

City Manager

Key West, FL

(Population 24,649 per 2010 Census)

Key West has a long and rich history which, to the outsider, being shrouded in legend, mystery and romance. It was the home to Ernest Hemmingway and Tennessee Williams, but also much earlier to pirates who plied their trade in the Caribbean and the Florida Straits. Today, the City is much different and much the same. It just depends on how you look at it.

Key West is a vibrant and cosmopolitan city located on five keys at the southern-most tip of the United States. It is actually closer to Cuba (94 miles south) than it is to Miami (129 northeast). It is at the western end of the Florida Keys, approximately 110 miles from Key Largo (the first significant population center after you enter the Florida Keys on U.S. 1). Once a funky, quirky fishing village, it is now a mixture of new and old. There are families whose roots go back many generations, perhaps as far back as the English Loyalists who fled the American colonies after the Revolutionary War. Others have moved to the City in the past few years or weeks. It is a complicated place with rich and poor with many in the middle, struggling artists and successful entertainers, tourists and residents who value their privacy, fine dining and local cuisine. It is a party town but also a place where family values resonate and youth activities are important. The local military bases are a significant economic driver in the community.

The City has a small town feel where neighbors help their neighbors. It is a very diverse community and also very accepting. The City's motto is "One Human Family." It is not a place given to extremes but of moderation and tolerance, of live and let live. It is also a very giving community. It is the home to many non-profits and community members give freely of their time and resources. Although data is not available, residents believe that per capita, they give more than any other group anywhere else. On the other hand, residents are often very passionate about their issues. It is not uncommon for people to be very direct about their feelings on a matter. No offense is intended or taken. It is just the way it is.

Key West is a very unusual small town in that it readily accepts outsiders and quickly integrates them into the community. If you are honest, willing to work hard, competent and return telephone calls, there is a place for you in Key West and you will be successful.

Needless to say, Key West is a very special place – if you move there, you will find it to be unlike anywhere else you have ever lived in in a good way.

LIVING IN KEY WEST

The City has many advantages. It is relatively compact and it is generally no more than 10 minutes to anywhere you want to go within the city limits. Further, all your basic needs can be

met without leaving the City. The people are friendly and children can get a good education at the local schools. In fact they test well and those going on to college go to schools all over the country. The residents consider themselves to be safe. Of course, crime does exist but it is not a significant issue in the community. The City has many excellent arts and cultural activities not to mention world class recreational water activities – boating, fishing and diving.

In terms of housing, many of the homes are older and on average they are smaller than the modern American home – many are 1,200 to 1,800 square feet. They also tend to be more expensive. Small, starter homes that need work can be obtained for under \$400,000. Homes of a similar size in better condition are frequently listed in the \$400,000 to \$600,000 range. Further, being at the end of a long chain of islands means utilities and many basics are more expensive than elsewhere.

When considering Key West, you need to remember that while it is a wonderful location, it is very similar to living in a rural community that is quite a distance from a big city and all of its amenities. For example, the nearest shopping mall is in Homestead about 125 miles away. If you want to see a movie, the City offers two cinemas (the Regal 6 and the Tropic). If they are not showing something you want to see, the closest cinemas are in Marathon (50 miles away) and Tavernier (90 miles away). Medical services are good, but if a specialist is required, the nearest is likely to be in Miami (150 miles).

GEOGRAPHY

The City is located on five keys: Sigbee Park, Fleming Key, Sunset Key, Key West and part of Stock Island. Of these, Sigbee Park and Fleming Key are part of the Naval Air Station Key West and inaccessible to the general public. For the most part, the City is flat and the highest point is 18 feet above sea level. The City covers 7.4 square miles of which 5.9 square miles are land. As noted, Key West is the southernmost location in the United States. The Atlantic Ocean is to its south and east with the Gulf of Mexico to its north and west.

CLIMATE

Key West has a notably mild, tropical savannah climate similar to the Caribbean islands. It claims to be the only city in the lower 48 states never to have had a frost. January averages 70.3 °F, with temperatures rarely dropping below 50 °F. Prevailing easterly trade winds and sea breezes keep the summer temperatures at reasonable levels. The average low and high temperatures in July are 79.6 °F and 89.4 °F. There are 48 days per year with 90 °F (32.2 °C) or greater highs.

Key West is the driest city in Florida and has two seasons: wet and dry. The period of November through April is primarily sunny and relatively dry. May through October has numerous showers – primarily in the early morning. Surprisingly hurricanes are relatively infrequent.

DEMOGRAPHICS

Unlike much of Florida, Key West's population has not changed a great deal in over 100 years. As of 1890, it was 18,800. Today it is just under 25,000. As can be seen from Table I, almost 65% of the population is between the ages of 25 and 65.

Table I: Age Distribution	
Under 5	4.8%
5 to 15	8.4%
15 to 25	10.2%
25 to 35	15.0%
35 to 45	17.9%
45 to 55	16.6%
55 to 65	14.7%
65 to 75	7.2%
Over 75	5.0%
Median Age: 41	

The 2010 Census found that approximately 84% of the population was white, 10% African American 2% Asian and the remainder was other races or two or more races. Approximately 21% of the population was of Hispanic origin. Per capita income was \$30,304 and median household income was \$50,309.

COMMERCE

In mid to late 1800s, the primary industries were salt production, fishing and salvage. For a time, Key West was the largest and richest city in Florida and much of that wealth came from salvaging ships wrecked in the Florida Straits [Note: I picked the preceding up from Wikipedia. Let me know if it is bogus.]

Today the dominate economic drivers are tourism and the U.S. military presence at the local bases. The latter, in fact, mitigates any recessions that might hit the area. Approximately 1,000 military and 2,500 civilian personnel are employed at the local bases. Together with their families, it is estimated they total 9,000 individuals.

THE GOVERNMENT

The City Commission is composed of a mayor and six commissioners. The mayor is elected at large and serves a two year term. Each of the Commissioners represent a single member district, is elected by the residents of the districts and serves four year terms. The terms for Commissioners are staggered. Elections are held in October of even number years. The mayor may serve up to eight years and the commissioners may serve up to 12 years.

The Council Members genuinely have the best interests of the City at heart. They may differ on the best approach to achieve these ends but seem to get along reasonably well and are respectful of one another. They also like, respect and support city staff. Overall, the City staff is professional and of a high caliber.

Key West is a full service City and provides the following services: building, code compliance, economic development, emergency medical services, fire, parking, parks and recreation, planning, police, public transportation, solid waste and wastewater. It also oversees the cemetery, marina and port. Water service is provided through the Florida Keys Aqueduct Authority.

Overall the City has 449 budgeted FTEs. That number is down from the peak of 515 FTEs in FY 2007-2008. The Total Budget for FY 2011-2012 is \$178 million and the General Fund Budget is \$49.3 million. The City does have two revenue sources many other cities do not. The first is parking revenues and the second is embarkation fees received from the cruise ship lines.

It should also be noted that the community is involved and pays attention to what happens at City Hall. The local newspapers cover the City extensively.

THE ISSUES

As with most local governments, Key West's resources are limited. Its financial position is strong but costs have been rising and revenues have not. The result is the City is not keeping up with its infrastructure needs. A second issue is the potential widening of the channel to the port. The cruise ship lines are gradually increasing the use of mega cruise ships with more amenities. In order to accommodate these ships which are wider, the City is being told it needs to widen its channel. Otherwise, it will lose some of the traffic it currently has. A full description of the issue and its elements is beyond the scope of this document but suffice it to say, the issue is complicated and emotional. A third issue is that the federal government is renovating U.S. Highway 1 and it is a major Key West thoroughfare. It is anticipated to have a significant, negative impact on traffic and some local businesses. A fourth challenge is moving the Truman Waterfront forward. It is designed to be a multi-purpose sports, entertainment and cultural complex that will consist of an amphitheater, a maritime sports stadium, a naval and maritime museum, an historical and zoological display park and a regional public open space for a variety of recreational activities. Unfortunately, little progress has been made since the property was turned over to the City by the Navy. A fifth challenge is to improve the appearance of the community. In parts of the City, litter is fairly common and the landscaping could use improvement. A sixth challenge is working to eliminate (or at least mitigate) the homeless

situation. With its pleasant year round weather, living outdoors is quite feasible if less than ideal. Many in the City feel some facilities need to be provided where the homeless can sleep under a roof and receive training, counseling and advice they may need to become contributing members of the community. Other challenges include: (a) moving of the City Hall to the Glenn Archer School, (b) working with Waste Management to implement the City's Solid Waste Master Plan, (c) mitigating truck noise and (d) implementing the sustainability plan.

THE IDEAL CANDIDATE

The ideal candidate will be a strong, achievement oriented leader with outstanding communication, administrative and problem solving skills. The individual will be recognized as being a person of honesty and integrity. He/she will view the role of the manager to be a trusted advisor to the elected officials and a consensus builder. The selected candidate will listen carefully to all sides of an issue and make well considered decisions and recommendations to the City Commission. The manager will value the employees and their input and be a mentor. The individual will be a team builder who will delegate but also follow-up and hold the staff accountable for results. Strong financial planning and financial management and budgeting skills are essential. In these times of limited resources, it will be important to have the demonstrated ability to review the operations of an organization to identify areas where efficiency can be improved and effectiveness increased without the commitment of additional dollars. Negotiation and facilitation skills will also be important. The City has labor unions and experience in collective bargaining and labor relations are critical. The manager will also have extensive interaction with the county, state and federal governments.

The ideal candidate will be customer service oriented and create an organization where nothing less than outstanding service is acceptable. She/he will also have the ability to represent the City positively to the community and the media. Hence it will be important for the individual to establish and maintain cooperative and effective working relationships with elected and appointed officials at all levels of government, employees and the general public. A commitment to transparency will go a long way to establishing the manager's credibility in the community.

Experience in infrastructure development and maintenance as well as finance, budgeting and cost control is necessary as is experience with sustainable communities and tourism based economy. Knowledge and a commitment to value historic preservation is a plus.

Finally, the individual should be committed to and enjoy being a part of and working with the Key West community. In other words, it will not be just a 9 to 5 job but one where the manager recognizes it will be important to become part of the community. Further, Key West is a very diverse community, the manager will need to be very open, tolerant and accepting.

The position requires a Bachelor degree in Public Administration, Business Administration, Finance or related field and a 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 Florida and a Master degree are preferred. The successful candidate must have or be able to quickly obtain certification by National Incident Management System (NIMS). Equivalent education and experience may be considered.

COMPENSATION

The starting salary will be between \$_____ and \$_____. Benefits are excellent and the City has its own pension plan.

RESIDENCY

Residency within the city limits is required.

CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, we generally do not divulge applicant names until after the closing date. We do expect significant media coverage of this search as it progresses.

HOW TO APPLY

E-mail your resume to Recruit28@cb-asso.com by April 13, 2012. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

THE PROCESS

Applicants will be screened between April 14th and May 21st. Finalists will be selected on the 21st and interviews held on June 1st and 2nd. A selection will be made on June 4th.

OTHER IMPORTANT INFORMATION

Key West is an Equal Opportunity Employer and encourages minorities to apply. It is a community committed to diversity and inclusion.