



Mercer Group Florida

**For the
City of Key West, Florida
City Manager**

**David E. Burke
Key West, Florida**

- **Master of Science in National Security
Master of Science in Global Leadership**
- **Current Position:
Chief of Staff – Captain, US Navy**
- **Cover Letter**
- **Resume**
- **30/60/90 Plan/Goals**
- **Opportunities & Challenges**
- **Internet Research**

	THE CITY OF KEY WEST Job Description	Contract, Exempt Position	
		DATE OF REVISION	10/2022
POSITION	CITY MANAGER	BUDGETED BASE SALARY	\$215,000.00
DEPARTMENT	City Manager's Office (12-01-512)		
JOB CODE	20004	GRADE	C02

PHYSICAL LOCATION:

- City Hall - All City owned Facilities

REPORTING RESPONSIBILITIES:

- Mayor & City Commissioners

GENERAL FUNCTIONS:

The City of Key West is a Commission/Manager type of government with six elected district commissioners and an elected mayor. The City Manager is the administrative head of the City government reporting to the City Commission and providing direction and general management for the administration and operation of each department within the City and to perform duties as delegated by the actions of the City Commission.

ESSENTIAL FUNCTIONS (Without Accommodations):

- Able to read, write speak and understand English in order to perform duties of this description
- Able to work the hours required to complete the job.
- Able to use equipment and/or materials as specified in this job description
- Computer literate
- Able to see and hear well enough to perform the duties of this job description

EQUIPMENT TO BE USED:

- Varied - as needed

ENVIRONMENT:

- Air conditioned buildings, non-air conditioned buildings, and outdoors - all types of weather.

PHYSICAL REQUIREMENT:

- Standing 24%
- Climbing 2%
- Bending 2%
- Reaching 2%
- Using Stairs 10%
- Sitting 60%

DUTIES/TASKS/JOB:

- Directs and supervises the administration of all departments, offices and agencies of the City, except as otherwise provided by the City Charter. Appoints department heads and acts as appointing authority for City employees.
- Develops and/or oversees development and implementation of citywide policies, regulations and procedures, including the City's strategic plan and comprehensive plan as instructed by the City Commission.
- Builds and maintains positive working relationships with elected and appointed officials, city employees and the general public using principles of good customer service.
- Administers through subordinate department heads such functions as public safety, maintenance of public streets and property, sanitation, financial operations and budgets, recreational activities, inspection services, utilities operations and related functions.
- Prepares the annual City Budget for submission to the Commission. Submits recommendations to the Commission for their discussion and approval concerning the efficient operation of the City government.
- Keeps the Commission informed of general City operations and activities. Makes plans and recommends future programs of the City formulating short and long term strategic plans as needed.
- Maintains community respect through good public relations and by keeping residents informed of City progress and policies. Discusses problems and complaints concerning City operations with the taxpayers or refers to appropriate official for action.
- Directs the media relations activities.

REQUIRED MINIMUM QUALIFICATIONS:

- Bachelor's degree or Master's degree (preferred) in Public Administration, Business Administration, Finance or related field..
- Minimum of five (5) years of local government management experience preferably at the Deputy/ Assistant City Manager or City Manager level in a comparable organization.
- Experience in disaster management/hurricane evacuation preferred.
- Current certification by National Incident Management System (NIMS) or able to obtain certification.
- Strong financial planning and financial management skills.
- Strong executive leadership, administrative, consensus building, listening, delegation, public relations, oral and written communication and problem solving skills and demonstrated integrity.
- Experience with sustainable communities and tourism based economy.
- Must have demonstrated experience in finance, budgeting, cost control, infrastructure and maintaining an efficient organization.
- Experience in collective bargaining and labor relations preferred.
- Must be committed to and enjoy being a part of and working with the Key West community.
- Effective teambuilding, analytical, facilitation and negotiating skills.
- Experience in Affordable Housing issues preferred.
- Able to establish and maintain cooperative and effective working relationships with elected and appointed officials, employees and the general public.
- Florida experience preferred.
- Experience in Sea Level Rise issues preferred.
- Must possess strong interpersonal communication skills.
- Post hire must establish residence in the City of Key West within six months.

Periodically duties, equipment, material, and/or job setting(s), other than those listed, are required and will be considered as part of the regular job while in effect.

The listing of tasks is in no way to be considered a complete listing of all possible tasks, nor is the requirement for an ability or skill a guarantee that the ability or skill is going to be used.

I, David Burke, have read this job description and hereby agree with the above noted "Acknowledgments", that I meet the requirements and qualifications and if hired, can perform these and related duties as assigned. I further affirm that I understand this job description may be amended periodically, as is the right of the City.



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Applicant Signature

14 December 2022

Date

**THE CITY OF KEY WEST IS AN EQUAL OPPORTUNITY,
VETERAN'S PREFERENCE EMPLOYER & A DRUG-FREE WORKPLACE**

David E. Burke

2825 Venetian Drive, Key West, FL 33040 | (619) 253-2739 | dburke73@earthlink.net

30 November 2022

City Manager Hiring Committee
1300 White Street
Key West, FL 33040

Dear City Manager Hiring Committee:

I am a transitioning Navy Captain, currently serving as the Chief of Staff at Joint Interagency Task Force South (JIATFS) on NAS Key West Truman Annex. Passing 28 years of active service, I am eligible to retire this year, and am required to retire within two years. For the past ten years, I have worked in executive leadership roles (Commanding Officer, Battle Staff Director, and twice as Chief of Staff), gaining extensive experience integrating the efforts of disparate functional teams into unified directions with highly successful outcomes. I am passionate about this type of work and the opportunity to serve and am committed to continued service in the community as City Manager.

Upon arrival in November 2020, it didn't take long for Key West to feel like home for my family. We gravitate to the energy, charm, and diversity of the population and have found many opportunities to engage through the Sunrise Rotary, Navy League, and by planning events such as the Veteran's Day Parade. We also have firsthand experience navigating both the housing crisis and extreme weather and were fortunate to become Key West homeowners in 2021. Since that time, I've liaised with base and local officials during two Tropical Storms and have worked extensively with colleagues and community partners to understand and mitigate housing challenges faced by our workforce. These are complex issues, and I am driven to be part of the solution.

While having spent my entire career at the federal/military level, I have also had opportunities to work with local officials as an engaged citizen and participant in city events. My experience parallels what Key West seeks in a city manager. I am well versed in executing the vision set out by appointed/elected leaders and coordinating among heads of departments who are each running their organizations. I have extensive experience in developing plans, processes, and prioritization to maximize limited resources in the face of competing demands. And perhaps most importantly, I am approachable and extremely effective at navigating healthy conflict through empathy and regard. My door is always open, and I thoroughly enjoy engaging with teammates from across all facets of an organization.

Thank you for the opportunity to apply for the Key West City Manager position.

Sincerely,

BURKE.DAVID.E
RIK.1016975130

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COMMANDING OFFICER / EXECUTIVE OFFICER (COMMANDER, US NAVY)

*Helicopter Sea Combat Squadron SIX (HSC-6), San Diego, CA
Deployed aboard USS NIMITZ (CVN 68)*

*2011-2014
\$150,000/yr*

Responsible for all aspects of operations, maintenance, personnel and training for 230-person, eight helicopter squadron (MH-60S). Awarded 2013 Battle Efficiency, Maintenance, and Safety Awards.

First squadron to deploy with fixed forward firing 20mm cannon. Rapidly fielded, developed tactics, and trained with the new weapon. Completed extended deployment to Arabian Gulf and Red Sea during Syria Crisis.

EXECUTIVE ASSISTANT (COMMANDER, US NAVY)

*Joint Staff, Strategic Plans and Policy Directorate, Washington, DC
Trans-Regional Policy Division*

*2008-2010
\$140,000/yr*

Developed plans and policy for Cyber, Strategic Communication, Counterterrorism, Space, and Piracy.

Provided executive support and portfolio management to 1-Star General; engagement across USG.

Led DOD-Wide Implementation Plan for the National Military Strategy for Cyberspace Operations.

ADDITIONAL EXPERIENCE

NAS North Island, San Diego, CA

1999-2008

Department Head, Operations/Maintenance/Safety, Helicopter Anti-Submarine Squadron SIX (HS-6).

Weapons and Tactics Instructor, Helicopter Sea Combat Weapons School Pacific.

Division Officer (QA, maintenance, ops, and admin), Helicopter Anti-Submarine Squadron TWO (HS-2).

EDUCATION

NATIONAL DEFENSE UNIVERSITY, WASHINGTON, DC

Master of Science in National Security Strategy 2015

UNIVERSITY OF SAN DIEGO, CALIFORNIA

Master of Science in Global Leadership, 2005

UNITED STATES NAVAL ACADEMY, ANNAPOLIS, MARYLAND

Bachelor of Science in Political Science, 1995

ACADEMIC AND PROFESSIONAL ACTIVITIES

- Extensive leadership studies on Carl Rogers' Person Centered Approach to psychology and education.
- Designated an Unrestricted Naval Aviator in 1998 after completing training track from 1995-1998.

AFFILIATIONS

- Key West Sunrise Rotary Club

REFERENCES

- Available upon request

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SUMMARY OF QUALIFICATIONS

Transitioning career Naval Officer with extensive experience in executive leadership roles, diverse organizations, high level staffs, and as a helicopter pilot with more than 3,500 flight hours. Excited to continue public service in the Key West community following retirement.

Skilled at managing complexity, fostering seamless integration of diverse organizations, and generating alignment and synchronization to accomplish objectives on time and with uncompromising stewardship of resources.

A master communicator and servant leader with a unique capacity for empathy and conflict resolution. Develops high performing organizations through expert comprehension of the links between role, responsibility, authority, and accountability.

PROFESSIONAL EXPERIENCE

CHIEF OF STAFF (CAPTAIN, US NAVY)

Joint Interagency Task Force South (JIATFS), Key West, FL

*11/2020-Present
\$215,000/yr*

Plans, directs, and integrates activities across a range of functional areas from a diverse 500+ person staff made up of all branches of the military, Department of the Army civilian employees, contractors, representatives from multiple Federal agencies, and senior officers from more than 20 partner nations.

Receives guidance and intent from the JIATFS Director and higher headquarters; organizes and prioritizes staff efforts to achieve desired end states; ensures integration with interagency and international partners on intelligence, operations and logistics; oversees budget, facilities maintenance, and infrastructure planning.

Provides extensive coordination and support to Human Resources actions, with particular emphasis on recruitment and retention. Well versed in Key West community housing challenges.

Leads Hurricane decision making for staff, including evacuation and movement to Continuity of Operations location. Participates in Monroe County and NAS Key West emergency management processes.

CHIEF OF STAFF (CAPTAIN, US NAVY)

Carrier Strike Group TWELVE, Norfolk, VA

10/2018-10/2020

ABRAHAM LINCOLN Strike Group / GERALD R FORD Strike Group

\$200,000/yr

Integrate advanced training, readiness, operations, logistics, intelligence and force protection across numerous subordinate commands (Aircraft Carrier, Air Wing, Cruiser, Destroyer Squadron, and Allied Ships).

Direct all aspects of performance for 100+ person Flag Staff; Established and maintained effective communications with Numbered Fleet Headquarters; ensured effective Public Affairs alignment to mission.

Completed extended 10-month around the world deployment with USS LINCOLN (CVN-72); Embarked first Strike Group Staff and Air Wing aboard the newest Carrier USS FORD (CVN-78).

DIRECTOR OF OPERATIONS AND PLANS (CAPTAIN, US NAVY)

Surface and Mine Warfighting Development Center, San Diego, CA

07/2015-09/2018

\$178,000/yr

Battle Staff Director and Operational Planner for deployable Naval Mine Warfare command and control staff.

Ensured manning, training and equipment were prepared for worldwide employment.

Extensive engagements with NATO, Arabian Gulf, Australian, Korean, and Japanese Mine Warfare Forces.

Aligned Mine Countermeasures training and exercise with US Coast Guard for Maritime Homeland Defense using Incident Command System in coordination with local emergency managers.

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30-60-90 Day Plan

City Manager

City of Key West, FL

Before Starting

(December 2022 – Hiring Date)

Milestone: Arrive at final interview phase with detailed knowledge of Key West City Structure and Strategy, and general appreciation for City Manager roles, functions, and best practices for success.

- Research – Key West City Charter and Comprehensive Plan, City of Key West Strategic Plan (Key West Forward 2021-2024) including current updates, Fiscal Year 2022/2023 Budget.
- Establish Affiliations – International City Manager's Association (ICMA), Florida City and County Management Association (FCCMA), Florida League of Cities.
- Build Relationships and Support Network – Connect with current and former city managers (especially those who transitioned from Military/Federal backgrounds), continue to build relationships with community leaders and city employees.
- Initiate Additional Training – National Incident Management System (NIMS), Grant Writing.

First 30 Days – People and Processes

(April 2023 – May 2023)

Milestone: Develop working relationships with City Commissioners, Mayor, and Department Heads while understanding organizational climate and processes across the City team. Complete this phase ready to engage partners and stakeholders up, down, and across the city.

- Conduct individual and group engagements with Commissioners and Mayor.
- Complete familiarization visits to all city departments and learn strengths and weaknesses within each component of the city. Get to know the team.
- Shadow current City Manager through all routine staff touch points, meetings, and events.
- Observe communications team and engage key constituent groups around Key West, prioritize initial engagements with residents, organizations, businesses, and partners.
- Complete onboarding processes and review all appropriate city policies pertinent to role.

Days 30-60 – Operations and Assessment

(May 2023 – June 2023)

Milestone: At the end of this phase, have a thorough assessment of the health of the City Staff as well as a detailed knowledge of Strategic Plan progress along all six lines of effort (Affordable Housing, Sea Level Rise, Roads and Sidewalks, Environmental Protection, Cleanliness, Traffic & Pedestrian Friendliness). Be ready to tackle the budget.

- Begin work with the Mayor, Ms. Elisa Levy, and team on Strategic Plan updates.
- Gain detailed understanding of complex intra-governmental issues such as affordable housing and sea level rise. Learn what groups and processes are working together to solve these issues. Convene additional forums or invite additional participants as required.
- Make assessments on areas to sustain, improve, add, or remove across city's lines of effort.
- Ensure departments are prepared to begin budget process, anticipate challenges.
- Review HR status and manpower priorities and challenges.
- Be out in the community to learn and assess resident successes and unmet needs.
- Support outgoing City Manager's transition to retirement.

Days 60-90 – Budget, Adjustment, and Implementation

(June 2023 – July 2023)

Milestone: This period will provide an opportunity to provide an initial assessment to the Mayor and Commissioners on the state of affairs within the city. Incremental adjustments to activities and processes should be expected, but wholesale change will be unlikely. New City Manager expected to be up and running on all lines of effort within 90 days.

- Communicate results of initial 60-day assessment, along with any intended changes to priorities, processes, or activities. Begin carrying out intended changes, communicate big changes to commissioners as required.
- Continue to engage in community events to maintain perspective and accessibility.
- Build, communicate, and gain approval for FY 2023/2024 budget.
- Look for ways to integrate across departments and partners for more complete solutions to problems.
- Provide support to city employees. Where do they need City Manager advocacy?

Opportunities and Challenges

- The issues Key West faces are not unique to this city, though they are often exacerbated by the city's unique geography and economy. We have existing partnerships at the county,

state, and federal level that may serve as resources in getting after the issues. It is imperative that authorities, funding, capability, and capacity are aligned across all levels of government to maximize results for the community.

- Housing challenges are deeply personal to all sides of the debate. Action is important, but so is empathy and understanding. I have participated in the city's affordable housing public comment events, and found them to be well executed. Steady and incremental steps are providing relief – it will take creativity and perseverance to stay on the path.
- The first year of the city's Strategic Plan implementation has been remarkably successful for a small city and an ambitious agenda. Continued focus and attention to this program will ensure continued success. As we approach the halfway point in plan execution, it will be important to adjust/revise the plan for the second half of this decade.



Mercer Group Florida

INTERNET RESEARCH

INTERNET RESEARCH

David Burke

Various News article – neutral mention

<https://www.jiatfs.southcom.mil/About-Us/Leadership/Chief-of-Staff/>

LinkedIn

<https://www.linkedin.com/in/david-burke-36023041/>