of Key West which will be used for solid waste transfers.

The office also drafted numerous regulations for City Commission approval in the ongoing effort to refine and improve the Key West Code of Ordinances, including a revision of the ordinances that govern the Historic Architectural Review Commission.

- This past year saw the office move to the second floor of the City Hall building, after working for almost 12 years in a satellite office. There is a large unpacking and filing effort underway.



Legal Assistants Claire Hurd, above, and Barbara Regensburger, below, sort through the piles of files and paperwork on their desks.



Finally, the year has brought the retirement of long-time City Attorney Bob Tischengel at the end of 2006. The office looks forward to a successful transition to his successor, Shawn Smith.

New City Attorney Shawn Smith is a Conch who has worked in the law field in Key West since 1995. A graduate of the University of Florida and Magna Cum Laude from the Florida State University College of Law, Shawn left his private practice to take over for former City Attorney Bob Tischengel. □

City Clerk



Cheri Smith

City Clerk: Cheri Smith

Address: 525 Angela Street

Phone: 305-809-3831

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



Deputy City Clerk Sue Harrison, City Clerk Cheri Smith and Deputy City Clerk Pam DeMala pose for a picture.

- 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 munic-

ipal 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
- 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 include preparing the budget for the clerk's office and city elections, receiving and maintaining open bids and administering filings of domestic partnerships.

Accomplishments for 2006

- Prepared 377 City Commission meeting packets for distribution for 29 commission meetings
- Prepared 156 Board of Adjustment meeting packets for distribution for 12 Board of Adjustment meetings
- Administered 100 Board of Adjustment zone variances, 19 extensions, two appeals and seven outdoor displays
- Attended 104 hours of commission meetings
- Attended 27 hours of Board of Adjustment meetings
- Prepared 180 Key West Bight Management District Board meeting packets for distribution
- Served as a member of the Emergency Operations Command Center



Cheri Smith has served as the City of Key West's City Clerk since May of 1999.



Deputy City Clerks Sue Harrison, left, and Pam DeMala laminate and finalize a domestic partnership application.

- 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 36 City Commission packets to be placed on the city's web site
- Administered 22 new ordinances passed by the City Commission to be placed on city's web site
- Administered and attested to 396 resolutions and 22 ordinances
- Administered 16 calls for bids
- Administered 13 filing of domestic partnerships
- Administered citywide filing system for standard record keeping for six departments
- 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

The City Clerk's Office is based out of City Hall at 525 Angela Street. The City Clerk's Office staff consists of Deputy City Clerk Sue Harrison and Deputy City Clerk Pam DeMala. □

Department of Transportation



Myra Wittenberg

Manager: Myra H. Wittenberg **Address:** 627 Palm Avenue **Phone:** 305-292-8160

The City of Key West Department of Transportation consists of three divisions that are distinct but related by type of service. They are public transportation, fleet service and municipal parking. The department mission is to provide safe, accountable and friendly services to all customers.

Management of this department includes oversight of a budget in excess of \$7.5 million, which represents capital and operating expenses. The Department of Transportation (DoT) provides services to the community that rank close in responsibility level to that of public safety. In fact, this past June the Department of Homeland Security mandated that public transportation agencies be added to homeland security activities and required all agencies develop a security program plan, which outlines operational standards from training to actual response and assistance in the event of a security threat or other emergency. Another similarity is seen in the role that transit provides for hurricane evacuation. Simply stated, you can transport large numbers of people in large vehicles; not individual automobiles.

The three divisions within the department host 50 city associates:

- 24 = public transit (including contract)
- 10 = fleet service
- 13 = parking operations
- 2 = administrative support
- 1 = department manager

Scheduled hours of service in the department for transit are 5:30 a.m. - 11:34 p.m., 7 days a week, 364 days a year. Parking lots open at 8:00 a.m. and remain open until 11:59 p.m., also 7 days a week year round. Fleet service hours are 7:00 a.m. until 4:00 p.m.

It is clear that in order to operate a department this size you need dedicated support staff. The responsibilities of the DoT support staff include but are not limited to payroll, purchasing, inquiries, dispatching, appointments, schedules and special event planning.

Key West Transit

All DoT drivers are trained professionals required to complete a



The KWDOT support staff consists of, from left, Fleet Administrator Steve Schipper, Transit Supervisor Eduardo Herrera, Administrative Assistant Alexis Trimmings and Accounting Clerk Richard Scott.

40-hour Transportation Safety Institute classroom training, eight hours of hands-on vehicle orientation and safe driver training as well as other specific requirements for commercial drivers mandated by the Florida Department of Transportation/Department of Motor Vehicle, State of Florida.

KWDOT operates the only fixed route public transportation system in the City of Key West and most areas of Stock Island, Florida. Our fleet consists of 15/24 passenger Gillig buses and all are handicap accessible. This year the system added a Lower Keys shuttle bus extension between Key West and Marathon.

City routes require 15 drivers and it provides six separate routes per day with two shifts per route. The Lower Keys shuttle requires six contract bus drivers and operates four shifts per day, seven days a week, as do the city routes. The primary focus in public transportation is safety; with time performance and customer service rated a close second and third place.

With the start up of the Lower Keys shuttle, transit provided the

following additional services:

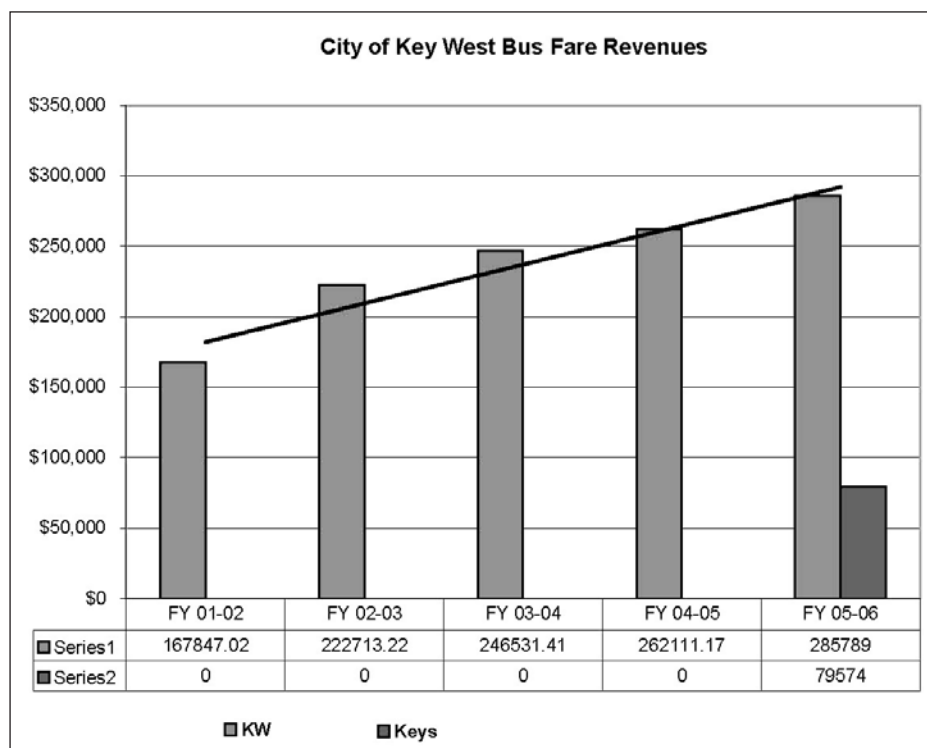
- 397,500 miles
- 13,009 hours of service, and
- 75,308 passenger trips

This service provided opportunities to individuals who otherwise might not be able to travel outside of their immediate neighborhoods for purposes of employment, medical and even social activities. This service assists with stimulating the economy and improves quality of life. The fare is \$2 per person per trip with discounts available for senior citizens, disabled persons, students and military at half-rate. Weekly and monthly passes are also available for sale.

Another major project that should be mentioned is the construction of a new Transit Facility on College Road in Stock Island. It is anticipated that this facility will serve as a new home to all aspects of public transportation but also a secondary phase of construction is planned as an intermodal site for tour bus parking and shuttle services into the city. The transit building project engineering firm was selected this year and has begun the planning phase on this project. The project construction timeline indicates the new building will be ready to move into sometime in October 2009.

Fleet Management Services

The biggest accomplishment for fleet services this fiscal year was the assessment and replacement of vehicles and equipment that was damaged or lost as a result of the flood experienced with Hurricane Wilma. Fleet purchased and replaced 44 vehicles consisting primarily of work trucks for various city department needed to get crews back up and operational within four weeks of the storm event. Fleet is able to do this by utilizing the Florida State Contract bid award or the Florida Sheriff's Association State bid award that also provides the city a tremendous cost savings that is between 30% and 38% depending on the type of vehicle required.



The KWDoT fleet team, from left: Victor Zapata, Jimmy Lamberson, Myra Wittenberg, Vincente Rodriguez, Eduardo Herrera, Steve Schipper, James Knowles, Kenny Sykes, Rogelio Hernandez and Joseph Regis.

After the first vehicle purchase and replacement, fleet began the lengthy process of working with the insurance adjusters and performed visual inspections to further identify vehicles damaged but operational and in need of replacement due to safety issues. This resulted in 52 additional units being replaced within the next six months and there are 11 units pending for replacement due to water damage. This represents a total of 107 vehicles or equipment replacement by fleet services in a 10 month period. A task of this magnitude normally would require phasing over a two to three year time frame.

In addition to the hurricane requirements, fleet also received and responded to 2,017 service order requests in fiscal year 2005-2006. The service order requests cover repair and maintenance as well as preventative maintenance. Service provided by fleet includes equipment and units ranging from 30-foot city buses to police cars, and totals 299 units.

Parking Lot Operations

Parking revenues are a major contributor to the city's general fund. Given the storm activity experienced this fiscal year period the city parking lots did well in general fund revenues collections. City parking lots include Mallory Square, Key West Bight and Old Town Garage.

Special Events

Another accomplishment in fiscal year 2006 was hosting several special events such as the 4th annual World Championship Sailfish tournament and the Rumble in Paradise II Boxing event. The Old Town Garage was pressure washed and painted as part of our preventative maintenance and several electronic components were replaced due to hurricane damage at the parking lot locations. □

Engineering Services



Roland Flowers

Director: Roland Flowers

Address: 604 Simonton Street

Phone: 305-809-3965

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.

Vision

Key West Engineering Services envisions itself providing the best customer service possible.

Mission

To provide cost-effective, professional engineering services.

The department's core values are: to treat everyone with respect; associates' and citizens' morale is paramount; decisions shall be based on safety, aesthetic value and cost effectiveness; perform a good job; associates are empowered to make decisions based on our mission and vision, as well as their personal and professional experience; do what is best for the city; actions and decisions should be based on honesty and professional integrity.

Design and/or Construction Inspection Services

Engineering Services provides design and/or construction management and inspection services for city projects. Examples of projects the department recently completed are:

SMATHERS BEACH PHASE IV

Budget Sand/Delivery \$135,000

Engineering/Construction Services \$20,000

Budget Construction \$75,560

This project was a part of the periodic sand placement on Smathers Beach and consisted of placing 4,000 tons of sand on the beach. The sand was purchased directly from ER Jahna and placed by Charley Toppino & Sons, Inc. under a General Services Contract Work Order. The sand was to begin being placed on July 18, 2005 but was postponed due to Hurricane Dennis. Sand was placed after the 2005 Hurricane season with a 75% FEMA grant. Approximately 3,557 tons of sand were placed on Smathers Beach.



The Engineering Services team takes time out of its busy schedule to pose for a picture outside of City Hall.

WHITE STREET PIER LIGHTING

Budget construction \$200,000

Engineering/Construction Services \$40,000

The project consisted of removing the current overhead "cobra" style light fixtures and installing new electrical service, and purchasing and installing more aesthetically pleasing light poles and fixtures. Project is partially funded by a 50% TDC matching grant.

WHITE STREET PIER REPAIRS

Budget construction \$287,273

Engineering/Construction Services \$20,000

The project consisted of removing and replacing the guard rail wall and collapsed/failed sections of the sidewalk and roadway.

CONCRETE PLACEMENT 2005 Contract

Budget construction \$2,002,496

Engineering/Construction Services \$100,000

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 2005 and 2006. The following areas have been completed or are currently under construction:

- 100 and 200 blocks of Petronia Street

- 1500/1600/1700 blocks of Bertha Street
- 1000 Block Howe Street
- Bike Path Kennedy Drive to 12th Street
- 300 Block Louisa Street
- Little Hamaca Park

5 YEAR COW KEY SEAGRASS MONITORING

Budget construction \$50,985

Engineering/Construction Services \$5,000

The third annual monitoring event took place in October 2006. Reports were submitted to the City of Key West, South Florida Water Management District & Florida Keys National Marine Sanctuary in November 2006.

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 are scheduled to be in compliance by December 2006: 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. The construction is being handled by the city's Facilities Maintenance Department and Charlie Toppino & Son's, Inc.

REST BEACH REPAIRS

Hurricane Wilma devastated Rest Beach and extensive repairs were required to restore the area. FEMA funded 75% of repairs. Construction Cost \$89,591

Engineering/Construction Services \$8,900

New boardwalks, sidewalks and a tiki hut were installed under the General Utility Services Contract.

Estimated Budget construction \$124,279

Engineering/Construction Services \$24,900

Replanting of dune system by Go Landscaping.

ADA/STORMWATER

Designs for handicap accessibility at 24 intersections (96 handicap ramps and approximately 5,000 feet of sidewalk) have been completed and constructed as part of the city's stormwater program. Engineering Services Associates monitored the construction, checking and adjusting forms and layouts, and associates have been able to make changes while on-site to keep construction progressing.

Projects in the Design Phase or Pre-construction

WHITE STREET PIER RIP RAP

Budget construction \$393,750

Engineering/Construction Services \$40,000

The 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.

CONCRETE PLACEMENT 2005 Contract

Budget construction \$2,002,496

Engineering/const. Services \$100,000

Engineering Services staff members are surveying the areas and designing the layout for additional sidewalks. The following areas have been designated for work under the new concrete placement project:

- 11th Street near boat ramp
- 14th Street
- Donald Avenue (between 19th and 20th Streets)
- Seminary Street (White to Reynolds)
- Patterson (From 1st Street to 8th Street)
- 20th Street (Flagler Avenue to Cozumel Park)
- Duck Avenue (bike/pedestrian path 14th to 19th Streets)
- Duval Street ADA Ramp Installation
- Front Street ADA Ramp Installation
- Fitzpatrick Street/Greene Street ADA Ramp Installation
- 1800 and 1900 Blocks Venetia Street
- 2500 Block Fogarty Avenue

S. ROOSEVELT BLVD RECONSTRUCTION AT SMATHERS BEACH

The Florida Department of Transportation approved the City of Key West as a Local Area Program (LAP) municipality. This allows the city to design the South Roosevelt Boulevard project in the Smathers Beach area. The design is 30% complete and is scheduled to be completed in January of 2007.

KW BIGHT FERRY TERMINAL - PERMITTING PHASE II

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 the Department of Environmental Protection (DEP). Engineering Services is now completing responses to DEP and USACE requests for additional information in regard to submerged land lease issues and 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.

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. In 2006 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 savings to the city of bringing work in-house this year is estimated at \$983,000.

Engineering Services Associates are funded through the projects that they are working on. Only \$191,312 of the city's General Fund is budgeted to support the staff. □

Finance Department



Roger Wittenberg

Director: Roger Wittenberg **Address:** 623 Josephine Lane **Phone:** 305-809-3822

The Finance Department is committed to the city's financial integrity, providing efficient and courteous assistance in all financial matters.

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 ini-



Pearline Lewis works in the Risk Management division of the Finance Department.

tiates 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 prepare all necessary adjustment to Sewer and Solid Waste Accounts, and maintains aggressive collection procedures on all delinquent sewer and solid waste accounts.

Revenue

The department prepares billings for sewer and solid waste services, and collects, processes and deposits all receipts of the city including bus moneys, 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.

Insurance and Risk Management

Staff manages the city's \$2 million self-insurance program consisting of General Liability and the Workers' Compensation programs and works with the city's insurance brokers to determine the appropriate balance between risk and premiums. The Finance Department acts as safety officer for the city and its associates by sponsoring safety related training and dissemination of all safety-related issues to the appropriate departments for correction, as well as processing and handling small claims in-house so as not to require participation by our third party administrator.

Budget

The department provides support to departments in the preparation and management of departmental budgets, responds to public information requests, prepares the annual \$159 million budget and the 400-page budget document, 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 on-going 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 20th 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, 2005. In addition, for the 7th consecutive year, the city received the Distinguished Budget Presentation Award for its fiscal year 2005 budget document.

The city received a favorable audit opinion and a finding of no material weakness during the fiscal year 2005 annual financial audit.

The purchasing department issued 13 Requests for Proposals, 8 Invitations to Bid and 2 Requests for Qualifications, in addition to issuing 3,914 purchase orders, which were prepared, priced as required, issued and distributed.

The purchasing department now maintains all of the city's Invitation to Bid and Request for Proposals online. This allows people to review all bids online and download documents.

The accounts payable office issued 7,800 checks in 2006, which represented \$40 million in payments to vendors.

The payroll office processed over 1,400,000 hours of payroll for 500 employees, or \$22 million in employee compensation.



Supervisor of Parking Collections Toni Michelle Gage, left, and Collection/Customer Service Representative Anita Woods smile outside of the Parking Collections office.

The accounting office accounted for \$4 million in federal grant related expenditure and \$.5 million in state grant related expenditures.

The Revenue and Customer Services departments 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 customers with a more detailed billing of their services and charges. The new billing system also allows 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 by the city.

The Revenue Department processed \$1,096,000 in parking meter revenue or 55,000 pounds of quarters along with 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. All and all, the commissioners were able to trim about \$1.4 million from the proposed budget.

The customer services department processes approximately 200 account balance sheets for title companies each month in addition to the approximately 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 \$11.5 million. The finance department continues to track and monitor these repairs projects to ensure maximum participation by grantor agencies. □

Fire Department



David Fraga

Chief: David Fraga

Address: 1600 N. Roosevelt Blvd.

Phone: 305-292-8145

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 department operates the following stations:

| Station | Location | Equipment |
|-----------------|--------------------|---------------|
| Central Station | Center of island | E, T, FB, HAZ |
| Station #3 | East end of island | E, RE (2), U |
| Station #2 | West end of island | E |
| Satellite | Sunset Key | Mini pumper |

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

E = Engine T = Ladder Truck RE = Reserve Engine FB = Fire Boat HAZ = HAZMAT Trailer U=USAR Trailer

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



Fire Marshal/Division Chief Craig Marston with Division Chief Mike Karash.

change affects typical mercantile properties to a degree depending upon the type of building construction, the hazard of occupancy and other property insurance premium calculations factors. In the 1980s, Key West was rated a class seven, in the early 1990s the rating was lowered to a class four and in 1996 our classification was brought down to a class three. We received notice after an exhaustive review that our PPC had improved to a 2 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, by way of grant monies through FEMA, the I.A.F.F., and the support of City Management and the City Commission, has continued to train, equip, and expand our Special Response Teams consisting of Hazardous Materials Response, Public Safety Dive and Urban Search and Rescue.

Improving Service through Training

The department is committed to staff improvement through training. Well-trained staff results in improved community service. This is ever important given post 9/11/01 threats and the

increasing complexity of fire prevention, fire suppression, hazardous material responses, medical responses and rescue responses. In FY 05-06 staff participated in 19,260 hours of training, equating to over 270 hours per person. This represents an increase of 4,306 hours over FY 04-05, more than a 28% increase.

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 approximately 5,753 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 occupancy units. Those combined properties have a total of over 15,000 fire extinguishers, over 400 fire alarm and protection systems, approximately 36 stand-pipe systems and over 126 automatic fire sprinkler systems.

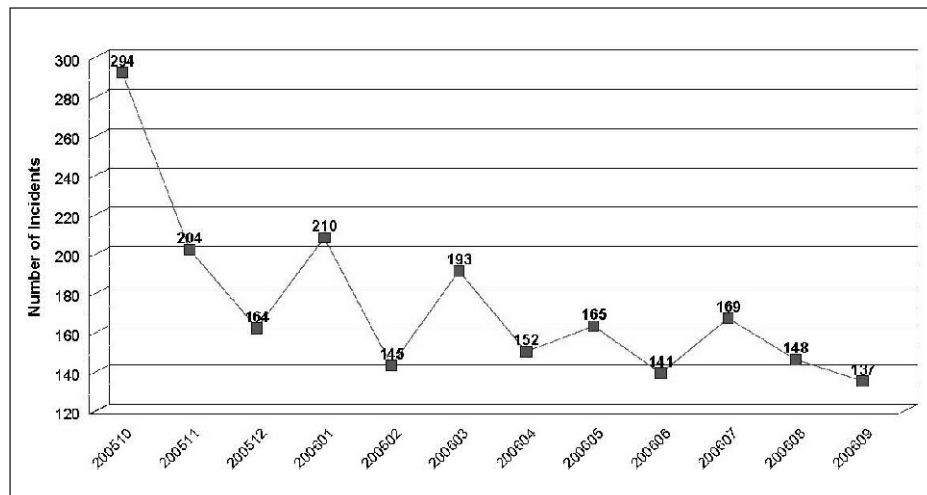
Plans Review of Construction Documents

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

The Fire Marshal's Office has reviewed 351 plans to ensure compliance with the Florida Fire Prevention Code.

Fire Investigations

Our policy requires a fire investigation to be completed on all fires where there is a minimum of \$1,500 in damage, injury or death to a fire fighter, police officer, emergency medical service provider, and/or occupant, or if there are multiple responses to an individual address or location.



Division Chief Mike Karash, right, shows Captains Peter Malott, far left, and Steve Wells some new technology.

During FY 05-06, 28 fire investigations were conducted. The total value of these properties is estimated to be \$6.2 million with losses estimated to be \$140,000.

Education

We provide fire safety education and training to public schools, private schools and academies, day care and nursery schools, Pre-K, civic, professional, local industry and other associations.

The Fire Marshal's Office is actively involved in promoting fire prevention with all local area schools. With our visits we provide fire prevention education to over 2,600 children every year.

In cooperation with the Monroe District School Board, Monroe County Fire Rescue, Key West Rescue, and Naval Air Station Boca Chica Fire Department, there are currently 21 students enrolled in the Key West High School Fire Academy. These students are studying for potential careers in the fire service.

Also with the help of IAFF Local 1424, we're able to sponsor Fire Explorer Post 908. Current membership is 10 high school students. This career exploration opportunity is available for any student between the ages of 14 and 18. Meetings are held weekly at Fire Station # 1. Students learn about the fire service and after an initial training period are able to ride along with fire fighters as they respond to all types of emergency calls.

Recertification Hours (CEU)

The Key West Fire Department Fire Inspectors receive yearly classes applied towards re-certification. Some of the classes include plans review, fire alarm systems, life safety codes and automatic fire protection systems.

We also provide on-going initial and re-certification classes for all Key West Police Department officers. These classes are required by the FDLE and include Hazardous Materials (HazMat) and Weapons of Mass Destruction (WMD). □

Human Resources



Sandy Gilbert

Director: Sandy Gilbert

Address: 525 Angela Street

Phone: 305-809-3714

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 staff of the Human Resources Department 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. Human Resources 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 Human Resources Department 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, ensuring consistency in the application of policy and procedures and attempting to provide a competitive compensation and benefit package within budget guidelines.

Employee Benefits

HR develops and implements citywide benefits strategies and programs; manages and monitors all employee and retiree benefits programs including medical, dental, vision, life insurance plans, unemployment insurance, employee assistance program and voluntary benefit programs including AFLAC, Section 457 retirement savings programs and prepaid legal program; conducts research and makes recommendations on benefits related issues; and continually monitors legislation and legal requirements of all programs.

Staff provides professional assistance in the administration of all employee and retirement benefits, voluntary benefit programs, COBRA continuation and unemployment compensation claims. In addition, staff responds to all unemployment claims and represents the city at appeal hearings.



The ladies of HR are, from left, HR Specialist Schavawn Yarber, Director Sandy Gilbert, HR Administrator Stephanie Johnson and Benefits Administrator Alice Parker.

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, COBRA, Voluntary Deferred Compensation Plans, Voluntary Pre Paid Legal Plan, Voluntary AFLAC Benefit Plan.

This year, HR successfully negotiated a 2% increase in health insurance premiums, researched flexible spending account programs and conducted open enrollment for fiscal year 2007 implementation with no out-of-pocket cost to the city and introduced new Pre-Paid Legal Plan voluntary benefits and conducted open enrollment meetings for all full-time employees.

Health/Dental/Vision Participants (Monthly Avg)

| | |
|------------|-----|
| Employees | 465 |
| Dependents | 101 |
| Retirees | 27 |
| COBRA | 5 |

Life Insurance Participants (Monthly Avg)

| | |
|-----------|-----|
| Employees | 455 |
| Retirees | 51 |

Fiscal Year Claims

| | |
|--------------|-------------|
| Medical | \$2,592,403 |
| Prescription | \$ 459,827 |
| Dental | \$ 150,503 |
| Total | \$3,202,733 |

Labor/Employee Relations

The department 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. This year, HR:

- Processed four grievances
- Settled two grievances
- Two arbitration cases conducted. The city prevailed in one case and the case was dismissed; other case is pending the arbitrator's decision
- Conducted 14 disciplinary hearings
- Provided employee/manager consultations on disciplinary/performance issues
- Ensured regulatory and collective bargaining compliance in personnel actions and decisions

Employee Assistance Program

The Employee Assistance Program (EAP) provides counseling and referral services that assist employees in solving personal and workplace problems that affect productivity, job performance and workplace safety.

Employment and Development Services

The city had 500 full-time equivalent positions during fiscal year 2006. Vacancies are posted weekly on the city's website, listed 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. This year, HR:

- Coordinated recruitment in the search for the new position of Internal Auditor and the search for City Attorney
- Participated for the second year with Key West High School Cooperative Education Program, employing two students enrolled in the program
- Provided recruitment support to the Key West Police Department and Key West Fire Department
- Participated in job fairs at Florida Keys Community College
- Training conducted on implementation of new human resource information system to be completed in fiscal year 2007.

Workforce diversity

Male: 74%
Female: 26%
Hispanic: 18%
Black/African American: 14%
Asian/Pacific Islander: 1%
Caucasian: 67%



Benefits Administrator Alice Parker crunches numbers.

Turnover for fiscal year 2006 averaged 22%. During the year, 12 employees with 10 or more years of service retired, two from the Police Department, three from the Fire Department and seven general employees.

Classification and Compensation

All general employee classifications are assigned salary grades with a minimum and maximum pay rate. Typically, employees are appointed at the minimum rate of the salary range. Collective bargaining unit positions for general employees receive an annual across the board pay increase as negotiated for the 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. The Human Resources staff administers all of the compensation plans.

- Proposed increase in certification pay for hard to fill positions including building inspectors and information technology staff
- Implemented new step pay plans for police and fire departments
- Conducted 19 job audits and reclassification requests
- Conducted salary survey on management/professional positions
- Maintained and updated job description data base

This past year was a difficult year for all of Key West, including city employees. As a result of Hurricane Wilma, 48 city employees were completely displaced from their homes and many others suffered losses of personal property and damage to their homes. The HR Department assisted employees with temporary housing arrangements, completing FEMA assistance forms and individual/family counseling. The staff of the Human Resources Department organized and took donations of clothing and provided a clothing bank for all city employees and family members during the aftermath of the hurricane. □

Information Technology



Patti McLauchlin

Director: Patti McLauchlin

Address: 525 Angela Street

Phone: 305-809-3944

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.

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

The Information Technology Department plans, purchases, manages and maintains the computing and telecommunications hardware, software and networking infrastructure to support the many departments of the city in providing their services to the citizens.

Every desk in the city is equipped with a computer and the software necessary for that staff member to work effectively. Each of these desktops is connected to an extensive network that communicates with the servers and i-series that provide the computing power for the city.

There is also a 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 the fiscal year. The IT Department 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, multimedia 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. Information Technology continually strives to innovate and improve the quality of services in a fiscally responsible manner.

The Information Technology department consists of five fulltime employees and one part-time director. The 2005-2006 budget for the department was \$738,192.



Sean Hayes works on a computer in the police department.

The future brings many challenges for the City of Key West in the world of technology. As we embrace those challenges, the Information Technology department focuses on providing web-based applications such as paying utility bills and parking tickets on-line, upgrading building and code applications to allow for citizen accessibility and implementing phase two of the new VOIP telecommunications system.

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.

IT is involved in many projects throughout the city. The department is available to analyze the technical requirements and processes associated with computer automation, whether the development of a small custom application or implementation of new application software is required.



The IT staff includes, from left, front row: Dorothy Todd, Ryan Condella and Ian Willis; second row: David White, Sean Hayes, Mike Bartlett, Patti McLauchlin and Ryan Salazar.

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. Information Technology is constantly reviewing new technology to determine if and how it should be used in the city's computing environment.

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 a 2 I-series midrange computer, terminals, PCs, laptops, modems, printers, scanners and other miscellaneous peripheral equipment.

There are 345 microcomputers, desktop and laptop PCs installed throughout the city's facilities that are supported by the department. Thirty-five computers have been purchased and installed this past year as part of the city's standards of replacing old technology. One fire server and one email server were purchased to replace the five-year-old servers.

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 new phone equipment should be replaced. We are also accountable for ordering new phone lines and discontinuing those no longer needed within the departments.

Major Accomplishments

- Implemented a Citizens Requests Action Line
- Upgraded the utility billing software
- Upgraded Internet connectivity
- Installed one server for the Human Resource software application
- Configured and replaced 40 computers throughout the various city departments
- Purchased and installed Data Protection Services Backup solution
- Purchased and installed a new domain controller
- Purchased and installed the Barracuda spyware device
- Purchased and installed a new e-mail server
- Upgraded the Police Department's H.T.E. applications to 4.0 version
- Upgraded e-mail and internet policies
- Responded to 2228 internal requests for service

City Website

- Continued to provide a more organized approach to government information and services
- Redesigned the city website
- Redesigned the city's intranet

Infrastructure

- Installed an e-mail server
- Installed a new backup system for data city wide
- Installed a new print server

Multimedia

- Information Technology is responsible for updating Channel 77 information and serves as a backup for capturing all city meetings □

Parks & Recreation



Randy Sterling

Director: Randy Sterling

Address: 900 Kennedy Drive

Phone: 305-292-8190

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 Recreation 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. Recreation also administers the Bicycle/Pedestrian and Americans with Disabilities Act Coordination and compliance.

Department Divisions and Programs

Annual budget for 2006-2007 is \$2.4 million

Total Employees: 42.5

Total Acres of maintenance: 93

DR. MARTIN LUTHER KING COMMUNITY CENTER

Located at the corner of Catherine and Thomas Streets

Supervised by Ms. Lee Thompson: 305-292-8248

Dr. Martin Luther King Community Center and Pool is open and free to the public 7 days a week from 10 a.m. to 7 p.m.

FREDERICK DOUGLASS GYM AND BANDROOM

Located at Emma and Olivia Streets.

Supervised by Mr. William Stafford: 305-293-8305

The Frederick Douglass Gym is open six days a week operating hours are 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 activi-



The Parks & Rec crew, from left, front row: Humberto Blanco, Michael Macias, Don Ginter, David Cottar, Leandre Washington; second row: Tony Boza, Tony Osbourne, Keith Valdez; standing: Randy Sterling, Greg Veliz, Carl Allen.

ties. 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 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. Kenny 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 Wednesday's from 6-7 p.m. New this year is Mr. Jerome's Drum/Drill team that 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: 305-293-6418

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.

Due to hurricane damage, our City Commission has budgeted \$190,000 in fiscal year 2006-07 for tree replacements in all city parks as well as street trees. This is a great start toward replanting our city. If you would like to assist us in replanting our city please contact Cynthia Domenech-Coogle in the landscaping department at 305-293-6418 for future dates and planting projects.

BICYCLE/PEDESTRIAN DEPARTMENT

Supervised by Mr. Jim Malcolm: 305-809-3855.

RECREATION AND PARKS DEPARTMENT

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.

Clayton Sterling Complex: 4 acres

Located at Kennedy Dr. and North Roosevelt Blvd.

Little Conch Baseball League: Contact Chairman Brian Yoest: 305-797-5348.

Rosa Hernandez Softball Field: ½ Acre

Located at Kennedy Dr. and Northside Dr.

Rosa Hernandez Softball League: President William Osterhoudt: 305-293-9229.

Wickers Sports Complex: 6 Acres

Located at Kennedy Dr.

Key West Men's Softball League: President Marty Gates: 305-292-3519.

HOB Field

AYSO Soccer League: Chairman Donna Nelson: 305-296-5563.

Sonny McCoy Indigenous Park: 10 Acres

Located at the corner of Atlantic Boulevard and White Street

Key West Bocce League: President Steve Bear.

Key West Co-Ed Softball League: 2 Acres

Located at Truman Ave. and Virginia Street - Bayview Park

Co-Ed Softball League: President Marty Gates: 305-292-3519.

In-line Hockey Rink: ½ Acre

Located at Bertha Street and Atlantic Blvd.

In Line Hockey League: Coordinator Jay Gewin: 305-809-3844.

Bayview Park: 4 ACRES

Maintained by 2 employees

Located at the corner of Truman Avenue and Jose Marti Drive.

17th Street Median: 2 ACRES

Located on 17th Street between Northside Dr. and Donald Ave.

Cozumel Park: ½ ACRE

Located on 20th Street and Donald Avenue.

Bill Butler Park: ½ ACRE

Located on Poorhouse Lane.

John & Mary Spottswood Park: ½ ACRE

Located at the west end of Seminole Street.



Working on the ballfield are, from left, Jose Klepaski, Alberto Vazquez, Luis Gonzalez, Rodolfo Bravo and Ray Diaz.

Smathers Beach: 3000' X 70'

Located on South Roosevelt Boulevard.

Simonton Street Beach: 1 ACRE

Located at 0 Simonton Street.

Rest Beach: 1 ACRE

Located on Atlantic Boulevard.

South Beach: ½ ACRE

Located at the south end of Duval Street.

Little Hamaca Park: 13 ACRES

Located 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.

Truman Waterfront/BRAC Property: 32.4 Acres

Located at the west end of Southard Street at Sunset

Departmental Accomplishments

- Wetland Delineation designation of Salt Ponds by Department of Environmental Protection
- Landscaped and rid natural area of invasive exotics at Hockey Rink. Trees donated by Tree Commission
- Completed ADA Compliant restroom facilities, accessible ramp and rails at McCoy Indigenous Park
- Re-surfaced two tennis courts at Bayview Park
- Repaired ADA accessible lift to Dr. Martin Luther King Center Community Pool that was damaged during Hurricane Wilma.
- A butterfly garden was donated and installed at Fredrick Douglass Band Room by the Tropa Butterfly Foundation board and with the assistance of the youth from Mr. Kenny Knowles' after school tutorial program
- Landscaped Jose Marti Monument, Southernmost Point, planted over 90, 12'-16' trees at Fran Ford White Crowned Pigeon Park and enhanced landscaping at McCoy Indigenous Park for the migratory bird route
- Installed lighting and completed practice space behind Gerald Adams School □

Planning Department



Gail Kenson

Director: Gail Kenson

Address: 604 Simonton Street

Phone: 305-809-3728

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.

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 small homeowner projects to challenging larger development projects and long range planning for the city.

On a daily basis the Planning Department staff 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 completed by the Planning Department staff. This report identified that the Comprehensive Plan needs to articulate an overall theme and vision, 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 part of Key West and this



Wendy Tucker and Brendon Cunningham review plans.

drives up the cost of housing.

It is important to realize that the issue of affordable housing will not be solved by ordinances alone and 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 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 those within city departments, other government agencies, and the community who are involved in seeking grants or engaged in policy decisions.

Public Outreach

Our web page on the city's website, www.keywestcity.com, provides:

- Over 200 color aerial photographs for the public to use at no charge
- Zoning map of the city prepared by Planning Intern Krissie Killoy
- All Applications



The Planning Department staff is made up of, from left, Wendy Tucker, Jim Singelyn, Barbara Meizis, Gail Kenson, Meghan Baker, Ed Switzer and Brendon Cunningham.

- 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 Planning Department also maintains an open door policy for 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 department's ever-changing window displays. These include the zoning map, agendas of upcoming meetings and drawings of some of the development projects being proposed.

Services demand

During the 2005-2006 Fiscal Year the Planning Department forwarded 49 variances, outdoor display and change of use applications to the Board of Adjustment. There were 24 Administration Determination Letters and nine Condominium Conversion Letters sent to property owners. A total of 19 development plans, subdivision plats, easements and applications for transferring transient units or licenses were processed.

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

Planning Department staff also provides professional technical assistance and research resources to the City Commission, the Community Redevelopment Agency and the Board of Adjustment on a continual basis, and offers specialized responses to the City Manager's Office, the City Clerk's Office, and other city departments and agencies. 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.

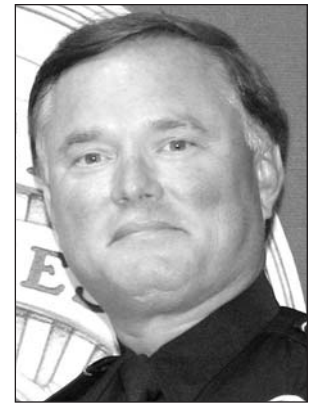
Emergency Management

This last hurricane season the community was hit by Tropical Storm Ernesto. During this emergency, the Planning Director was part of the city's emergency management team at the Emergency Operations Center (EOC) located at the Police Station on North Roosevelt. This allowed 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 the Evaluation and Appraisal Report
- Continuing with amendments to the Comprehensive Plan based on the EAR
- Significantly rewriting the Land Development Regulations based on the experience gained from applying the regulations and on changes to the Comprehensive Plan
- Obtaining more ROGO 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 □

Police Department



Bill Mauldin

Chief: Bill Mauldin

Address: 1604 N. Roosevelt Blvd.

Phone: 305-809-1111

Fiscal Year 05/06 brought with it many changes and achievements for the Key West Police Department. Among its achievements was the Re-Accreditation of the Police Department by the Commission for Florida Law Enforcement Accreditation (CFA). In July 2006, a three-person team of CFA assessors analyzed the department's policies, procedures and practices to ensure the department was living up to the high standards established by the commission. The group spent three days poring over department files, riding along with officers and interviewing staff before coming to their decision to recommend Re-Accreditation.

Organizational Structure

The organizational structure of the Police Department changed significantly in 2006. The new design is meant to create greater efficiency and effectiveness for the entire department. The department is now 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, overseen by a captain, contain Divisions, Units, Sections and Offices. The primary reason for the change was span of control.

Crime Rate

The crime rate in Key West continued a downward trend this year, dropping 7.4 percent from January through June of 2006 compared to the same period the previous year, according to figures released by the Florida Department of Law Enforcement (FDLE). Although the official crime rate figures for entire 2006 calendar year will not be released by FDLE until February 2007, we expect the figures to again show a decrease from those of last year. The total index offense percentage comes from statistics on crimes including murder, forcible rape, robbery, aggravated assault, burglary, larceny and motor vehicle theft.

Our reduction in the crime rate can directly be attributed to improved flow of information through technology and inter-departmental cooperation, as well as the hard work and dedication of our patrol officers, detectives, crime scene investigator and field evidence technicians.

Criminal Investigations

Throughout the year the Criminal Investigations Unit (CIU) was



Chief Bill Mauldin, left, with his Captains Donie Lee, Scott Smith and Frank Sauer.

faced with many challenges but despite adversities, came out at the end of the year with several notable accomplishments. Over 500 felony cases were assigned for investigation this year, giving each detective a monthly caseload average of 15 to 20 cases per investigator. In addition, the severity of several big cases captured our investigators' full attention, putting their already full work loads on hold, sometimes for weeks. Still, in each and every one of these instances the detectives were able to arrest the perpetrators and clear the cases.

Of concern to the Police Department this year was the occurrence of burglaries within the city limits. Guesthouses and hotels, as well as private residences and businesses, were the targets of these burglaries, with the estimated stolen property value to be in the millions.

In response to the problem, the CIU launched an anti-burglary initiative focused on solving open burglary cases and preventing their occurrence in the future. As a result of that operation, over 15 known serial burglars were arrested throughout the year. This in turn resulted in a nearly 50 percent decrease in guesthouse burglaries over the months of October and November.

Following is a snapshot of major cases investigated by the Criminal Investigations Unit:

- Homicide - Roger Keller was fatally shot in his house by Johnny Holt. Holt was arrested and charged with first-degree murder
- Vehicular Homicide/Aggravated Battery - Jenny Inkell was killed by Jesus Trujillo while riding her bike. Trujillo was arrested and charged with two counts of aggravated battery and leaving the scene of an accident involving death
- Burglary/Sexual Battery - Anthony Torre was apprehended on a KWPD detective warrant for burglary and sexual battery
- Armed Robbery - Laquenton Cade and Omar Brown were arrested on KWPD detective warrants and charged with four counts of armed robbery
- Culpable Negligence - Escape artist Michael Patrick was located and arrested after a Mallory Square disappearance hoax

The Special Operations Narcotics Unit conducted at least 12 major operations this year, making a significant impact to the illicit narcotic trade in the City of Key West. These operations were a result of lengthy, complex investigations that, at times, were conducted during adverse conditions. The unit has conducted eight drug sweeps, arresting many drug dealers and subsequently conducting street drug reversals culminating in multiple arrests of drug users.

Special Operations detectives remained diligent in their investigations and, as a result, 1372.2 grams of crack cocaine, 27.2 grams of cocaine, 1692.92 grams marijuana, with a total estimated street value of \$285,100, was removed from the streets of Key West. Furthermore, over 100 arrests with three federal indictments were made. In addition to the narcotics and arrests, \$9,709 of currency generated from narcotic sales was seized in addition to \$15,000 of stolen merchandise recovered. The exemplary job conducted by the detectives extends to assisting other local, state and federal agencies.

Community Affairs

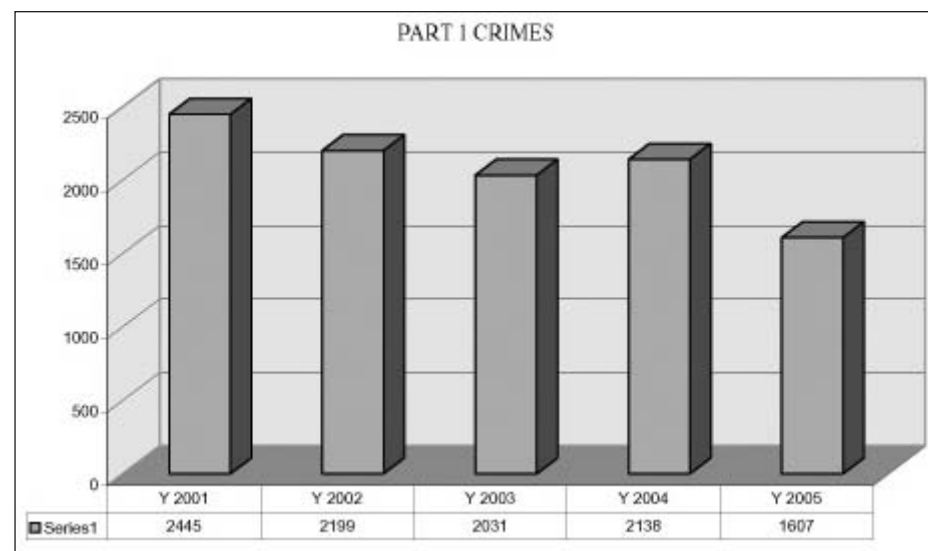
The Division of Community Affairs oversees the DARE program, the KWPD Youth Explorer program, two School Resource Officers, Community Events, Special Events, Crime Prevention Programs, Volunteers in Policing, and Community Outreach.

Police Athletic League (PAL)

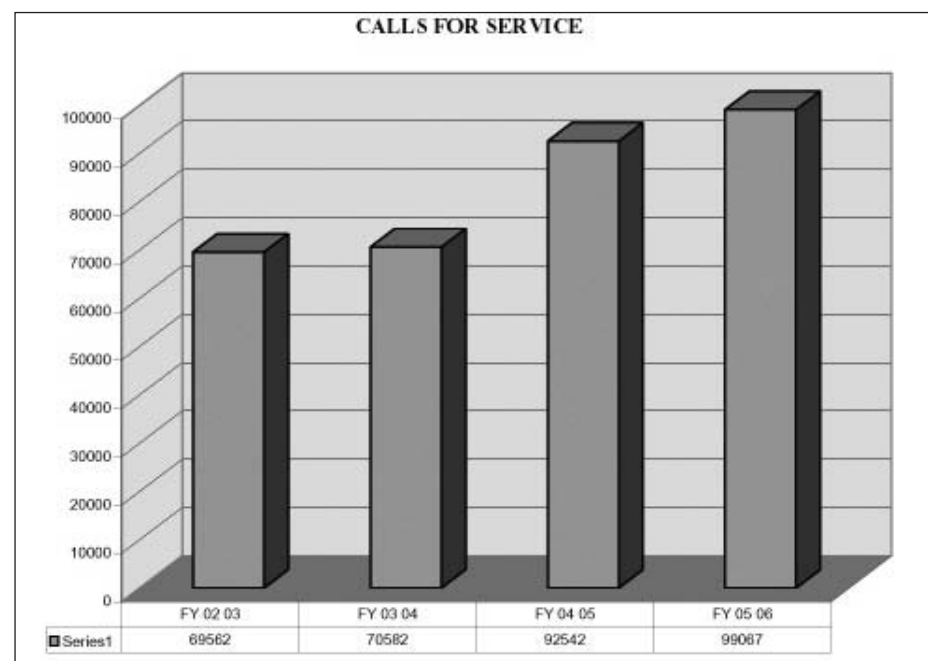
Throughout the year PAL kids were able to participate in local, regional, and statewide PAL sanctioned events. In 2005 the City Manager authorized the Key West PAL to occupy a vacant building the city acquired on the Truman Annex. With substantial refurbishment, this 5,000 square-foot facility is the new home for the PAL boxing program. There are currently 25 participating boys and girls.

Crime Prevention Programs

An important part of Crime Prevention is target hardening. Specially trained officers within the division meet with local businesses offering them Crime Prevention training. Included in this is robbery deterrence training offered to local banks, convenience stores, and other businesses. The Key West Police Department has spoken to several professional organizations in



The above graph shows the reduction in crime in Key West. Below, calls for service have increased over the years.



the community in an effort to educate them on best practices and current technology to improve the safety of their patrons, employees and themselves.

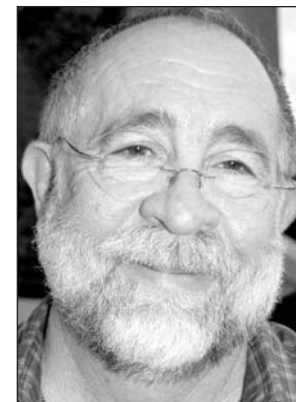
Information Technology

The Police Department completed the first phase of a multi-year grant to bring the department into the twenty-first century in law enforcement information technology this year. Every Patrol Division officer on duty now has available to him or her an in-car laptop computer that, through the Mobile Data Browser application, gives officers access to real-time information on calls for service and other electronic police data files.

Passing of Detective John Piskator

As we revel in the Police Department's many achievements throughout the year, we are humbled as we reflect on the ultimate sacrifice made by one of our own. Detective John Piskator passed away while participating in training for the Special Response Team, of which he was a member. Family, friends and hundreds of law enforcement and other public safety officials attended services to say farewell to our friend. □

Port Operations



Raymond Archer

Director: Raymond Archer

Address: 3 East Quay Road

Phone: 305-293-6439

The Port Operations Department consists of the Port of Key West, Key West Bight (also known as the Historic Seaport), City Marina at Garrison Bight (City's Mooring Field, City Pump-Out), Property Management, and the City's Naval Properties Local Redevelopment Authority (LRA).

Although each division has a distinct function within the city, all have one feature in common: managing water, waterside activities and upland properties. The transition of these divisions into one department was slow at first. Now, as a fully-integrated department, 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 strength as a port of call lies in the City of Key West's high desirability as a destination, its excellent location relative to North American cruise itineraries and convenient berthing locations. The city's competition comes entirely from non-U.S. ports-of-call, many of whom offer low and discounted tariffs to cruise lines as an incentive to secure their position on an itinerary.

Fiscal Year 2004-2005 saw a total of 494 port calls and 976,396 passengers. Slight decreases were seen for Fiscal Year 2005-2006 with 413 port calls and 859,089 passengers.

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. The total number of ferry boat passengers who paid embarkation and disembarkation fees for FY 05-06 was 163,418.

The monthly cruise ship calendar indicating cruise ship call locations and times is available on the city's website www.keywestcity.com on the front page or under departments (Port), or by visiting or calling the port office.



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

The Port of Key West Port Security Plan was approved in 2004. FDLE conducts three unannounced inspections annually for compliance with state port security standards. The city has always been substantially compliant during each inspection. Security at the Port of Key West has improved dramatically and will continue to improve as federal and state grants enable the city to purchase additional access control improvements and monitoring equipment, as well as help defray operating costs. Key West's success in obtaining grants for nearly 95 percent of its security needs is in part due to the excellent interagency team that supports the city in its day to day, and long term, operations.

Port Operations Grants

Port Operations has been extremely successful in obtaining grant funding for all divisions within the department. Over the past five years the department has been awarded approximately \$7.8 million in grants for capital improvements, port security, required studies, and joint Navy/city projects. In 2005-2006 the

department had over \$4.7 million in active grants with \$1.5 million awarded during the budget year.

Port Advisory Board

The Port Advisory Board recommends to the City Commission and the City Manager plans and policies for the waterfront of the City of Key West. The primary duty of the board is to prepare a Port Master Plan consistent with the Key West Comprehensive Plan and, from time to time, to update that plan.

Marinas

Mark Tait, Marina Manager
100 Grinnell St Phone: (305) 293-8370
Key West, FL 33040 Fax: (305) 293-8308
Email: mtait@keywestcity.com

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 liveaboard 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 Garrison Bight Mooring Field. The Mooring Field consists of 149 moorings. These moorings host a mix of fulltime liveaboard as well as transient boaters. Each mooring system is inspected, top to bottom, every 120 days. Buoy systems with any sign of wear or damage are replaced. Interim inspections and damages are taken care of by the Mooring Field Dockmaster.

In 2005-2006, the city marina collected over \$1.2 million from tenants and transient boaters. The city Mooring Field collected in excess of \$134,000. An additional \$188,000 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 has 10 employees.

Key West Bight Marina

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 \$6 million.

In 2005-2006, the city continued the successful operation of the Key West Bight Ferry Terminal. All retail spaces are rented out to tenants. Ferryboat operations continued with ferryboats arriving daily from Marco Island and Ft. Myers, which generated an un-audited net profit from passenger fees of approximately \$106,000.

The Key West Bight Board

The Key West Bight Board sits as the board responsible for



The Ferry Terminal staff includes Management Office Supervisor Rosemary Ganem, Ferry Terminal Supervisor Rick Wiggins and Secretary Ramona Rodriguez.

overseeing the development and progress of the Key West Bight property. The board consists of seven members selected by the City Commission and who serve in staggered terms.

Property Management

Marilyn Wilbarger, Property Manager
3 East Quay Road Phone: (305) 293-8337
Email: mwillbarg@keywestcity.com

The Property Management division oversees all upland property leases for both the Key West Bight and city-owned properties. The division's goal is to support the economic development of Key West Bight and city properties through recommendations for long-term policies and operating procedures that are based on professional real estate practices. The dual objectives of profitability and preservation of the historic seaport and city properties will continue to be the primary goal of the division.

Naval Properties Local Redevelopment Authority (LRA)

Doug Bradshaw, Port Project Manager
3 East Quay Road Phone: (305) 293-8338
Email: dbradsha@keywestcity.com

The LRA manages the rehabilitation, revitalization, conservation, and redevelopment of the lands, 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. □

Public Works



R.B. Havens

Director: R.B. Havens

Address: 633 Palm Avenue

Phone: 305-809-3751

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 42. With a 2007 Fiscal Year budget of approximately \$3.5 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 right-of-ways 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 right-of-ways

Key West Public Works, in conjunction with contract crews, maintains the City of Key West's right-of-ways 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 approxi-



Public Works Director R.B. Havens with Administrative Assistant Angela Budde.

mately 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. 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 setup and then removed, an additional 130 garbage cans were placed throughout the parade route and approximately 71,400 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 forty 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. When abandoned vehicles are removed from the city's right-of-way, Public Works associates assist the police department and tow companies by removing trash and debris from such vehicles.

This past year, the city avoided being hit by any major hurricanes. While 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 right-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 right-of-ways. 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. Parking meter income grossed \$1.3 million from November 2005 through September 2006. Meter collections were suspended through most of the last quarter of 2005 due to the severe hurricane storm season. The Public Works



Brett Wright of the Public Works Facilities Maintenance Team works on lighting in the Key West inline hockey rink.



The entire Public Works crew slows down for a picture.

department is implementing a "Pay and Display" pilot program for the city's downtown parking areas in 2007. These systems are more user-friendly, use solar power to operate and are easier to maintain.

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.

Response Time to Calls and Complaints

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
- Remodeling of the legal department offices at 525 Angela Street
- Southernmost Monument painted and repaired four times
- Completed various sidewalk repairs throughout the city
- Cleared city easements of debris for utility access
- Coordinated debris monitoring and invoicing for hurricane debris removal
- 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 30 Special Events this past year □

Utilities Department



E. David Fernandez

Director: E. David Fernandez **Address:** 627 Palm Avenue **Phone:** 305-293-6414

Mission

The associates and management of the Utilities Department recognize that the relationship that exists among our customers, associates and vendors is an integral part of our success. We were established to meet the utility needs and protect the environment of our customers through effective communication and by providing the highest quality of service. We will meet or exceed federal, state, and local compliance guidelines to preserve our environment. We demand the highest ethical standards of ourselves. Our associates are the single most important asset of this department. We promote teamwork and a safe work environment through education and training.

Overview

For FY 2006, the Utilities Department included Wastewater, Stormwater and Environmental Code Enforcement (KWDEP). In October, 2006 the city re-organized several of its departments including Utilities, which is now named the General Services Department. Starting this new fiscal year, the General Services Department will now also include the Public Works Department and Fleet Management Division in addition to its previous functions.

The Utilities Director is responsible for annual rate studies for Stormwater, Sewer and Solid Waste. The rate studies and budgets are traditionally presented to the City Commission in late August. The Utilities Department administration includes the Utilities Director and Assistant, located at 627 Palm Avenue and KWDEP located at 5701 West College Road, Key West, Florida. The Waste Water Treatment Plant is located on Fleming Key.

Sewer

The Richard A. Heyman Environmental Pollution Control Facility and Key West's sanitary sewer collection system has been operated and maintained by Operations Management International, Inc. (OMI) since 1989, the year the facility completed construction. OMI employs 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 stan-



Director David Fernandez with an aerial map of the city.

dards. Completion of this upgrade coincided with construction of the first deep injection well to a depth of 3,000 feet. When Key West began discharging the highly treated effluent into the deep injection well, the valve that allowed flow to the ocean outfall was closed and has never been opened again. In June of 2006, a second deep injection well was built as a backup, which will allow the city to permanently decommission the ocean outfall.

Currently, average flows are approximately 4.5 MGD, a reduction from 8 MGD five years ago. This reduction in flow indicates the success of the \$56 million collection system rehabilitation project. Seawater inflow no longer enters the system, therefore it doesn't have to be unnecessarily pumped to the plant.

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 for Wastewater

- A second deep injection well was completed at the Wastewater Treatment Plant in August 2006.
- The city is constructing an Ultraviolet Disinfection System at the Wastewater Treatment Plant. Completion of this structure will

allow us to eliminate the use of chlorine gas for pathogen reduction in the effluent. Chlorine gas has always presented a safety concern for plant operators. It has of late been targeted as a security risk due to its toxicity and the large quantity kept at the facility.

■ Hurricane Wilma's flooding devastated most of the island and certainly affected the infrastructure. Saltwater inundated the sewer system, and flooded the lower level of the treatment facility. Seven pump motors critical to the biological processes of the plant were destroyed. Utilizing corporate procurement resources, all seven motors were located, shipped and installed within three days. OMI's depth of resources and rapid response time kept Key West's wastewater treatment facility in compliance throughout Hurricane Wilma.

■ The city has designed a generator system for our wastewater lift stations. This will allow our island's sewer system to remain functional if we were to lose power for an extended time frame in a disaster such as a hurricane.

■ The city has hired a contractor to replace the clarifier components at the Wastewater Treatment Plant.

■ The city continues to test and retest private and public property sewer laterals and mains to ensure continual improvement of water quality in Key West's nearshore waters.

■ The city continues to treat wastewater significantly better than AWT standards require. In fact, the city won the Environmental Protection Agency's Operation Excellence Award for advanced secondary treatment plants.

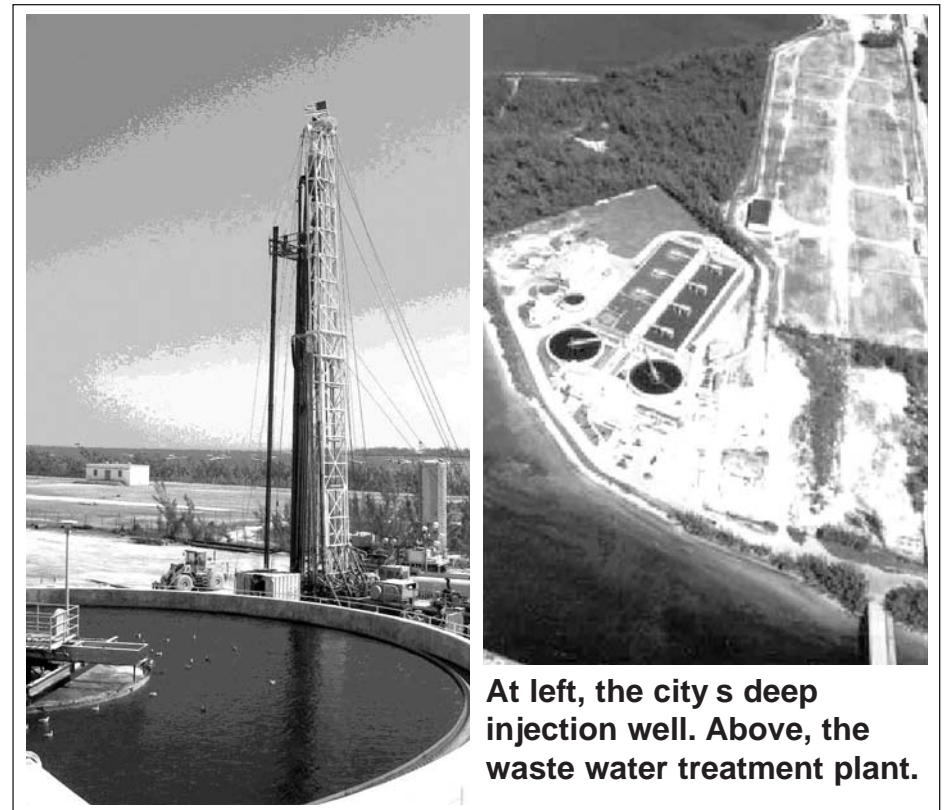
■ The Utilities Department, City Management, and City Commission have worked well together to ensure financial stability in the Sewer Fund while holding the line on rates. Gradual increases are planned at levels less than inflation (CPI).

Stormwater

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

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

This project will also help improve stormwater drainage, thereby lessening the effects of flooding due to rain. To improve



At left, the city's deep injection well. Above, the waste water treatment plant.

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. Mitigation 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 Stormwater System (MS4) program contact Annalise Mannix at 305-292-1751.

Accomplishments for Stormwater

■ Stormwater gravity wells, well boxes, and catch basins were installed at 24 intersections in the city. The installation of these devices helps protect our nearshore water quality by diverting stormwater into wells rather than ocean outfalls. At every intersection where this work was done, the sidewalks were brought into compliance with the Americans with Disabilities Act (ADA).

■ In recognition of the city's work on this project, the Florida Keys Council for People with Disabilities presented the city with an award at a July 2006 Monroe County Commission meeting.

■ Design work has begun for an additional 25 stormwater gravity wells.

■ KWDEP cleared large sections of the Donald Avenue canal to reduce flooding in several neighborhoods.

■ Emergency cleaning of our city's stormwater collection system occurred after Hurricane Wilma. □



Key West City Manager Julio Avel, left, and Monroe County Manager Tom Willi, right, greeted William Whitson at the Southernmost Monument as he finished his "Tour de Florida" ride from Pensacola to Key West.



City Manager Julio Avel, far right, with the newest members of the Key West Police Department. The new recruits were featured on Point to Point with their training officer Areaka Jewell, pictured second from left.



Director of Finance Roger Wittenberg, left, and City Manager Julio Avel, right, honor Budget Analyst Dennis Grote on his retirement. Grote received a standing ovation from the commissioners for his work for the city.



Mayor Morgan McPherson, left, landscaping coordinator Cynthia Domenech-Coogle, County Mayor Sonny McCoy and Commissioner Bill Verge join Tropia Butterfly Foundation President David E. Bray in planting trees.



Commissioner Jose Menendez talks to a Univision reporter about hurricane preparedness in Key West outside of La Concha on Duval Street, a favorite place for reporters to shoot footage during hurricanes.



Commissioner Clayton Lopez with members of the Cornish Memorial African Methodist Episcopal Zion Church choir during the church's Martin Luther King, Jr. Day celebration and commemorative ceremony.



District VI Commissioner Clayton Lopez, left, and Mayor Morgan McPherson attend the Martin Luther King Jr. birthday celebration at the Cornish Memorial African Methodist Episcopal Zion Church.



Port Director Raymond Archer, Fire Marshal Craig Marston, Capt. Michael Davila, Division Chief Mike Karash, City Manager Julio Avel and Capt. Pat Pelletier participate in NIMS 700 training, sponsored by the fire department.



Fire Chief Billy Wardlow, right, is recognized by City Manager Julio Avel and Human Resource Director Sandy Gilbert, far left, for 30 years of service in the city's fire department. Debbie Wardlow is pictured with her husband.



Key West Police Chief Bill Mauldin, right, swears in two new Key West Attractions Association officers, Michael Morawski, from the Hemingway House, and Nadene Grossman, from We've Got the Keys.



City Commissioner Dan Kolhage, left, listens as Capt. Steward Andrews, right, explains why Driver Eddie Sanchez and Firefighter Alan Averette check air tanks before responding to a "hazardous materials spill" exercise.



Daniel Cestau, left, supervisor for Go Landscaping, and Janet Muccino, beach manager for the city's engineering department, examine the last pallet of sod to be placed inside the swale at Rest Beach on Atlantic Boulevard.

