

Total O&M Budget

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 7,200,930	\$ 7,529,652	\$ 7,856,742	\$ 9,016,617
Labor-Overtime	634,957	664,955	505,823	485,767
Transportation	(4,261)	50,211	200,925	368,650
Material From Stock	356,582	584,289	313,086	412,719
Material From Vendors	386,491	452,356	587,131	498,732
Outside Services	2,472,178	2,494,474	3,226,765	3,107,182
Employee Benefits	3,868,492	4,371,015	4,947,825	5,609,323
Purchased Power	44,523,179	49,287,046	63,541,863	63,913,044
Transmission	2,566,609	2,919,894	2,947,280	3,159,377
Other Expenses	4,467,320	4,958,970	5,397,262	5,365,285
Grand Total	\$ 66,472,476	\$ 73,312,862	\$ 89,524,702	\$ 91,936,696
Average annual change compared to prior year		10.3%	22.1%	2.7%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 9,277,369	\$ 9,721,738	\$ 10,188,325	\$ 10,684,993
Labor-Overtime	471,532	495,057	519,759	545,696
Transportation	373,319	378,081	517,938	525,213
Material From Stock	419,418	427,780	436,310	445,011
Material From Vendors	508,187	513,149	523,311	533,687
Outside Services	3,206,844	2,915,022	3,349,722	3,338,453
Employee Benefits	5,659,646	5,832,299	6,010,683	6,203,800
Purchased Power	67,539,038	70,682,753	74,307,159	73,854,748
Transmission	3,226,603	3,289,820	3,361,804	3,440,446
Other Expenses	5,541,257	5,795,604	5,992,650	6,168,843
Grand Total	\$ 96,223,214	\$ 100,051,303	\$ 105,207,662	\$ 105,740,888
Average annual change compared to prior year	4.7%	4.0%	5.2%	0.5%

Utility Board

Functional Responsibilities

The Utility Board of the City of Key West, Florida was created by an Act of the Florida Legislature. It has the full, complete and exclusive power and right to manage, operate, maintain, control, and extend beyond the limits of the City of Key West, Florida, the electric public utility owned by the City of Key West, Florida at the time of its creation. The Board is composed of a Chairman who is elected every two years and four members who are elected every four years by the voters of the City.

Major Objectives

Provide our customers with economical and friendly service. Adopt resolutions and policies. Provide for the annual independent audit of the finances of the Utility. Hold public meetings to conduct Utility business.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Members	5	5	5
Board Meetings	22	22	22
Special Board Meetings	1	1	1
Number of Workshops per Year	1	1	1
Number of Public Hearings per Year	1	1	1

Utility Board

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 37,200	\$ 46,520	\$ 52,080	\$ 59,179
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	73,294	78,762	84,601	87,088
Employee Benefits	32,247	38,557	57,268	61,634
Purchased Power				
Transmission				
Other Expenses	34,815	32,581	48,675	51,900
Grand Total	\$ 177,556	\$ 196,420	\$ 242,624	\$ 259,801
Average annual change compared to prior year		10.6%	23.5%	7.1%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 62,138	\$ 65,245	\$ 68,507	\$ 71,932
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	89,908	92,823	95,835	98,549
Employee Benefits	63,909	66,296	68,800	71,427
Purchased Power				
Transmission				
Other Expenses	51,938	52,977	54,036	54,077
Grand Total	\$ 267,893	\$ 277,340	\$ 287,178	\$ 295,985
Average annual change compared to prior year	3.1%	3.5%	3.5%	3.1%

Executive

Functional Responsibilities

Provide executive leadership and direction for the operating departments of Keys Energy Services to ensure reliable and cost- effective power to the customers of the utility.

Major Objectives

Direct the preparation of the annual budget; monitor and control operations within approved budget. Direct the development of goals and objectives in line with guidelines established by the Utility Board. Develop, maintain, and ensure compliance with operating policies and procedures. Direct and coordinate the work of the departments to ensure effective use of resources and attainment of goals. Develop long-range plans for expansion to meet the needs of the community and the established customer service levels. Submit plans to the Board with specific recommendations for action. Plan and direct preparation of agenda and related documents for regular Board meetings. Serve as secretary to the Board and prepare minutes of all meetings. Monitor utility operations and report results to the Board at regular meetings or individually as needed. Notify the Board of major problems and/or emergencies. Ensure compliance with all applicable Federal, State, and Local regulations pertaining to the Utility. Establish and administer policies for the Utility that are consistent with Board guidelines that provide for safe working conditions for employees and effective, reliable service to customers. Manage the senior management staff of the utility. Ensure goals and objectives are set, methods for monitoring progress and achievement are in place, and evaluate performance and provide timely feedback.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	3	3	5
Board Meetings	22	22	22
Special Board Meetings	1	1	1
Number of Workshops	1	1	1
Number of Public Hearings	1	1	1
Agenda Items Reviewed	103	109	110

Executive

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 277,105	\$ 269,502	\$ 417,618	\$ 257,186
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	133,190	332,508	96,000	40,000
Employee Benefits	85,385	71,633	139,596	100,702
Purchased Power				
Transmission				
Other Expenses	69,797	63,982	69,000	79,889
Grand Total	\$ 565,476	\$ 737,625	\$ 722,214	\$ 477,778
Average annual change compared to prior year		30.4%	-2.1%	-33.8%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 267,923	\$ 279,196	\$ 291,033	\$ 303,462
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	40,740	41,494	42,261	43,107
Employee Benefits	102,333	104,036	105,816	107,677
Purchased Power				
Transmission				
Other Expenses	81,842	83,844	85,898	88,004
Grand Total	\$ 492,837	\$ 508,570	\$ 525,008	\$ 542,249
Average annual change compared to prior year		3.2%	3.2%	3.3%

Information Services

Functional Responsibilities

To insure that the direction and strategies relative to the use of Information Technology are supportive of the needs, and consistent with the long and short range business goals of Keys Energy Services. Information Services recognizes that KEYS must embrace the use of technology as the means of providing quality services to the public in an effective and cost efficient manner. Therefore, KEYS IT Department will provide the necessary proven technologies and support infrastructures which will assist KEYS' in attaining its business goals.

Major Objectives

The goals and objectives of Information Services are to enable KEYS and its workforce to meet the stated business goals and objectives. As such, Information Services shall be used to provide adequate computing, information access, and network resources to satisfy the needs of our internal and external customers, in order to achieve KEYS strategic goals and business needs. Implement and enforce technology standards which will assure compatibility in the use, access and sharing of information and data. There by reducing costs associated with technical support and training. Supporting, maintaining and improving KEYS' Information Services environment. Facilitate and enhance processes to provide quality information services and reliable information access to our internal and external customers in a reliable and secured way.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	5	5	5
Requests for Assistance (Monthly)	91	97	106
Micro Computers Networked	222	222	232
Microsoft Servers Maintained	16	18	20
Unix Servers Maintained	4	4	0
Linux Servers Maintained	4	7	9
Telephone Gateways Maintained	2	6	6
Telephones Maintained	275	275	275

Information Services

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 312,543	\$ 267,499	\$ 315,275	\$ 343,649
Labor-Overtime	10	586	372	400
Transportation				
Material From Stock				
Material From Vendors	10,199	19,642	10,000	10,000
Outside Services	259,700	267,562	355,598	440,604
Employee Benefits	99,154	104,079	135,074	144,354
Purchased Power				
Transmission				
Other Expenses	<u>291,130</u>	<u>308,377</u>	<u>391,680</u>	<u>375,834</u>
Grand Total	\$ 972,735	\$ 967,745	\$ 1,207,999	\$ 1,314,840
Average annual change compared to prior year		-0.5%	24.8%	8.8%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 355,084	\$ 372,838	\$ 391,480	\$ 411,054
Labor-Overtime	420	441	463	486
Transportation				
Material From Stock				
Material From Vendors	10,200	10,404	10,612	10,824
Outside Services	458,783	467,426	476,241	480,686
Employee Benefits	146,996	149,758	152,647	155,670
Purchased Power				
Transmission				
Other Expenses	<u>383,351</u>	<u>391,018</u>	<u>398,838</u>	<u>406,815</u>
Grand Total	\$ 1,354,833	\$ 1,391,884	\$ 1,430,281	\$ 1,465,534
Average annual change compared to prior year	3.0%	2.7%	2.8%	2.5%

Communications/Marketing

Functional Responsibilities

Develop and direct a vigorous communications program designed to improve the public and employee image of Keys Energy Services (KEYS).

Major Objectives

Act as liaison between KEYS and media. Provide counsel to the General Manager & CEO on a variety of subjects and afford other departments' expertise in communications, marketing, and graphic design. Coordinate employee communications by most effective method. Prepare and coordinate placement of advertisements/commercials in newspapers, radio, and television. Develop and execute special promotional programs and coordinate KEYS' participation in special community events. Develop print material for informing the public about the many programs that KEYS offers. Oversee KEYS web site. Coordinate KEYS' outreach program with Monroe County Schools. Chair the Employee Activities Committee in order to coordinate employee morale boosters.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	3	1	1
Employee Newsletters	52	60	52
Bill Inserts	12	12	12
Community Events	32	35	38
Press Releases	52	75	80

Communications/Marketing

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 119,993	\$ 125,016	\$ 58,682	\$ 62,875
Labor-Overtime	15,132	8,617	2,000	2,000
Transportation				
Material From Stock				
Material From Vendors	278	-	300	300
Outside Services	310,225	224,589	157,251	246,606
Employee Benefits	74,269	95,755	47,968	55,607
Purchased Power				
Transmission				
Other Expenses	30,564	30,441	12,850	18,700
Grand Total	\$ 550,461	\$ 484,419	\$ 279,051	\$ 386,088
Average annual change compared to prior year		-12.0%	-42.4%	38.4%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 65,954	\$ 69,186	\$ 72,581	\$ 76,145
Labor-Overtime	2,100	2,205	2,315	2,431
Transportation				
Material From Stock				
Material From Vendors	306	312	318	325
Outside Services	193,668	198,921	260,240	205,625
Employee Benefits	56,711	57,851	59,028	60,243
Purchased Power				
Transmission				
Other Expenses	19,074	19,455	19,845	20,241
Grand Total	\$ 337,813	\$ 347,932	\$ 414,327	\$ 365,010
Average annual change compared to prior year		-12.5%	3.0%	19.1%

Human Resources

Functional Responsibilities

Plan and coordinate objectives of the Human Resources (labor relations, personnel records, hiring, compliance with Federal and State labor laws, compensation, workers compensation, training, benefits, and time & attendance program), Compliance Administration, Risk Management, Environmental, Safety, Training and Grants, mail services, and janitorial services, as well as provide guidance and direction to all KEYS personnel regarding System policies and procedures.

Major Objectives

Plan, coordinate, supervise, direct, and evaluate assigned staff, processing employee concerns and problems, directing work, counseling, disciplining, and completing employee performance evaluations. Supervise the recruiting, selecting, and orientation of KEYS employees. Administer personnel policies and procedures, compensation programs, and the recruitment and hiring programs. Oversee the duties and responsibilities of Human Resources, Risk Management, Environmental, Safety, Training, Grants, Courier and Janitorial. Coordinate and administer the compensation program for KEYS to include job evaluations, salary surveys, policy changes, and annual adjustments. Coordinate and administer the KEYS benefits program to include annual modifications as needed for health, life, and worker's compensation insurance. Administer the Workers Compensation Program. Coordinate with consultants, the bidding and awarding of coverage for health, general liability, pollution, property/boiler and machinery, worker's compensation insurance. Promote equal opportunity for all employees.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	6	8	8
Job Postings	25	35	25
Training Committee Meetings	15	22	20
Number of New Hires	27	17	12

Human Resources

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 262,854	\$ 348,026	\$ 358,587	\$ 473,648
Labor-Overtime	7,382	5,841	1,658	1,500
Transportation				
Material From Stock	1,979	1,521	4,500	-
Material From Vendors	2,504	5,760	7,598	575
Outside Services	95,719	96,001	76,500	125,000
Employee Benefits	996,272	1,197,829	1,370,642	1,575,094
Purchased Power				
Transmission				
Other Expenses	189,539	199,333	70,622	73,128
Grand Total	\$ 1,556,249	\$ 1,854,311	\$ 1,890,107	\$ 2,248,945
Average annual change compared to prior year		19.2%	1.9%	19.0%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 495,356	\$ 518,148	\$ 542,081	\$ 567,210
Labor-Overtime	1,575	1,654	1,736	1,823
Transportation				
Material From Stock	-	-	-	-
Material From Vendors	575	575	575	587
Outside Services	138,700	97,000	280,000	312,600
Employee Benefits	1,545,053	1,605,292	1,666,080	1,736,024
Purchased Power				
Transmission				
Other Expenses	73,984	74,857	75,748	77,263
Grand Total	\$ 2,255,242	\$ 2,297,527	\$ 2,566,220	\$ 2,695,506
Average annual change compared to prior year		0.3%	1.9%	11.7%

Finance

Functional Responsibilities

Direct the process that culminates in the preparation of financial reports; to identify, measure, accumulate, analyze, prepare, interpret, and communicate financial information used by all directors to plan, evaluate and control the organization; to assure appropriate use of and accountability for the Utility's resources. Coordinate and/or perform tasks associated with Budget Development and Implementation, Financial and Statistical Reporting, Utility Billing, Payroll, Accounts Payable and Cost Information Reporting for internal and outside users.

Major Objectives

Direct and supervise Accounting, Analysis, Budget Preparation. Guide and direct all audits (i.e. financial statements, pension plan, state audits). Coordinate the preparation, review, and analysis of the annual operating budget, multi-year capital budget, and interim budget amendments. Manage existing short-term and/or long-term debt. Monitor bond compliance and adhere to all requirements of bond issues. Prepare cash flow analysis and long-term financial forecasts, and update the five-year Financial Plan. Direct cash management, financing, and investment activities.

Monitor the department for compliance in the following areas: staying abreast of technology, assisting users in the System development process, assisting in the strategic planning process, and monitoring operational capabilities.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	10	11	11
Financial Statements	12	12	12
Budget Amendments	19	24	15
Asset Additions to Plant	5,620	3,260	4,840
Vendor Payments	5,486	4,072	4,150
Customer Refunds	2,384	1,992	2,096
Payrolls	63	63	63
Customer Bills Generated	327,888	323,364	324,000
Utility/Pension Comprehensive Financial Report	2	2	2

Finance

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 479,335	\$ 500,922	\$ 517,647	\$ 652,305
Labor-Overtime	19,826	26,784	7,038	1,500
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	284,243	218,948	485,553	441,855
Employee Benefits	212,721	211,050	234,506	284,265
Purchased Power				
Transmission				
Other Expenses	<u>2,049,796</u>	<u>2,223,700</u>	<u>2,574,248</u>	<u>2,719,401</u>
Grand Total	\$ 3,045,921	\$ 3,181,404	\$ 3,818,992	\$ 4,099,326
Average annual change compared to prior year		4.4%	20.0%	7.3%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 669,543	\$ 703,021	\$ 738,172	\$ 775,080
Labor-Overtime	1,575	1,654	1,736	1,823
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	449,223	436,738	425,204	434,164
Employee Benefits	289,876	295,746	301,887	308,314
Purchased Power				
Transmission				
Other Expenses	<u>2,827,043</u>	<u>2,997,152</u>	<u>3,106,546</u>	<u>3,191,937</u>
Grand Total	\$ 4,237,259	\$ 4,434,309	\$ 4,573,546	\$ 4,711,319
Average annual change compared to prior year	3.4%	4.7%	3.1%	3.0%

Purchasing

Functional Responsibilities

Obtain the highest quality commodities and services at the lowest possible costs. Ensure the correct amount of product or service is received at the appropriate time. Keep abreast of supply and demand for needed materials and services. Maintain inventory at appropriate levels through constant review and evaluation of available data. Develop and administer all bids and contracts.

Major Objectives

PURCHASING - Process purchase order requisitions in a timely manner. Interview vendors to obtain information relative to product, and price ability of vendor to provide the required product, service, and delivery date. Verify that purchase order requisitions adhere to all policies and procedures. Administer and monitor Purchasing Card Program to all departments. BIDS – Coordinate the bidding process, including preparation of bid documents. Analyze bid responses for “terms and conditions” compliance. Initiate Agenda Item Summary award sheets with appropriate documentation for bid awards. Coordinate legal and insurance requirements with the Risk Management Specialist. Coordinate and conduct pre-bid and pre-construction meetings. CONTRACTS - Prepare and administer contracts resulting from bid specifications. Verify that all contracts are renewed or re-bid, as appropriate, to ensure no lapse in required coverage. Process all extensions or reissues of bids, as required.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	5	4	4
Number of Purchase Orders	1,704	1,794	2,242
Dollar Value Purchased	\$8,602,073	\$13,486,760	\$16,858,450
Number of Bids Prepared	19	15	18
Number of Bids Awarded	18	13	18
Number of New Contracts	62	56	70
Number of Contract Renewals	127	153	165

Purchasing

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 183,664	\$ 291,951	\$ 233,356	\$ 274,060
Labor-Overtime	773	2,737	8,729	8,700
Transportation				
Material From Stock				
Material From Vendors	128	17	3,012	3,012
Outside Services	10,366	8,928	11,000	13,600
Employee Benefits	65,645	123,895	110,204	125,402
Purchased Power				
Transmission				
Other Expenses	4,701	5,772	7,374	14,600
Grand Total	\$ 265,276	\$ 433,300	\$ 373,675	\$ 439,374
Average annual change compared to prior year		63.3%	-13.8%	17.6%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 283,424	\$ 297,595	\$ 312,475	\$ 328,098
Labor-Overtime	9,135	9,592	10,071	10,575
Transportation				
Material From Stock				
Material From Vendors	3,072	3,134	3,197	3,261
Outside Services	13,907	14,054	14,204	14,344
Employee Benefits	127,957	130,629	133,425	136,351
Purchased Power				
Transmission				
Other Expenses	14,892	15,190	15,494	15,804
Grand Total	\$ 452,387	\$ 470,194	\$ 488,866	\$ 508,432
Average annual change compared to prior year		3.0%	3.9%	4.0%

Facilities

Functional Responsibilities

Perform maintenance and construction on all equipment and buildings.

Major Objectives

Plan maintenance schedules and coordinate work between sections. See that proper on-the-job training is carried out. Promote good housekeeping and safe working conditions at all times. Treat fellow workers, the public and other departments, in a professional and courteous manner. Keep abreast of all building maintenance rules and regulations of local, state & federal Agencies.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	6	6	7
Facilities Maintained	29	29	29
Minor Work Requests Completed	450	391	413

Facilities

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 267,484	\$ 188,151	\$ 297,511	\$ 319,904
Labor-Overtime	37,372	6,479	10,350	20,700
Transportation				
Material From Stock	30,998	23,143	20,050	21,667
Material From Vendors	76,806	99,870	84,943	86,672
Outside Services	223,072	293,490	243,292	263,200
Employee Benefits	93,367	94,899	148,387	157,722
Purchased Power				
Transmission				
Other Expenses	12,122	17,391	11,643	28,338
Grand Total	\$ 741,221	\$ 723,423	\$ 816,176	\$ 898,203
Average annual change compared to prior year		-2.4%	12.8%	10.1%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 326,704	\$ 343,039	\$ 360,191	\$ 378,201
Labor-Overtime	11,735	12,322	12,938	13,585
Transportation				
Material From Stock	22,100	22,542	22,993	23,453
Material From Vendors	88,405	90,174	91,977	93,817
Outside Services	268,692	294,305	305,043	285,908
Employee Benefits	160,908	164,232	167,702	171,324
Purchased Power				
Transmission				
Other Expenses	17,641	17,994	18,353	18,721
Grand Total	\$ 896,186	\$ 944,608	\$ 979,198	\$ 985,007
Average annual change compared to prior year		-0.2%	5.4%	3.7%

Engineering

Functional Responsibilities

Responsible for engineering, design, permitting, inspection, and construction management of major repairs, system upgrades, and construction of new facilities for the electric transmission and distribution systems, and electric substations. Engineering is also tasked with planning for future growth and changes to the electric system as technology and/or laws and regulations change.

Major Objectives

Direct project development: Prepare technical specifications, and review bids, as requested. Coordinate project with appropriate departments. Inspect projects. Recommend payment. Verify the accuracy of engineering reports for construction of transmission and distribution facilities. Direct supervision of the activities of project engineers, Engineering Services, and the Control Center. Coordinate construction of power line facilities.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	11	11	11
Major Projects Completed	6	5	6
Designs/Plans Completed (ER)	45	18	19
Number of Meter Locations	1,006	778	785
Underground Locations	1,404	1279	1291
Number of Work Tickets	310	327	330

Engineering

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 533,735	\$ 554,564	\$ 599,166	\$ 748,447
Labor-Overtime	6,005	21,993	2,484	2,966
Transportation	-	211	-	211
Material From Stock				
Material From Vendors	211	407	666	1,000
Outside Services	162,180	3,862	23,277	4,900
Employee Benefits	232,327	255,240	283,407	341,322
Purchased Power				
Transmission				
Other Expenses	14,869	15,514	13,632	14,275
Grand Total	\$ 949,326	\$ 851,791	\$ 922,632	\$ 1,113,122
Average annual change compared to prior year		-10.3%	8.3%	20.6%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 785,869	\$ 825,163	\$ 866,421	\$ 909,742
Labor-Overtime	3,114	3,270	3,434	3,605
Transportation	211	211	211	211
Material From Stock				
Material From Vendors	1,020	1,040	1,061	1,082
Outside Services	4,958	5,017	5,078	5,139
Employee Benefits	347,631	354,289	361,188	368,404
Purchased Power				
Transmission				
Other Expenses	13,936	14,214	14,498	14,788
Grand Total	\$ 1,156,740	\$ 1,203,205	\$ 1,251,891	\$ 1,302,972
Average annual change compared to prior year	3.9%	4.0%	4.0%	4.1%

Control Center

Functional Responsibilities

Provide maximum service to customers and management by scheduling shifts, planning work, coordinating work involving electrical power loading operations, and provide overall supervision of the Power System Control Center.

Major Objectives

Develop and assign shifts and arrange for rotation or adjustment of shift schedules. Supervise the scheduling of work for coordinators and dispatchers. Ensure that Power System Coordinators and Load Dispatchers maintain operation logs and other periodic records and reports. Prepare regular written reports regarding all phases of Power System Control Center (PSCC) operations. Analyze operating information and initiate appropriate corrective actions to ensure efficient, effective, and safe operations of the PSCC. Study the operations of load dispatching and recommend improvements in methods or practices. Communicate with other utility officials regarding current and new power purchase contracts and schedules. Maintain and operate all radio functions and communications.

Staffing & Workload Measures

	Actual FY 2004	Actual FY2005	Estimated FY2006
Number of Employees	9	9	9
System Peak Load (net 60 minutes) MW	140	146	150
Transmission Outage Minutes (SAIDI)	250	213	200
Distribution Outage Minutes (SAIDI)	40	66	53

Control Center

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 458,047	\$ 496,146	\$ 501,652	\$ 561,836
Labor-Overtime	74,679	102,904	72,500	72,500
Transportation				
Material From Stock				
Material From Vendors	111	28	1,000	1,000
Outside Services	17,088	20,127	6,501	5,200
Employee Benefits	187,655	206,536	221,926	241,175
Purchased Power	44,523,179	49,287,046	63,541,863	63,913,044
Transmission				
Other Expenses	13,804	14,171	10,185	5,250
Grand Total	\$ 45,274,562	\$ 50,126,958	\$ 64,355,627	\$ 64,800,004
Average annual change compared to prior year		10.7%	28.4%	0.7%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 578,604	\$ 607,534	\$ 637,911	\$ 669,806
Labor-Overtime	76,125	79,931	83,928	88,124
Transportation				
Material From Stock				
Material From Vendors	1,020	1,040	1,061	1,082
Outside Services	5,304	5,410	5,518	5,629
Employee Benefits	245,770	250,576	255,602	260,860
Purchased Power	67,539,038	70,682,753	74,307,159	73,854,748
Transmission				
Other Expenses	5,355	5,462	5,571	5,683
Grand Total	\$ 68,451,216	\$ 71,632,707	\$ 75,296,750	\$ 74,885,932
Average annual change compared to prior year		5.6%	4.6%	5.1%

Risk Management

Functional Responsibilities

Plan and coordinate objectives of the Risk Management functions. Work with management and other KEYS personnel to identify and limit the possibility of financial loss to KEYS in relation to property and/or people.

Major Objectives

Administer the Risk Management program for KEYS which includes audits and worksite inspections and make recommendations for improvement. Process and investigate damage claims and make recommendation to deny and/or approve. Administer and conduct emergency evacuation drills. Oversee workers compensation program and return to work programs. Administer critical care program and identify, visiting and assisting customers on life support systems. Oversee security functions of the entire system to protect KEYS employees and property.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	1	1	1
Number of Critical Care Customers	33	27	25
Number of Damage Claims	50	88	95
Insurance Policy Renewals	15	11	11
Number of Lawsuits	2	2	2
Number of Audits and Inspections	8	8	10

Risk Management

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 59,021	\$ 63,605	\$ 67,953	\$ 75,802
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	23,164	139,847	162,970	159,954
Employee Benefits	12,492	39,052	42,104	45,919
Purchased Power				
Transmission				
Other Expenses	1,535,736	1,624,461	2,004,689	1,750,397
Grand Total	\$ 1,630,413	\$ 1,866,965	\$ 2,277,716	\$ 2,032,072
Average annual change compared to prior year		14.5%	22.0%	-10.8%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 79,592	\$ 83,571	\$ 87,750	\$ 92,137
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	166,638	173,655	181,024	188,761
Employee Benefits	46,460	47,025	47,616	48,234
Purchased Power				
Transmission				
Other Expenses	1,816,389	1,885,340	1,957,389	2,032,699
Grand Total	\$ 2,109,078	\$ 2,189,592	\$ 2,273,779	\$ 2,361,832
Average annual change compared to prior year	3.8%	3.8%	3.8%	3.9%

Environmental/Safety

Functional Responsibilities

Evaluate the electric production system for regulatory compliance, and safety. Oversee the administration of KEYS safety, training programs and the mail courier position. Work with management and other KEYS personnel and consultants to identify and limit the possibility of financial loss to KEYS in relation to property and/or people.

Major Objectives

Assure KEYS operations are in compliance with all Federal, State and Local environmental laws and regulations, system-wide. Ensure compliance with all aspects of the Clean Air Act, including permit submissions, record keeping and allowance transactions. Prepare environmental plans are required by governmental agencies. Administers the KEYS safety programs (OSHA, STOP) and assures compliance within the system.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	1	1	1
Number of Permits	2	7	7
Safety Committee Meetings	12	10	12
Number of OSHA Training Programs	8	10	10
Number of Environmental Claims	0	0	1
Number of Compliance Testings	3	3	3

Environmental/Safety

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 41,470	\$ 53,798	\$ 66,155	\$ 71,624
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	105,082	133,487	123,146	106,056
Employee Benefits	1,119	25,375	27,805	29,419
Purchased Power				
Transmission				
Other Expenses	-	-	-	3,500
Grand Total	\$ 147,671	\$ 212,660	\$ 217,106	\$ 210,598
Average annual change compared to prior year		44.0%	2.1%	-3.0%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 75,205	\$ 78,965	\$ 82,913	\$ 87,059
Labor-Overtime				
Transportation				
Material From Stock				
Material From Vendors				
Outside Services	106,106	106,157	116,209	117,733
Employee Benefits	29,950	30,506	31,088	31,696
Purchased Power				
Transmission				
Other Expenses	3,570	3,641	3,714	3,789
Grand Total	\$ 214,831	\$ 219,270	\$ 233,924	\$ 240,276
Average annual change compared to prior year	2.0%	2.1%	6.7%	2.7%

Fleets

Functional Responsibilities

Direct all activities to repair and maintain all vehicles, rolling stock, and equipment.

Major Objectives

Supervise all aspects of automotive repair and maintenance on vehicles, rolling stock, and equipment. Make work, labor, and material schedules for all garage personnel, both orally and/or through work orders of assignments to be performed. Work in a professional/courteous manner with the public and other departments. Give technical advice, diagnose defects, make minor/major repairs. Inspect and test all work completed by garage personnel. Keep abreast of technical advances within the automotive/vehicle industry. Assist in the training of all garage personnel.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	6	5	5
Vehicles/Equipment in Fleet	99	98	98
Fuel Usage – Gasoline in Gallons	20,000	20,419	21,473
Fuel Usage – Diesel in Gallons	30,000	33,053	31,017
Scheduled Preventive Maintenance	208	168	195
Unscheduled Maintenance Repairs	760	1,065	842
Replaced Tires on System Vehicles	100	132	110

Fleets

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 241,611	\$ 229,985	\$ 256,336	\$ 288,710
Labor-Overtime	12,971	10,931	10,216	11,164
Transportation	(56,935)	11,132	198,865	328,000
Material From Stock	1,353	2,262	-	5,000
Material From Vendors	13,191	7,007	8,730	15,000
Outside Services	25,280	16,569	41,220	23,450
Employee Benefits	104,775	93,631	123,514	130,562
Purchased Power				
Transmission				
Other Expenses	52	927	1,082	456
Grand Total	\$ 342,298	\$ 372,444	\$ 639,963	\$ 802,341
Average annual change compared to prior year		8.8%	71.8%	25.4%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 296,611	\$ 311,442	\$ 327,014	\$ 343,365
Labor-Overtime	11,722	12,308	12,924	13,570
Transportation	331,860	335,797	474,813	481,229
Material From Stock	5,100	5,202	5,306	5,412
Material From Vendors	15,300	15,606	15,918	16,236
Outside Services	23,919	24,397	24,885	25,383
Employee Benefits	133,175	135,906	138,763	141,750
Purchased Power				
Transmission				
Other Expenses	465	474	484	494
Grand Total	\$ 818,152	\$ 841,133	\$ 1,000,107	\$ 1,027,439
Average annual change compared to prior year		2.0%	2.8%	18.9%

Warehouse

Functional Responsibilities

Direct warehousing and inventory control.

Major Objectives

Supervise and direct Warehouse section personnel in warehousing, material issuance, cycle counting, and inventory control. Verify that daily inventory transactions are properly recorded. Provide secure and organized storage for KEYS inventoried materials. Provide warehousing services during normal working hours and during emergencies. Supervise cycle counts throughout the year of all stock items and resolve recorded vs. actual inventory differences.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	2	2	2
Number of Stock items	2,924	3,096	3,296
Number of Stock Items Issued	4,394	13,112	16,390

Warehouse

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 175,080	\$ 130,902	\$ 94,100	\$ 106,755
Labor-Overtime	9,123	9,208	6,013	6,200
Transportation				
Material From Stock	(25,040)	136,714	19,074	25,000
Material From Vendors	19,715	8,920	1,465	8,900
Outside Services	12,600	20,924	11,114	20,000
Employee Benefits	60,245	46,094	45,870	51,383
Purchased Power				
Transmission				
Other Expenses	1,423	858	1,623	1,700
Grand Total	\$ 253,146	\$ 353,620	\$ 179,259	\$ 219,938
Average annual change compared to prior year		39.7%	-49.3%	22.7%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 109,519	\$ 114,995	\$ 120,745	\$ 126,782
Labor-Overtime	6,510	6,836	7,177	7,536
Transportation				
Material From Stock	25,500	26,010	26,530	27,061
Material From Vendors	9,078	9,260	9,445	9,634
Outside Services	20,400	20,808	21,224	21,649
Employee Benefits	52,450	53,565	54,730	55,948
Purchased Power				
Transmission				
Other Expenses	1,734	1,769	1,804	1,840
Grand Total	\$ 225,191	\$ 233,242	\$ 241,655	\$ 250,449
Average annual change compared to prior year	2.4%	3.6%	3.6%	3.6%

Customer Services

Functional Responsibilities

Provide customers with economical and friendly service. Coordinate and evaluate customer service related activities in the Collections, Customer Service, and Meter Services sections in order to provide the maximum efficiency and benefit to the company and customers.

Major Objectives

Coordinate the activities of the Customer Service, Collections, Customer Programs, and Meter Services Areas. Ensure customer requests for service are forwarded to the appropriate department in a prompt, effective, and professional manner. Develop, recommend, and implement policies and procedures regarding customer relations, and meter services. Maintain all bankruptcy filings and represent the Utility in court upon demand.

Staffing & Workload Measures

	Actual FY 2005	Actual FY2006	Estimated FY2007
Number of Employees	20	20	20
Billing Complaints	840	1055	1300
New Customers	276	317	400
Key West Cashier Payments	96,000	66,792	98,000
Offsite Payment Center (Big Pine)	15,000	14,129	16,249
Lock Box	160,000	117,788	136,000
Cut for Nonpayment	900	1,158	653
Credit Card and Direct Debit Payments	46,000	44,107	66,000
Energy Audits	200	43	65

Customer Services

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 766,290	\$ 819,821	\$ 844,996	\$ 1,003,062
Labor-Overtime	29,556	19,410	11,385	9,119
Transportation				
Material From Stock				
Material From Vendors	5,187	534	618	400
Outside Services	125,113	165,556	132,000	14,000
Employee Benefits	319,747	343,635	413,850	474,381
Purchased Power				
Transmission				
Other Expenses	161,868	379,087	132,438	152,523
Grand Total	\$ 1,407,762	\$ 1,728,043	\$ 1,535,287	\$ 1,653,485
Average annual change compared to prior year		22.8%	-11.2%	7.7%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 1,028,369	\$ 1,079,788	\$ 1,133,777	\$ 1,190,466
Labor-Overtime	9,524	9,949	10,396	10,865
Transportation				
Material From Stock				
Material From Vendors	408	416	424	433
Outside Services	14,234	14,469	14,708	14,952
Employee Benefits	484,675	495,447	506,654	518,387
Purchased Power				
Transmission				
Other Expenses	153,143	153,776	154,422	155,080
Grand Total	\$ 1,690,354	\$ 1,753,845	\$ 1,820,381	\$ 1,890,183
Average annual change compared to prior year		2.2%	3.8%	3.8%

Meter Services

Functional Responsibilities

Direct Meter Services personnel.

Major Objectives

Provide customers with economical and friendly service. Plan and supervise Meter Services activities: Oversee meter reading and servicing activities, administer Revenue Protection Program, maintain meter inventory, and approve all instrument metering applications and installations. Promote safety and accident prevention. Assist in review of accounts with customers when requested. Supervise the Meter Reader Leader, Meter Service Leader, Delinquent Accounts Field Representative, and Meter Services personnel.

Staffing & Workload Measures

	Actual FY2005	Actual FY2006	Estimated FY2007
Number of Employees	12	12	12
Number of Meters in Service	29,260	30,455	31,600
Service Requests	16,657	18,319	19,800
Revenue Protection Activity	12	13	13

Meter Services

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 503,343	\$ 509,123	\$ 522,569	\$ 569,629
Labor-Overtime	29,580	45,769	39,221	47,790
Transportation				
Material From Stock	13,172	59,511	-	61,915
Material From Vendors	16,143	11,639	19,975	11,000
Outside Services	12,533	57,082	8,000	2,500
Employee Benefits	202,068	218,792	256,994	274,668
Purchased Power				
Transmission				
Other Expenses	3,726	2,189	2,560	2,800
Grand Total	\$ 780,563	\$ 904,105	\$ 849,319	\$ 970,302
Average annual change compared to prior year		15.8%	-6.1%	14.2%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 585,001	\$ 614,251	\$ 644,963	\$ 677,211
Labor-Overtime	50,180	52,688	55,323	58,089
Transportation				
Material From Stock	63,153	64,416	65,705	67,019
Material From Vendors	11,220	11,444	11,673	11,907
Outside Services	-	-	-	-
Employee Benefits	280,539	286,682	293,111	299,841
Purchased Power				
Transmission				
Other Expenses	2,856	2,913	2,971	3,031
Grand Total	\$ 992,948	\$ 1,032,395	\$ 1,073,747	\$ 1,117,098
Average annual change compared to prior year	2.3%	4.0%	4.0%	4.0%

Transmission & Distribution

Functional Responsibilities

Operate and maintain a safe, reliable, and efficient transmission and distribution facility.

Major Objectives

Coordinate planning, and manage operations, maintenance, and capital improvements to ensure reliable and efficient transmission and distribution system operation. Coordinate the work of outside engineers, contractors, and support personnel to ensure efficient use of those resources and the Utility's personnel. Administer a preventive maintenance program for transmission facilities. Ensure that spare parts are stocked at reliable yet economic levels to ensure timely repair of equipment. Ensure all assigned systems and equipment are in conformance with applicable local, state, and federal environmental and safety regulations. Establish and maintain programs and procedures to ensure compliance. Develop short and long range plans for improvements to transmission and distribution facilities and equipment. Establish priority guidelines for work schedules. Monitor and communicate the status of all operating units, including capability limits, performance reductions, and equipment problems, to other departments on a timely basis.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	35	36	39
Electric Transmission System-			
69 kV lines (miles)	14.90	14.90	14.90
138 kV lines (miles)	51.22	51.22	51.22
Distribution Substations	9	9	9
Distribution Lines-			
3-phase 13.8 kV (miles)	241.91	241.91	241.91
3-phase 4.16 kV (miles)	2.11	2.11	2.11

Transmission & Distribution

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 1,551,408	\$ 1,584,273	\$ 1,618,437	\$ 1,952,517
Labor-Overtime	294,349	302,687	258,420	199,972
Transportation	52,674	38,868	2,060	40,439
Material From Stock	227,722	256,398	220,962	238,588
Material From Vendors	51,036	61,967	202,417	99,388
Outside Services	446,827	231,222	974,879	880,326
Employee Benefits	691,581	784,047	813,491	972,769
Purchased Power				
Transmission	2,566,609	2,919,894	2,947,280	3,159,377
Other Expenses	24,442	12,446	17,255	27,019
Grand Total	\$ 5,906,647	\$ 6,191,802	\$ 7,055,201	\$ 7,570,395
Average annual change compared to prior year		4.8%	13.9%	7.3%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 1,998,463	\$ 2,098,386	\$ 2,203,305	\$ 2,313,470
Labor-Overtime	207,898	218,293	229,208	240,668
Transportation	41,248	42,073	42,914	43,772
Material From Stock	243,334	248,175	253,113	258,149
Material From Vendors	101,286	103,221	105,196	107,210
Outside Services	700,673	712,637	728,543	744,849
Employee Benefits	991,635	1,039,687	1,090,111	1,143,024
Purchased Power				
Transmission	3,226,603	3,289,820	3,361,804	3,440,446
Other Expenses	27,559	28,111	28,673	29,246
Grand Total	\$ 7,538,699	\$ 7,780,403	\$ 8,042,866	\$ 8,320,836
Average annual change compared to prior year		-0.4%	3.2%	3.4%

Other Power Supply

Functional Responsibilities

Operate and maintain safe, reliable, and efficient generation facilities.

Major Objectives

Coordinate planning and manage operations, maintenance, and capital improvements to ensure reliable and efficient generation units. Coordinate the work of outside engineers, contractors, and support personnel to ensure efficient use of those resources and KEYS personnel. Administer a preventive maintenance program for generation units. Ensure that spare parts are stocked at reliable yet economic levels to ensure timely repair of equipment. Ensure all assigned systems and equipment are in conformance with applicable local, state, and federal environmental and safety regulations. Establish and maintain programs and procedures to ensure compliance. Develop short and long range plans for improvements to generation units, and equipment. Monitor and communicate the status of all operating units, including capability limits, performance reductions, and equipment problems, to other departments on a timely basis. Maintain effective working relationships with other departments and electric utilities.

Staffing & Workload Measures

	Actual FY 2005	Actual FY 2006	Estimated FY 2007
Number of Employees	19	19	22
Synchronized On-Island Capacity (MW)	82.0	121	118.7
BP HSD Unit Availability (%)	100	97.91	Decommissioned
CK HSD's Unit Availability (%)	100	92.33	Decommissioned
SI Unit Availability (%)	96.75	87	98
MSD's Unit Availability (%)	98.45	98	98
CT's Unit Availability (%)	82.61	46	98
Synchronous Condenser Availability (%)	87.32	85	98

Other Power Supply

Account Name	Actual FY 2004	Actual FY 2005	Amended Budget FY 2006	Budget FY 2007
Labor-Regular	\$ 930,750	\$ 1,049,847	\$ 1,034,623	\$ 1,195,431
Labor-Overtime	98,200	101,009	75,437	101,256
Transportation				
Material From Stock	106,399	104,740	48,500	60,549
Material From Vendors	190,982	236,565	246,407	261,485
Outside Services	152,503	185,010	233,863	232,844
Employee Benefits	397,424	420,916	475,219	542,944
Purchased Power				
Transmission				
Other Expenses	28,935	27,740	27,706	45,575
Grand Total	\$ 1,905,193	\$ 2,125,827	\$ 2,141,755	\$ 2,440,084
Average annual change compared to prior year	15.7%	11.6%	0.7%	13.9%

Account Name	Budget FY 2008	Budget FY 2009	Budget FY 2010	Budget FY 2011
Labor-Regular	\$ 1,214,013	\$ 1,259,376	\$ 1,307,008	\$ 1,363,773
Labor-Overtime	79,918	83,914	88,110	92,515
Transportation				
Material From Stock	60,230	61,435	62,663	63,917
Material From Vendors	266,296	266,522	271,853	277,290
Outside Services	510,992	209,712	353,506	339,376
Employee Benefits	553,618	564,773	576,435	588,627
Purchased Power				
Transmission				
Other Expenses	46,487	47,416	48,365	49,332
Grand Total	\$ 2,731,553	\$ 2,493,148	\$ 2,707,939	\$ 2,774,829
Average annual change compared to prior year	11.9%	-8.7%	8.6%	2.5%