

RESOLUTION NO. 20-184

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY  
OF KEY WEST, FLORIDA, ADOPTING THE FINAL BUDGET  
FOR FY 2020-2021; PROVIDING FOR AN EFFECTIVE  
DATE**

WHEREAS, a public hearing to consider the final budget was conducted on September 21, 2020.

NOW THEREFORE BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF KEY WEST, FLORIDA, AS FOLLOWS:

Section 1: That the final budget for FY 2020-2021 is currently set at \$189,948,670 and hereby adopted by fund and by major category.

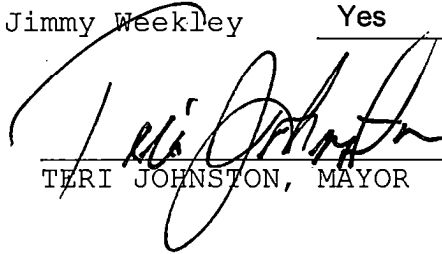
Section 2: That this Resolution shall go into effect immediately upon its passage and adoption and authentication by the signature of the presiding officer and the Clerk of the Commission.

Passed and adopted by the City Commission at a meeting held  
this 21 day of September 2020.


Authenticated by the presiding officer and Clerk of the  
Commission on September 22nd, 2020.

Filed with the Clerk September 22, 2020.

Mayor Teri Johnston	<u>Yes</u>
Vice Mayor Sam Kaufman	<u>Yes</u>
Commissioner Gregory Davila	<u>Yes</u>
Commissioner Mary Lou Hoover	<u>Yes</u>
Commissioner Clayton Lopez	<u>Yes</u>
Commissioner Billy Wardlow	<u>Yes</u>
Commissioner Jimmy Weekley	<u>Yes</u>

  
\_\_\_\_\_  
TERI JOHNSTON, MAYOR

ATTEST:

  
\_\_\_\_\_  
KERI O'BRIEN, DEPUTY CITY CLERK



# **City of Key West**

**BUDGET WORKSHOP**

**July 6 & 7, 2020**

**ALL FUNDS**

**FISCAL YEAR 2020-21**



## **Schedule**

### **➤ Monday, July 6, 2020**

#### **➤ 9:00 A.M. - 12 Noon**

- Changes in Personnel Services – All Funds**
- Budget Highlights – All Funds**
- General Fund**
- Truman Waterfront Fund**

#### **➤ Reconvene at 1:30 (Time Approximate)**

- Wastewater (Sewer) Fund**
- Stormwater Fund**
- Solid Waste Fund**
- Community Fund (AIPP)**
- Fort Taylor Surcharge Fund**

## **Schedule (Continued)**

### **➤ Tuesday, July 7, 2020**

#### **➤ 9:00 A.M. - 12 Noon**

- Community Development Office**
- Bahama Village CRA Fund**
- Caroline Street CRA Fund**
- Affordable Housing Fund**
- General Government Capital**
  - Infrastructure Surtax Fund**
  - Capital Projects Fund**
  - Internal Improvements Fund (Gas Tax)**

#### **➤ Reconvene at 1:30 (Time Approximate)**

- Key West Bight Fund**
- Garrison Bight Fund**
- Transportation Alternative Fund**
- Transit Fund**
- Insurance Fund**

## **Changes in Personnel (All Funds)**

- **No Pay Increases for FY 2020-21**
  - **Three Bargaining Units and Management**
  - **Does Include Step Increases (If Applicable)**
  - **Does Include Professional & Certification Pay**
  - **\$1,525,000 Estimated Savings**
- **Suspended Positions (COVID-19)**
  - **29 Positions / Still Authorized**
  - **\$2,031,327 Estimated Savings**
  - **CM Can Fill Depending on Economic Improvements**
- **Deleted Positions (Cruise Ship Referendum)**
  - **Cruise Ship Referendum Related Deletions / 6 Positions**
  - **\$609,210 Estimated Savings**
- **Deleted Positions (Departmental Recommendations)**
  - **3 Positions**
  - **\$176,014 Estimated Savings**

## **Changes in Personnel (All Funds) (Cont.)**

- **No New Positions Proposed**
- **Health Insurance**
  - **Five (5) Percent Increase (April - September 2021)**
  - **Good Loss Experience / Projected Health Care Increases**
- **Pension Contributions**
  - **General Employees Retirement Fund – 8 Percent of Payroll**
  - **Police/Fire Pension Retirement Fund – 31 Percent of Payroll**

# Highlights of FY2020-21 Budget

## General Fund

- **Fund Balance / Operating Reserve**
  - Policy: 72 Days to 92 Days
  - FYE 2021 Est. Unassigned Fund Bal. 56 Days \*
    - \* Includes Anticipated IRMA & COVID-19 Reimbursements
    - \$152,000/Day – FY 2020-21 Proposed Budget
    - Proposed Budget Adds No Reserve Days
  
- **Ad Valorem Taxes (Property Taxes)**
  - Calculated Millage Rollback Rate 2.0858
  - Budget Formulated on Rollback Millage Rate 2.0858
  
  - **Certify Millage at July 22/23 Workshop**
    - Better Revenue Projections
    - Better Projection of Minimum Reserve Days
    - Consider Setting Millage Higher
      - Two Months of Clarity – Only Down – Never Up



## **Highlights of FY2020-21 Budget (Continued)**

### **➤ General Fund (Revenues)**

- **Sales Tax**
  - **Local Government ½ Cent Sales & Municipal Rev Sharing**
    - **Budgeted @ 80 Percent of FY 2018-19 Actuals**
- **Street Parking / Mallory Square Parking**
  - **Budgeted @ 80 Percent of Prior Year Actuals**
- **Cruise Ship Disembarkation Fees**
  - **\$40,000**
  - **All Cruise Ships Meeting Criteria to Pier B**
- **Transfers In**
  - **\$1,750,000 From Key West Bight Fund**
  - **\$1,433,000 From Insurance Fund**
- **General Government Leases**
  - **Includes Recapture of 3 Month Deferment**

## **Highlights of FY2020-21 Budget (Continued)**

### **➤ General Fund (Expenditures)**

- **Personnel Services**
  - **FY 2020-21 \$41,650,357**
    - **Down 2.5 Percent (\$42,747,799) from FY 2019-20 Budget**
    - **81 Percent of General Fund Total Expenditures FY 2020-21**
- **Operating Expenditures**
  - **FY 2020-21 \$8,118,927**
    - **Down 22.2 Percent (\$10,442,135) from FY 2019-20 Budget**
    - **16 Percent of General Fund Total Expenditures FY 2020-21**
- **Capital Expenditures**
  - **No Purchase of Vehicles / Trucks / Heavy Equipment**
- **Transfers Out**
  - **No Transfer to Gas Tax for Paving**
  - **\$411,456 to Truman Waterfront Fund / Operating Subsidy**

## Highlights of FY 2020-21 Budget (Continued)

➤ **General Fund (Continued)**

➤ Total Revenue (Less Reserves)	\$49,805,547
➤ Total Expenditures (Less Reserves)	\$51,482,021
➤ Difference (Less Reserves)	< \$ 1,676,474 >

➤ **Recommendations**

- Additional Transfer from Key West Bight
- Millage Increase
- Further Personnel Adjustments
- Credit Card Fees

## Highlights of FY20-21 Budget (Continued)

### ➤ Internal Improvements (Gas Tax) Fund

- Gas Tax Rev Budgeted @ 80% of FY 2018-19 Actuals
- \$500,000 In Sidewalk Funding
- No Paving Funding for FY 2020-21
  - Down From \$3,150,000 in FY 2019-20
- Plan Today for FY 2021-22 Bond Issuance

### ➤ Infrastructure Surtax Fund

- Infrastructure Rev Budgeted @ 80% of FY 2019 Actuals
- Truman Waterfront Phase 1B \$2,697,081
- 1<sup>st</sup> Year Funding for New KOTS \$1,500,000
  - 2<sup>nd</sup> Year in FY 2022 is \$1,500,000
- Duval Street Revitalization Design \$ 250,000
- Synthetic Turf Rose Hernandez \$ 400,000
- Cable Huts Design & Repair \$ 440,000
- KWPD HVAC Replacement \$ 350,000
- Refurbish Sports Complex Restrooms \$ 150,000
- Lease of SCBAs for Fire Department \$ 175,000

## Highlights of FY20-21 Budget (Continued)

### ➤ Transportation Alternative Fund

- Duval Loop Accounting Moved to Transit Fund 411
- 33% General Government Parking (Except Mallory) \$287K
- 50% Key West Bight Parking \$197K
- 67% Park n Ride Parking \$ 99K
- FDOT Transportation Alternatives Last Mile Grant \$510K
- Wickers Bicycle Trail Design \$100K
- Pedestrian Upgrades \$225K

### ➤ Truman Waterfront Fund

- Year 4 Operational & Capital Requirements \$854K
- 27% General Government Parking (Except Mallory) \$234K
- Transfer From General Fund \$411K
- Estimate for Amphitheater Revenue \$100K
- Estimate for Parking Fees \$ 50K

### ➤ Utility Funds

- Sewer No Increase To Base or Commodity Charge
- Stormwater 3.0% (\$3.23 Annually) Increase Per ESU
- Solid Waste No Increase To Residential or Tipping Charges

## **Highlights of FY20-21 Budget (Continued)**

- **Affordable Housing Fund**
  - **40% General Government Parking (Except Mallory)**
    - **\$347K Estimated In Annual Parking Fees**
  - **FYE 2019-20 Estimated Fund Balance \$631K**
    - **Assumes \$850K Remediation Reimbursement From Mosquito Control Board**
- **Community Fund (AIPP)**
  - **FYE 2019-2020 Estimated Fund Balance \$140K**
- **Caroline Street CRA**
  - **FYE 2019-20 Estimated Fund Balance \$1.7M**
  - **TIF Increment for FY 2021 \$1.1M**
  - **Caroline / Elizabeth / Greene St. Paving Project \$1.0M**
  - **Estimated FY 20-21 Reserve \$1.8M with FY2020**
- **Bahama Village CRA**
  - **\$ 4.1M Committed in PY & FY2021 Funding for Frederick Douglass Gym Expansion**
    - **Elimination of Health Relocation Project as well as the Infill and Dilapidated Structure Rehabilitation Project**

## **Highlights of FY20-21 Budget (Cont.)**

- **Return of Self Insurance Fund Surplus (Fund 502)**
  - **FYE 2019 Fund Balance \$6.75M**
  - **Favorable Aggregate and Improved Losses**
  - **Two (2) Independent Actuarial Reports FYE 2019**
    - **Glicksman Consulting, LLC**
      - **\$3.50M PV                    50 Percent Confidence Level**
      - **\$3.73M PV                    75 Percent Confidence Level**
      - **\$3.96M PV                    90 Percent Confidence Level**
    - **AMI Risk Consultants, Inc.**
      - **\$3.83M PV                    50 Percent Confidence Level**
      - **\$4.18M PV                    75 Percent Confidence Level**
      - **\$4.55M PV                    90 Percent Confidence Level**
  - **\$2.5M Workers Comp / Property & Liability Surplus**
    - **Distribution based on Trailing 10 Years of Fund Contributions**
      - **General Fund                \$1.433M**
      - **Sewer Fund                    \$ 293K**
      - **Solid Waste Fund            \$ 96K**
      - **KW Bight Fund                \$ 475K**
      - **Remaining Funds            \$ 203K**

# **City of Key West**

**GENERAL FUND  
Fiscal Year 2020-21**



## General Fund – Ad Valorem

### ➤ Growth in Total Taxable Value - 2019 to 2020

➤ 2019 Final (VAB)	\$7,837,357,332
➤ 2020 (July 2020 Est.)	\$8,117,423,737

### ➤ Increase of 3.57 Percent in Total Taxable Value

➤ New Construction	\$ 18,739,904	.24 Percent
➤ Value Growth	\$261,326,501	3.33 Percent

## **General Fund – Ad Valorem**

- **FY 2019-20 Adopted Calculated Millage Rate    2.1535**
  - **Example: Residential Home \$460,000 in Taxable Value**
    - **\$ 991 – City Portion**
  
- **FY 2020-21 Calculated “Rollback” Millage Rate    2.0858**
  - **Example: Residential Home \$475,180 in Taxable Value**
    - **\$ 991 – City Portion**
  
- **FY 2020-21 Calculated Millage Rate Example    2.1067**
  - **1% above Rollback Rate**
  - **Example: Residential Home \$475,180 in Taxable Value**
    - **\$1,001 – City Portion**
  - **\$10.00/YR For Each Millage Percent Above “Rollback”**
  
- **For Reference: 1 Percent above/below rollback = \$153,589**

## **General Fund – Revenue Highlights**

- **Federal, State, Local and TDC Grants** **\$1.838M**
  - **Federal**
    - **\$ 11K**      **Byrne JAG Grant**
    - **\$ 15K**      **HITDA**
    - **\$ 15K**      **Vests**
    - **\$ 10K**      **IRS**
  - **State**
    - **\$ 30K**      **FDOT HVE Bicycle/Ped Grant**
    - **\$ 80K**      **FDOT Traffic Grant**
  - **Monroe County School Board & Other Local**
    - **\$836K**      **School Resource Officers**
    - **\$ 50K**      **Fire Academy**
  - **TDC**
    - **\$791K**      **Beach Cleaning**

## **General Fund – Revenue Highlights**

- **Cruise Ship Disembarkation Revenue**
  - **35 Scheduled Port Calls for FY 2020-21**
    - **Ships Conforming to the Referendum Passenger Count Restriction**
  - **14,553 Passenger Count @ \$2.63 / Manifested Passenger**
    - **Passenger Count Discounted 50% Due to Uncertainty of COVID-19**
  - **All Port Calls Directed to Pier B**
    - **Requires no City Security**
    - **Minimal City Involvement**
  - **\$40,000 Estimated Disembarkation Revenue**
  - **Six (6) Directly Related Positions Deleted From Budget**
  - **\$1.75M to \$2.0M of Indirect Personnel Service Allocations**

## Cruise Ship Operating Activity (2018 Study)

Description	Mallory Square	Pier B	Outer Mole	Total
<b>Revenues:</b>				
Dockage	\$24,239	\$135,439	\$60,256	\$219,935
Disembarkment	731,330	1,300,843	2,239,800	4,271,973
Security	46,074	0	141,107	187,181
<b>Total</b>	<b>\$801,643</b>	<b>\$1,436,282</b>	<b>\$2,441,164</b>	<b>\$4,679,088</b>
<b>Operating Expenses:</b>				
Navy Lease Fees	\$0	\$0	\$839,925	\$839,925
Outer Mole Transportation	0	0	1,127,183	1,127,183
Port Security	26,838	0	101,115	127,953
Allocated Port Operations Costs	94,442	0	146,111	240,553
Other Departmental Allocations	171,527	1,056,702	525,324	1,753,553
<b>Total Operating Expenses</b>	<b>\$292,807</b>	<b>\$1,056,702</b>	<b>\$2,739,657</b>	<b>\$4,089,167</b>
<b>Capital Expenses:</b>				
Cash-Funded Capital Expenditures	\$406,112	\$0	\$92,667	\$498,779
<b>Total Operating and Capital Expenses</b>	<b>\$698,919</b>	<b>\$1,056,702</b>	<b>\$2,832,324</b>	<b>\$4,587,946</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$102,724</b>	<b>\$379,579</b>	<b>-\$391,161</b>	<b>\$91,142</b>

## **General Fund – Revenue Highlights**

- **Building Fees Budgeted at \$2,400,000**
  - **Consistent with FY 2019-20 projected collections**
- **Business Tax Receipts Budgeted at \$1,219,016**
  - **Consistent with FY 2019-20 projected collections**
- **Major State Sales Tax Revenues**
  - **Budgeted @ 80% of FY 2019 Actuals**
- **Ambulance Fees**
  - **Budgeted at \$1,200,000**
- **\$1,750,000 Transfer In From Key West Bight**
- **\$1,433,625 Transfer In From Insurance Fund**
- **Street Parking**
  - **Budgeted at 80% of Prior Year Actuals**

## **General Fund – Expenditure Highlights**

- **Homeless Services/KOTS** **\$706,101**
  - **SHAL Management Contract** **\$680,601**
    - **24 Hour Operation**
    - **Utilities and Major Repairs** **\$ 25,500**
  
- **Aid to Private Organizations** **\$ 95,000**
  - **Rotary (Fireworks)** **\$ 45,000**
  - **FIRM** **\$ 50,000**
  
- **All Other Non-Profit and Youth Sports Subsidies Suspended for FY 2020-2021**

## **General Fund – Other Expenditure Highlights**

➤ Analysis of FEMA Flood Map Changes	\$ 80,000
➤ Appropriation to FIRM – Windstorm Rates	\$ 50,000
➤ Lobbying Services	\$ 72,000
➤ Strategic Planning	\$ 50,000
➤ Grant Writer Services	\$ 60,000
➤ Community Rating System (CRS)	\$ 14,086
➤ City Manager General Fund Contingency	\$ 200,000
➤ Citation Management Solution (Parking)	\$ 80,000



## Recap

- **Certify Millage at July 22/23 Workshop**
- **Meet In August 2020 (If Necessary)**
- **Budget Hearings**
  - **1<sup>st</sup> Public Hearing**                      **September 9, 2020**
  - **Final Public Hearing**                      **September 21, 2020**
- **Any Final Questions**



# **City of Key West**

**BUDGET WORKSHOP II**

**July 22 & 23, 2020**

**ALL FUNDS**

**FISCAL YEAR 2020-21**



## **Schedule**

### **➤ Wednesday, July 22, 2020**

- 9:00 A.M. - 12 Noon
  - Changes in Personnel Services – All Funds
  - Budget Highlights – All Funds
  - General Fund                    Changes from Initial Workshop
  - Stormwater Fund                Changes from Initial Workshop
  - Commission Questions
  - Public Comment
  
- Reconvene at 1:30 (Time Approximate)
  - Certify Fiscal Year 2020-21 Millage Rate
  - Discuss September 2020 Public Hearing Dates

### **➤ Thursday, July 23, 2020**

- 9:00 A.M. – 12 Noon (If Necessary)

## General Fund Changes from Initial Workshop

\$ (1,676,474.00) Initial General Fund Deficit

### Revenue Increases

\$ 750,000.00 Additional Transfer From Key West Bight  
\$ 347,891.00 Suspend Parking Fee Transfer to Affordable Housing Trust Fund  
\$ 225,000.00 Planning Dept. Review Fee - Bldg. Applications (New Revenue)  
\$ 440,490.00 Increase Millage 3 Percent over Rollback Rate  

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\$ 1,763,381.00

### Expenditure Reductions

\$ 104,463.00 Fantasy Fest Overtime  
\$ 18,400.00 Fantasy Fest Related Operating Expenses  
\$ 130,918.00 Health Insurance - Plan Changes to Cover Plan Premium Increases  
\$ 104,090.00 All General Fund Employees - One Non Paid Furlough Day  
\$ 392,000.00 Credit Card Fees  

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\$ 749,871.00

\$ 836,778.00 To Be Applied to Reserve Days (Approx. 5 Days)

## **General Fund – Final Comments**

- **Devil is in the “Assumptions”**
  - **80 Percent Factor Applied to Two of the Largest Revenue Sources in General Fund – Sales Tax and Parking**
    - **Five (5) Percent Over/Under is \$500,000**
- **General Fund Reserve Days**
  - **Fund Balance Policy – Plan to Achieve 72 Minimum Days**
    - **Recommendation: Five (5) Days Per FY for Next 3 FYs**
    - **Recovery Plan Must Be Reasonable - Required for Compliance Purposes**
- **Millage**
  - **Current Recommendation is 3 Percent Over Rollback Rate**
  - **Certify Millage at 5 Percent Over Recommendation – 8%**
    - **Allows for Flexibility if economic conditions change**
  - **Adopt in September at 3 Percent if no significant changes**

## **Stormwater Fund**

- **3 Percent Increase – Initial Staff Recommendation**
- **6 Percent Increase – Discussed at July 6 Workshop**
  - **Patricia & Ashby Piping Project Phase II**
  - **Favorable Construction Estimates**
    - **\$905K Budgeted in CIP for FY 2021**
    - **Recent Construction Estimate - \$700K**
- **Revert Back to 3 Percent Increase**
  - **Still Maintain Adequate Operating Reserves**
  - **As Always, Significant Unanticipated Stormwater Repairs Could Prove Challenging**

## **Final Actions:**

- **Millage Rate**
- **September 2020 Public Hearings**
  - **Currently 9<sup>th</sup> and the 21<sup>st</sup>**
  - **Recommending 9<sup>th</sup> and the 15th**

# **City of Key West**

**September 9, 2020**

**1<sup>st</sup> Public Hearing**

**ALL FUNDS**

**FISCAL YEAR 2020-21**



## Highlights of FY2020-21 Budget

### General Fund

- **Fund Balance / Operating Reserve**
  - Policy: 72 Days to 92 Days
  - FYE 2021 Est. Unassigned Fund Bal. 63 Days \*
    - \* Includes Anticipated IRMA & COVID-19 Reimbursements
    - \$152,000/Day – FY 2020-21 Proposed Budget
    - Proposed Budget Adds Eight (8) Reserve Days
      - 71 Days at End of FY 2020-21
  
- **Ad Valorem Taxes (Property Taxes)**
  - Calculated Millage Rollback Rate 2.0858
  
  - Certified Millage at Eight Percent Over Rollback Rate
    - Three (3) Percent Required, and
    - Additional Five (5) Percent “Safety Measure”
  
  - Staff Recommends Final Adoption at Rollback Rate 2.0858

## Highlights of FY2020-21 Budget (Continued)

### ➤ **General Fund (Revenues)**

#### ➤ **Sales Tax**

- **Local Government ½ Cent Sales & Municipal Rev Sharing**
  - **Budgeted @ State Recommended Levels**
  - **Add: \$581K**

#### ➤ **Transfers In**

- **\$ 400,000 From Key West Bight Fund (Poinciana Gardens)**
- **\$ 275,000 From Key West Bight Fund (Tenant Relief)**
- **\$ 200,000 Additional From Insurance**

#### ➤ **Transfers Out**

- **\$ 400,000 To KWHA (Poinciana Gardens)**
- **\$ 30,000 To FCAA**

## **Highlights of FY20-21 Budget (Continued)**

➤ **Internal Improvements (Gas Tax) Fund**

- **Updated Per State Revenue Projections**
  - **Decrease by \$4,866**

➤ **Infrastructure Surtax Fund**

- **Updated Per State Revenue Projections**
  - **Decrease by \$233,779**

## Recap

- **Budget Hearings**
  - **Final Public Hearing**                      **September 21, 2020**
- **Any Final Questions**

**CITY OF KEY WEST**

**FY 20/21 BUDGET SUMMARY BY CATEGORY - FIRST BUDGET HEARING**

As of September 3, 2020

<b>GOVERNMENT FUNDS</b>	<b>General Fund</b>	<b>Infrastructure Surfax Fund</b>	<b>Internal Improvement Fund</b>	<b>Fort Taylor Surcharge Fund</b>	<b>Affordable Housing Fund</b>	<b>Truman Waterfront Fund</b>	<b>Community Fund</b>	<b>Transportation Alternative Fund</b>	<b>Community Development Office</b>	<b>Law Enforcement Trust Fund</b>	<b>Capital Projects Fund</b>	<b>Bahama Village TIF Fund</b>	<b>Caroline TIF Fund</b>
<b>ESTIMATED REVENUES:</b>													
Taxes	\$ 18,207,506	\$ 7,796,759	\$ 1,405,613	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	3,979,691	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental Revenue	8,286,254	686,835	1,004,409	275,000	-	-	-	514,844	33,000	-	275,000	601,240	632,577
Charges for Services	6,637,262	-	-	-	-	387,362	-	584,652	-	-	-	-	-
Fines & Forfeitures	771,000	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Revenue	2,947,414	-	53,250	15,000	-	32,100	5,000	15,650	-	-	8,650	70,000	30,000
Other Sources	21,545,727	558,924	1,256,008	724,337	630,815	435,729	139,668	451,059	77,302	140,236	120,127	846,890	2,133,269
<b>FY 20/21 Total Revenues</b>	<b>\$ 62,374,854</b>	<b>\$ 9,042,518</b>	<b>\$ 3,719,280</b>	<b>\$ 1,014,337</b>	<b>\$ 630,815</b>	<b>\$ 855,191</b>	<b>\$ 144,668</b>	<b>\$ 1,566,205</b>	<b>\$ 110,302</b>	<b>\$ 140,236</b>	<b>\$ 403,777</b>	<b>\$ 1,518,130</b>	<b>\$ 2,795,846</b>
<b>EXPENDITURES/EXPENSES:</b>													
Personnel Services	\$ 41,998,368	\$ 203,930	\$ 309,445	\$ -	\$ -	\$ 314,783	\$ -	\$ 89,143	\$ 87,282	\$ -	\$ 93,039	\$ 27,594	\$ 27,594
Operating Expenditures	8,005,527	8,096	719,197	669	368	376,768	1,576	281,610	23,020	21,568	277	62,650	1,935
Capital Outlay	40,290	6,884,158	2,131,119	-	-	-	-	740,000	-	5,000	275,000	1,112,102	950,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Aid	525,000	-	-	-	-	-	-	-	-	5,000	-	-	-
Transfers	1,483,115	1,394,297	273,869	60,307	83,862	163,640	13,694	38,738	-	13,553	15,335	40,347	19,606
Reserves	10,322,554	552,037	285,650	953,361	546,585	-	129,398	416,714	-	95,115	20,126	275,437	1,796,711
<b>FY 20/21 Total Expenditures</b>	<b>\$ 62,374,854</b>	<b>\$ 9,042,518</b>	<b>\$ 3,719,280</b>	<b>\$ 1,014,337</b>	<b>\$ 630,815</b>	<b>\$ 855,191</b>	<b>\$ 144,668</b>	<b>\$ 1,566,205</b>	<b>\$ 110,302</b>	<b>\$ 140,236</b>	<b>\$ 403,777</b>	<b>\$ 1,518,130</b>	<b>\$ 2,795,846</b>

<b>PROPRIETARY FUNDS</b>	<b>Sewer Fund</b>	<b>Stormwater Utility Fund</b>	<b>Solid Waste Fund</b>	<b>Key West Bight Fund</b>	<b>Transit System Fund</b>	<b>Garrison Bight Fund</b>	<b>Insurance Programs Fund</b>	<b>Total All Funds</b>
<b>ESTIMATED REVENUES:</b>								
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,409,878
Licenses & Permits	-	-	-	-	-	-	-	\$ 3,979,691
Intergovernmental Revenue	5,748,941	7,079,470	15,000	-	1,940,729	9,263	-	\$ 27,102,562
Charges for Services	12,108,571	2,328,389	8,981,383	6,411,518	1,242,767	2,320,970	-	\$ 41,002,854
Fines & Forfeitures	-	-	-	35,000	3,000	3,000	-	\$ 812,000
Miscellaneous Revenue	91,177	23,254	107,899	4,614,723	74,490	274,125	10,845,766	\$ 19,208,488
Other Sources	9,569,965	4,652,872	10,838,238	7,777,412	955,747	622,138	7,247,734	\$ 70,433,197
<b>FY 20/21 Total Revenues</b>	<b>\$ 27,517,654</b>	<b>\$ 14,083,965</b>	<b>\$ 19,942,520</b>	<b>\$ 18,838,653</b>	<b>\$ 3,926,723</b>	<b>\$ 3,229,496</b>	<b>\$ 18,093,500</b>	<b>\$ 189,948,670</b>
<b>EXPENDITURES/EXPENSES:</b>								
Personnel Services	\$ 216,883	\$ 58,833	\$ 580,659	\$ 1,149,321	\$ 2,495,604	\$ 755,600	\$ 177,144	\$ 48,585,222
Operating Expenditures	6,308,169	1,208,283	6,896,576	4,130,984	985,857	730,976	11,172,178	\$ 40,936,284
Capital Outlay	8,105,212	11,864,165	300,000	1,030,500	-	254,500	-	\$ 33,682,046
Debt Service	2,859,181	-	-	-	-	-	-	\$ 2,859,181
Grants and Aid	-	-	-	-	-	-	-	\$ 530,000
Transfers	787,671	545,029	1,831,955	4,453,605	408,394	391,695	3,210,329	\$ 15,229,041
Reserves	9,440,558	407,655	10,333,330	8,074,243	36,868	1,096,725	3,533,849	\$ 48,316,916
<b>FY 20/21 Total Expenditures</b>	<b>\$ 27,517,654</b>	<b>\$ 14,083,965</b>	<b>\$ 19,942,520</b>	<b>\$ 18,838,653</b>	<b>\$ 3,926,723</b>	<b>\$ 3,229,496</b>	<b>\$ 18,093,500</b>	<b>\$ 189,948,670</b>

**City of Key West**  
**Budget Preparation Worksheets**  
**Fiscal Year 2020/2021**

Fund: 101 Infrastructure Surtax  
Department: 1900 Non-Departmental

Key	Object	Account Description	Category	FY 2017/2018 Actuals	FY 2018/2019 Actuals	FY 2019/2020 Adopted	FY 2019/2020 6 Mth Amnd	FY 2019/2020 6 Mth Actuals	FY 2020/2021 Dept Req	FY 2020/2021 CM Review	FY 2020/2021 CC Adopted
1011900	5191200	Regular Salaries & Wages		\$166,134	\$176,789	\$166,305	\$166,305	\$59,953	\$151,517	\$151,517	\$151,517
1011900	5191500	Special Pay		\$600	\$1,005	\$1,080	\$1,080	\$280	\$360	\$360	\$360
1011900	5192100	FICA Taxes		\$12,648	\$12,869	\$12,805	\$12,805	\$4,455	\$11,619	\$11,619	\$11,619
1011900	5192200	Retirement Contributions		\$12,682	\$10,420	\$13,304	\$13,304	\$3,962	\$12,121	\$12,121	\$12,121
1011900	5192300	Life & Health Insurance		\$13,596	\$24,816	\$27,925	\$27,925	\$8,847	\$28,992	\$28,992	\$28,313
<b>Personnel Services</b>				<b>\$205,660</b>	<b>\$225,899</b>	<b>\$221,419</b>	<b>\$221,419</b>	<b>\$77,497</b>	<b>\$204,609</b>	<b>\$204,609</b>	<b>\$203,930</b>
1011900	5193100	Professional Services		\$1,530	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1011900	5193200	Accounting & Auditing		\$8,907	\$8,587	\$9,318	\$9,318	\$6,869	\$8,822	\$8,096	\$8,096
SHARE OF ANNUAL CITY AUDIT											
<b>Operating Expenditures</b>				<b>\$10,437</b>	<b>\$8,587</b>	<b>\$9,318</b>	<b>\$9,318</b>	<b>\$6,869</b>	<b>\$8,822</b>	<b>\$8,096</b>	<b>\$8,096</b>
1011900	5196200	Buildings		\$0	\$0	\$100,000	\$100,000	\$0	\$100,000	\$1,500,000	\$1,500,000
IS19001901 - CITY HALL CISTERN IMPROVEMENTS (CARRY FORWARD \$50,000)											
NEW CIP - KOTS FACILITY											
1011900	5196300	Infrastructure		\$1,208,631	\$2,011,503	\$0	\$0	\$0	\$42,964	\$292,964	\$292,964
IS19001603 - ATLANTIC AVE RELOCATION (CARRY FORWARD \$0)											
IS19001902 - REST BEACH ENHANCEMENTS (CARRY FORWARD \$32,090)											
NEW CIP - DUVAL STREET REVITALIZATION											
1011900	5196400	Machinery & Equipment		\$146,721	\$34,566	\$0	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>				<b>\$1,355,352</b>	<b>\$2,046,068</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$142,964</b>	<b>\$1,792,964</b>	<b>\$1,792,964</b>
1011900	5199100	Transfers		\$4,801,518	\$3,917,531	\$4,733,612	\$4,773,612	\$2,406,806	\$3,641,689	\$1,417,675	\$1,394,297
10% OF BUDGETED INFRASTRUCTURE SURTAX REVENUE TO GENERAL FUND											
TRANSFER TO GAS TAX FUND 102											
TRANSFER TO GENERAL FUND FOR INDIRECT COST											
1011900	5199400	Reserves		\$0	\$0	\$339,509	\$262,809	\$0	\$0	\$321,905	\$552,037
<b>Transfers</b>				<b>\$4,801,518</b>	<b>\$3,917,531</b>	<b>\$5,073,121</b>	<b>\$5,036,421</b>	<b>\$2,406,806</b>	<b>\$3,641,689</b>	<b>\$1,739,580</b>	<b>\$1,946,334</b>
<b>Non-Departmental - Total</b>				<b>\$6,372,967</b>	<b>\$6,198,085</b>	<b>\$5,403,858</b>	<b>\$5,367,158</b>	<b>\$2,491,172</b>	<b>\$3,998,084</b>	<b>\$3,745,249</b>	<b>\$3,951,324</b>

RESOLUTION NO. 21-198

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY  
OF KEY WEST, FLORIDA, ADOPTING THE FINAL BUDGET  
FOR FY 2021-2022; PROVIDING FOR AN EFFECTIVE  
DATE**

WHEREAS, a public hearing to consider the final budget was conducted on September 23, 2021.

NOW THEREFORE BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF KEY WEST, FLORIDA, AS FOLLOWS:

Section 1: That the final budget for FY 2021-2022 is currently set at \$207,455,652 and hereby adopted by fund and by major category.

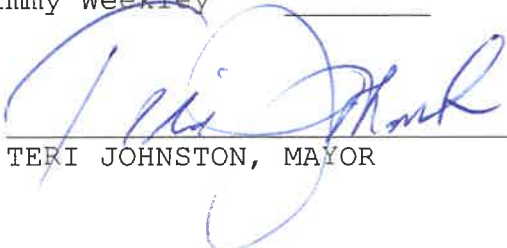
Section 2: That this Resolution shall go into effect immediately upon its passage and adoption and authentication by the signature of the presiding officer and the Clerk of the Commission.

Passed and adopted by the City Commission at a meeting held  
this 23rd day of September, 2021.

Authenticated by the Presiding Officer and Clerk of the  
Commission on 24th day of September, 2021.

Filed with the Clerk on September 24, 2021.

Mayor Teri Johnston	<u>Yes</u>
Vice Mayor Sam Kaufman	<u>No</u>
Commissioner Gregory Davila	<u>Yes</u>
Commissioner Mary Lou Hoover	<u>Yes</u>
Commissioner Clayton Lopez	<u>Yes</u>
Commissioner Billy Wardlow	<u>No</u>
Commissioner Jimmy Weekley	<u>Yes</u>

  
\_\_\_\_\_  
TERI JOHNSTON, MAYOR

ATTEST:

  
\_\_\_\_\_  
CHERYL SMITH, CITY CLERK



**City of Key West**  
**Annual Budget**  
**Fiscal Year 2021/2022**

Fund: 101 Infrastructure Surtax  
Department: 1900 Non-Departmental

Key	Object	Account Description	Category	FY 2018/2019 Actuals	FY 2019/2020 Actuals	FY 2020/2021 Adopted	FY 2020/2021 6 Mth Amnd	FY 2020/2021 6 Mth Actuals	FY 2021/2022 Dept Req	FY 2021/2022 CM Review	FY 2021/2022 CC Adopted
1011900	5191200	Regular Salaries & Wages		\$176,789	\$140,374	\$151,517	\$151,517	\$70,467	\$157,578	\$157,578	\$167,946
1011900	5191500	Special Pay		\$1,005	\$460	\$360	\$360	\$180	\$360	\$360	\$360
1011900	5192100	FICA Taxes		\$12,869	\$10,457	\$11,619	\$11,619	\$5,257	\$12,082	\$12,082	\$12,875
1011900	5192200	Retirement Contributions		\$10,420	\$9,478	\$12,121	\$12,121	\$5,637	\$12,606	\$12,606	\$13,436
1011900	5192300	Life & Health Insurance		\$24,816	\$19,749	\$28,313	\$28,313	\$13,285	\$29,595	\$29,595	\$29,595
<b>Personnel Services</b>				<b>\$225,899</b>	<b>\$180,518</b>	<b>\$203,930</b>	<b>\$203,930</b>	<b>\$94,826</b>	<b>\$212,221</b>	<b>\$212,221</b>	<b>\$224,212</b>
1011900	5193200	Accounting & Auditing		\$8,587	\$9,318	\$8,096	\$8,096	\$3,915	\$8,096	\$6,093	\$6,093
SHARE OF ANNUAL CITY AUDIT											
<b>Operating Expenditures</b>				<b>\$8,587</b>	<b>\$9,318</b>	<b>\$8,096</b>	<b>\$8,096</b>	<b>\$3,915</b>	<b>\$8,096</b>	<b>\$6,093</b>	<b>\$6,093</b>
1011900	5196200	Buildings		\$0	\$0	\$1,500,000	\$1,500,000	\$8,290	\$1,500,000	\$1,500,000	\$1,500,000
IS19002101 - KOTS (CARRY FORWARD (\$1,443,129))											
1011900	5196300	Infrastructure		\$2,011,503	\$0	\$292,964	\$292,964	\$1,330	\$292,964	\$875,000	\$875,000
IS19001603 - ATLANTIC AVE RELOCATION (CARRY FORWARD \$0) \$0											
IS19001901 - CITY HALL CISTERN IMPROVEMENTS (CARRY FORWARD \$50,000) \$0											
IS19001902 - REST BEACH ENHANCEMENTS (\$CARRY FORWARD \$103,724) \$0											
IS19002102 - DUVAL STREET REVITALIZATION (CARRY FORWARD \$249,940) \$750,000											
NEW CIP - STAPLES AVENUE BRIDGE \$125,000											
1011900	5196400	Machinery & Equipment		\$34,566	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>				<b>\$2,046,068</b>	<b>\$0</b>	<b>\$1,792,964</b>	<b>\$1,792,964</b>	<b>\$9,620</b>	<b>\$1,792,964</b>	<b>\$2,375,000</b>	<b>\$2,375,000</b>
1011900	5199100	Transfers		\$3,917,531	\$4,773,612	\$1,394,297	\$1,394,297	\$697,149	\$1,417,675	\$3,414,866	\$3,419,450
10% OF BUDGETED INFRASTRUCTURE SURTAX REVENUE TO GENERAL FUND \$1,050,000											
TRANSFER TO CAPITAL PROJECTS FUND \$373,760											
TRANSFER TO GAS TAX FUND 102 FOR FY22 ADA SIDEWALKS \$500,000											
TRANSFER TO GAS TAX FUND 102 FOR FY22 PAVING PROGRAM \$1,000,000											
TRANSFER TO GAS TAX FUND 102 FOR I41021905 - BERTH/FIRST RECONSTRUCTION \$315,495											
TRANSFER TO GENERAL FUND FOR INDIRECT COSTS FY22 \$180,195											
<b>Transfers</b>				<b>\$3,917,531</b>	<b>\$4,773,612</b>	<b>\$1,394,297</b>	<b>\$1,394,297</b>	<b>\$697,149</b>	<b>\$1,417,675</b>	<b>\$3,414,866</b>	<b>\$3,419,450</b>
1011900	5199803	Operating		\$0	\$0	\$552,037	\$523,837	\$0	\$0	\$487,806	\$759,949

Professional Services Procurement Documentation

Not applicable as CDBG-CV funds are not being requested to pay for professional services (grant consultant, architect, or engineer).

## Detailed Project Description

The City of Key West is seeking funding to reconstruct the Keys Overnight Temporary Shelter (KOTS), a temporary shelter facility for homeless individuals. It is located at Stock Island behind the Monroe County Sheriff's office at 5537 College Road, Key West, FL 33040. KOTS is currently comprised of various temporary components, including trailers for bathrooms, showers, and laundry facilities. The sleeping areas are comprised of temporary Quonset huts, temporary trailers, and three large cloth tents. The temporary facility currently serves on average 120 homeless individuals per night, 75% of which are men, 25% of which are women. These temporary facilities have been in use for over nearly 20 years and are nearing a state of complete disrepair. Some of the words that have been used to describe the current KOTS facility include, "shantytown", "ad hoc", and "unsafe".



*Figure 1 Sleeping quarters in one of the Quonset huts*

Since the coronavirus pandemic began, the shelter was converted from an overnight shelter to a 24-hour shelter, increasing the overall operational need and general wear and tear on the facilities. Staff has had to make accommodations to keep clients safe from coronavirus, including implementing a COVID questionnaire, social distancing measures (including sleeping), and multiple sanitation procedures, all of which have added additional strain to the limited resources available to KOTS. The City purchased two more large cloth sleeping tents to provide more social distancing space between the bunk beds. Consequentially, the shift to a 24-hour facility has had tremendous positive impact on the community, with homeless visibility, criminalization, and emergency room visits decreasing. For example, as cited from an interview with the Founder and President of Cornerstone Resource Alliance – CRA, the organization that currently runs KOTS, the first two months they were open 24-hours emergency room visits were down 32%. The homeless have been able to secure work more readily having a safe place to call their home base,



*Figure 2 Cloth tents added to allow for social distancing*

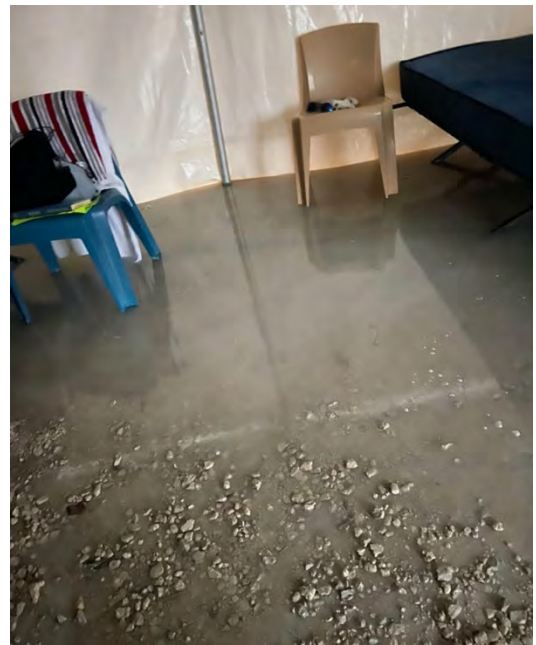
increasing their overall sense of stability. Securing work is a critical element in the path towards self-sufficiency and out of homelessness. Furthermore, the issue of frequent complaints about homeless visibility, loitering, and litter by neighbors in the community has been completely remediated.



*Figure 3 Exterior view of the washer/dryer trailer and Quonset huts*

The proposed schematic design for this project would provide a permanent concrete and steel structure that would be built to current Florida building code standards. The facility would include an outdoor covered area under the building for the homeless to gather, eat breakfast, and wait to be checked in. The upstairs area would include air-conditioned space for sleeping and an adequate number of restrooms to accommodate the number of homeless clients sleeping per night. The design would include a check-in counter where the homeless would receive linen, soap, and towels. The air-conditioned space would also include a serving kitchen, washer and dryer area, offices which would allow for centralized case management, and a conference room which would also be used by medical personnel performing checkups on the homeless.

Despite the improvements since converting to a 24-hour shelter, the homeless population seeking shelter at KOTS are among the most vulnerable members of the Key West community - and their numbers have only increased. The current facilities are constructed to be only temporary and have been in use for almost twenty years. They are located on a property that is both in a high flood zone area and on the waterfront, and the facilities flood every time it rains. City staff speculate the temporary tents could blow away with the next storm and that they would undoubtedly blow away with the next major hurricane. Currently, the homeless clients do not have any interior air-conditioned sleeping space in the temporary tents, thereby subjecting them to high Florida air temperatures and risking overheating. Current facilities also do not offer an area where breakfast can be served. This project would produce a permanent, storm resistant concrete and steel facility that would keep the homeless sheltered and safe. Furthermore, the need is anticipated to become greater as the current economic climate makes it increasingly difficult for paycheck-to-paycheck workers to continue to secure housing.



*Figure 4 Flooding after rain in one of the sleeping quarters*

As the only as the only no-fee based shelter in all the Florida Keys, the true service area of this facility is all the Florida Keys, and beyond. Homeless persons served at KOTS come from far beyond the furthest boundary north of the Florida Keys, arriving either by foot or by bus.

Project partners include the City of Key West, the facility operator, Cornerstone Resource Alliance, and Monroe County, with which the City has an interlocal agreement with to use the land and rebuild the expanded KOTS facility upon.

The proposed project includes costs from design and planning of the project through construction, temporary relocation, project administration, and closeout. The City of Key West is leveraging a total of \$3million towards the project. \$1.5million of which comes from the FY20/21 CIP, and the other \$1.5million is from FY21/22 CIP. Importantly, it should be noted that the City has committed to fully fund the newly adopted 24/7 operation of KOTS for FY 21/22, and there does not appear to be plans to revert back to a strictly overnight homeless shelter.

Additional photos of the existing KOTS facility:



*Figure 5 Temporary shower facilities*



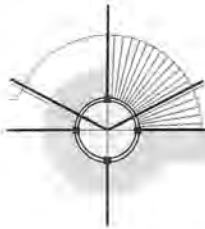
*Figure 6 Outdoor gathering area*

## Detailed Project Timeline

The below timeline anticipated an award in April 2022.

<u>DEPARTMENT</u>	<u>Application Deadline</u>	<u>Meeting Date</u>
DRC	November 5 <sup>th</sup> ,2021	December 16 <sup>th</sup> , 2021
Tree Commission	December 22,2021	January 11 <sup>th</sup> ,2022
Planning Board Review	January 2022	February 17 <sup>th</sup> , 2022
Tree Commission (proposed landscape)	February 16 <sup>th</sup> , 2022	March 8 <sup>th</sup> or 15 <sup>th</sup> , 2022
City Commission	April 1 <sup>st</sup> ,2022	April 19 <sup>th</sup> , 2022 (2 <sup>nd</sup> meeting)
Design Development	3 months	July 19, 2022
Construction documents	2 months	September 19 <sup>th</sup> ,2022
Permitting and bid Phase	2 months	November 19 <sup>th</sup> , 2022
Construction Administration	10 months construction	September 2023

Major Development Application



WILLIAM P. HORN ARCHITECT, PA.  
Lic. #0003040

915 Eaton Street Key West, Florida 33040 Phone: 305-296-8302

www.wphornarchitect.com

Date: October 19, 2021

To: Albiona Balliu, Senior Project Manager

Engineering Department, City of Key West

Re: KOTS Keys Overnight Temporary Homeless Shelter

5537 College Road, Key West, Florida 33040

**Grant Funding Letter (CDBG-CV Grant by DEO):**

As the Architect of Record for this project I am writing you to give you an update of where we are with the design of the project.

We are presently in the middle of the schematic design phase of the project and will be submitting the Major Development Approval application, site plans and plans to the City on November 5<sup>th</sup> for review. The project will be going before the City's Development Review Committee, Tree Commission, Planning Board and City Commission for review and approval. We are hoping that we would get design approval by April 19<sup>th</sup>, 2022.

We will then develop the design and prepare construction documents and specifications in order to bid the project and submit for permitting. We plan to get these phases done within 5 months or by September 19<sup>th</sup>, 2022.

The schedule has the project going out to bid at the same time it is submitted to the City for permitting which will be about 2 months and the construction phase is scheduled to be 10 months having the project completed by September 2023.

Please call if you have any questions or need further information.

Sincerely,

William P. Horn Architect, PA

10/19/2021

William P. Horn, Principal



FLORIDA DEPARTMENT of  
ECONOMIC OPPORTUNITY

## SITE CONTROL CERTIFICATION

The (City/Town/County) of name, hereinafter referred to as "Applicant", submits this certification to the Florida Department of Economic Opportunity, hereinafter referred to as "DEO", respective to the Applicant's application to DEO for federal Community Development Block Grant – Coronavirus (CDBG-CV) Relief Funding. This certification is submitted to DEO to assure that the following activities have been completed respective to all interests in real property, which are related or involved with the commencement and completion of CDBG-assisted activities in accordance with the federal Uniform Relocation and Acquisitions Policies Act of 1970, as amended, hereinafter referred to as "URA":

### STATUS OF SITE CONTROL

YES NO

- The proposed project/activity includes the acquisition of real property (including the acquisition of temporary or permanent easements).

If yes, complete below:

YES N/A

- All project-related sites, parcels, easements, and other real property interests have been identified.
- All title searches and title opinions have been completed.
- All subject parcels, easements, or interests are unencumbered to the extent that the same may be dedicated to the project by the owner(s) of title.
- The owner(s) of record for each parcel, easement or other interest has been furnished, and the HUD-1041-CPD brochure entitled "When a Public Agency Acquires Your Property" and receipts are on file with Applicant.
- Written notifications to owners of right to accompany the appraiser for all parcels or easements have been completed and are on file.
- Completion of all fee and review appraisals for all parcels or a market value estimate if below \$10,000.
- Where applicable, written waiver of rights in accordance with the URA has been obtained from all applicable owner(s) of record.
- All options and easement agreements completed and fully executed by owner(s) of record.

(List any comments regarding this section here)

The City of Key West is permitted the use of the site via a 99 year lease with Monroe County as described in the Interlocal Agreement located in Appendix I.

Signature

Date

10/27/2021



Patti McLauchlin

Name: (typed or printed)

City Manager

Title:

## **500 Word Activity Description**

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As the only no-fee based shelter in all the Florida Keys, the true service area of this facility is all the Florida Keys, and beyond. Homeless persons served at KOTS come from far beyond the furthest boundary north of the Florida Keys, arriving either by foot or by bus.

Project partners include the City of Key West, the facility operator, Cornerstone Resource Alliance, and Monroe County, with which the City has an interlocal agreement with to use the land and rebuild the expanded KOTS facility upon.

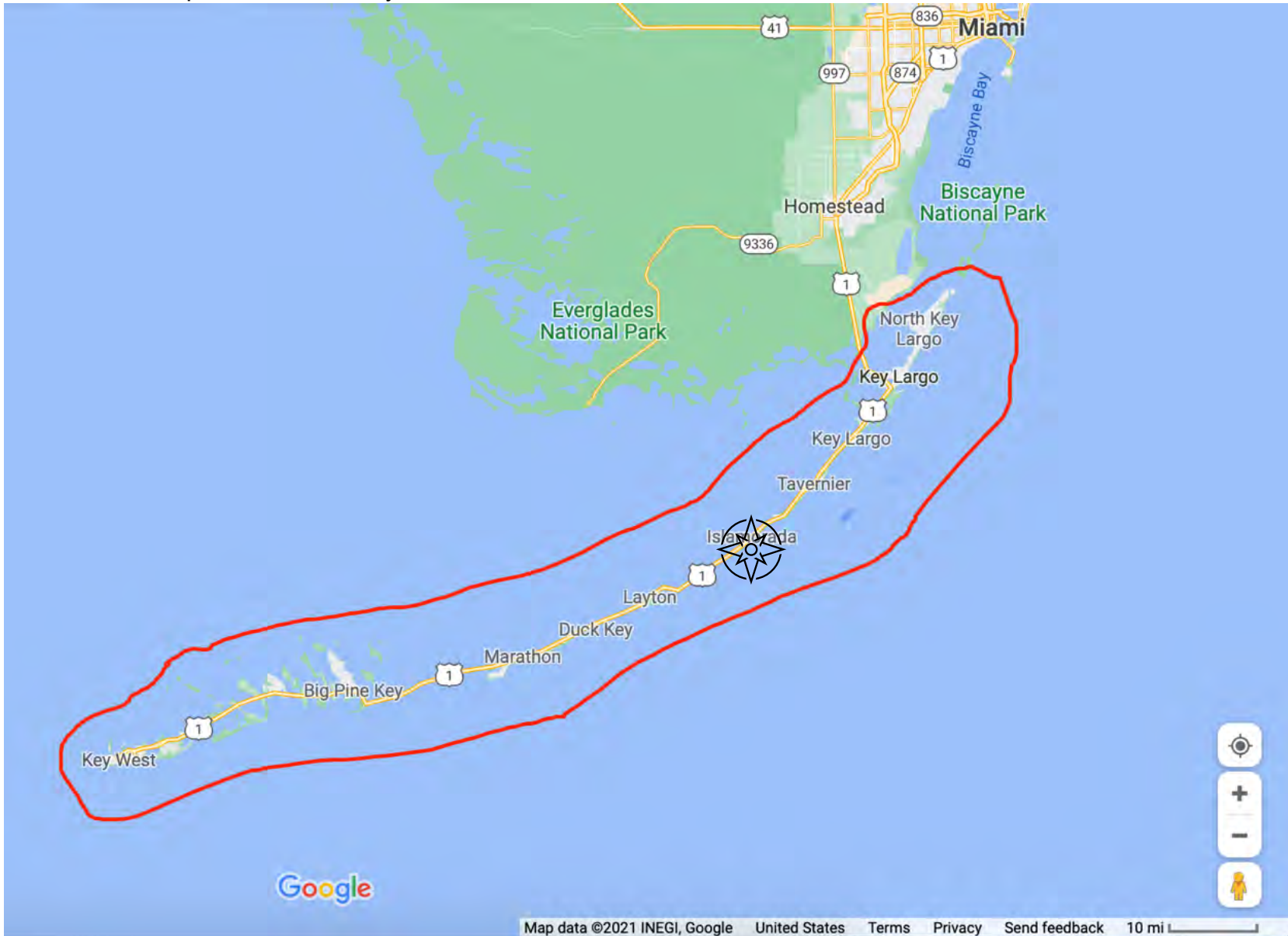
The City of Key West is leveraging a total of \$3million towards the project. \$1.5million of which comes from the FY20/21 CIP, and the other \$1.5million is from FY21/22 CIP.

The proposed schematic design for this project would provide a permanent concrete structure that would be built to current Florida building code standards. The facility would include an outdoor covered area under the building for the homeless to gather, eat breakfast, and wait to be checked in. The upstairs area would include air-conditioned space for sleeping and an adequate number of restrooms to accommodate the number of homeless clients sleeping per night. The design would include a check-in counter where the homeless would receive linen, soap, and towels. The air-conditioned space would also include a serving kitchen, washer and dryer area, offices, and two rooms which would also be used by medical personnel performing checkups on the homeless.

# Jurisdiction Map - City of Key West



# Service Area Map - The Florida Keys



Location Sketch (Not to Scale)



Aerial of the Site

