



Key West, Florida

(Population 24,649 residents with 3.5 million visitors annually)

Key West has a long and rich history, shrouded in legend, mystery, and romance. It was the home to Ernest Hemmingway and Tennessee Williams, and 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.

Key West is a vibrant and cosmopolitan city located on an island 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; others have moved to the City in the past few years or weeks. It is a diverse place ranging from wealthy to poor,

with many in the middle, the population including struggling artists and successful entertainers, tourists and residents who value their privacy. There is a vibrant entertainment corridor with fine dining and local cuisine. The City is a place where family values resonate and youth activities are important. The local military bases are an important part of the community.

The City has a small town feel where neighbors help their neighbors. It is a very diverse community and 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: many non-profits are located within the City and community members give freely of their time and resources. Although data is not available, residents believe that per capita,

they may 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 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 any destination 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. Test scores are high, and college-bound students attend schools all over the country. The residents consider the community to be safe. Some 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, the historic district of Key West is listed in the National Registry of Historic Places and is the largest group of wooden homes so listed. Throughout the city, many of the homes are older and on average 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 \$750,000 range. Many of the historic homes sell for several million.



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) or Tavernier (90 miles away).

Geography

The City of Key West sits on a 1½ by 4-mile island at the end of the Florida Keys and is bordered by the Atlantic Ocean on the south and the Gulf of Mexico on the north. The City is generally flat with the highest point 18 feet above sea level. The City covers 7.4 square miles of which 5.9 square miles are land. Key West is the southernmost location in the continental United States.

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. (See Table I.)

The 2010 Census found that approximately 84% of the population was white, 10% African American, 2% Asian, and the remainder other races. Approximately 21% of the population was of Hispanic origin. Per capita income was \$30,304; 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, with wealth coming from salvaged ships wrecked in the Florida Straits. Today, the top economic driver is tourism.

Table I: Age Distribution

Age Group	Percent
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
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Source: 2010 Census

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 represents a single member district, is elected by the residents of the districts, and serves a four-year term. The terms for Commissioners are staggered. Elections are held in October of odd numbered years. The Mayor may serve up to eight years and the commissioners may serve up to twelve years.

The Commission 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 are also respectful of the city staff, which perform professionally.

Key West is a full service City and provides the following services: building, code compliance, economic development, emergency medical services, fire, police, parking, parks and recreation, planning, 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 full time employees, down from the peak of 515 full time employees in fiscal year 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: first, parking revenues and second, 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

The current issues include continuing diversification of the economy; finding ways to increase revenue while containing costs; renovating North Roosevelt Boulevard which will impact traffic on this major artery; enhancing the appearance of the community; working with the homeless; and carrying out the city's comprehensive 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 specific requirements of the position are:

- Bachelor's degree in Public Administration, Business Administration, Finance or related field.
- Master's degree in Public Administration or related field strongly preferred.
- 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.

- Able to establish and maintain cooperative and effective working relationships with elected and appointed officials, employees and the general public.

- Florida experience preferred.

- Must possess strong interpersonal communication skills.

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

Compensation

The starting salary will be between \$150,000 and \$200,000 including benefits. Benefits are excellent. The City has its own pension plan.

Residency

Residency within the city limits is required within six months of starting date.

Confidentiality

Under Florida's public records act, once an application is submitted, it is deemed a public record. 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. (Dates subject to change.)

Other Important Information

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

