

# City of Georgetown, South Carolina

Invites your interest in the position of

## CITY ADMINISTRATOR



Winyah Bay in Georgetown

### ABOUT THE CITY OF GEORGETOWN

The City of Georgetown is South Carolina's third oldest city. Founded in 1729, Georgetown is located on the Winyah Bay at the confluence of the Sampit, Black, Pee Dee, and Waccamaw Rivers and is approximately eight miles inland from the Atlantic Ocean. The city is located on the northern fringe of South Carolina's Lowcountry and is on the southern extent of the state's Grand Strand region. The city is traversed by three US Highways (17, 701, and 521). Georgetown serves as the county seat and is the major retail trade center for the county. In 2010, the population of the city was 9,163 and the city covered 7.2 square miles.

Nestled conveniently between Charleston and Myrtle Beach, Georgetown, SC offers something for everyone. Whether it is shopping, dining, nightlife, reveling at the local architecture, playing water sports, or simply exploring this magnificent town, there's little time for boredom in Georgetown.

**Lodging** opportunities in Georgetown offer visitors their choice of large or smaller establishments with just about every type in between. Georgetown has many top rated accommodations to choose from with most featuring Wi Fi access and sparkling, heated pools with many also offering continental breakfasts to guests free of charge.

The area also boasts a thriving industrial scene and holds the distinction of being the second largest seaport in the state of South Carolina. The Georgetown seaport handles nearly a million tons of goods and materials each and every year.

**Shopping** in Georgetown includes a variety of charming shops, galleries, specialty and antique stores. There are a wide variety of quaint shops ranging from art to books to clothes to crafts to jewelry.

### Cultural Resources

Georgetown contains a wealth of historic buildings including a large historic district that appears on the National Register of Historic Places. Significant in-city facilities include the Kaminski House, the Stewart Parker House, the Rice Museum, the Georgetown County Museum, the Winyah Auditorium, and the Strand Theatre. The City is host to several annual festivals and events including the Wooden Boat Show, the Harborwalk Festival, the Winyah Bay Heritage Festival, the Taste of Georgetown, the Annual Holiday Tour of Homes, and downtown parades.

**Dining** choices are also varied and abundant. Georgetown has many various establishments to patronize ranging from the elegant restaurant to the casual outdoor café. Many Georgetown restaurants offer waterfront views, regular specials, and menus loaded with mouth-watering cuisine.

**Historic Georgetown** — Often called “Little Charleston,” the streets of Georgetown are lined with mighty oak trees towering above the intricately designed houses and buildings that adorn the area. The area is rich with history and played a large role in the Civil War.

Georgetown’s historic places include the Kaminski House, built circa 1760, and the Rice Museum, circa

1842, which was once the Old Market Building. The Kaminski House is located on Front Street overlooking the Sampit River and guided tours are available throughout the week. The Rice Museum, also located on Front Street and known to the locals as the “Town Clock,” is open for tours from Monday through Saturday. The Georgetown County Museum has more than 300 pieces of local history and culture.

**Golfing in Georgetown** - Golfers choose Georgetown and the area. South Carolina has long been known for its gorgeous golf courses. The Georgetown County area is home to the new Waccamaw Golf Trail. With 12 highly-awarded golf courses including three of the top 100 courses in all of the nation, Waccamaw Golf Trail boasts a five star course, one of only three in the southeastern US, and six four and a half star courses.

**Nature lovers** will be right at home with a visit to Hobcaw Barony Visitor’s Center. The Center is an impressive 17,500 acres worth of historic plantations and incredible nature reserves to explore. Brookgreen Gardens is a National Historic Landmark with the most significant collection of figurative sculpture, in an outdoor setting, by American artists in the world, and has the only zoo accredited by the Association of Zoos and Aquariums on the coast of the Carolinas. With rivers, bays, marshes, and ocean inlets, there are both marine and wildlife tours to experience and bird watchers will delight at the numerous species that make their homes in Georgetown.

**Anglers** will fully enjoy the area’s five river systems and ponds that hold bass, bream, crappie, mackerel, trout, tuna, and whiting, to name a few. Watch offshore for leaping dolphins and large schools of fish cutting through the waters. Georgetown beaches are beautiful and accessible.

**Health/Medical** — Georgetown has ample and locally controlled medical and healthcare facilities led by the Georgetown Memorial Hospital which is a full service accredited hospital

**Georgetown enjoys a temperate climate.** The average temperatures in the summer in Georgetown are in the upper 80s while the coldest it usually gets in the winter is in the upper 30s or mid 40s. Rainfall is generally spread out evenly throughout the course of the year although the month of August tends to see the most wet weather.

**In summary,** Georgetown offers residents and visitors alike a full array of accommodations which include ho-

tels, motels, inns, condominiums and bed and breakfasts. Visitors services in Georgetown include car and bike rentals, libraries, kennels, health clubs, and places of worship. Air service is available through both the major airports in Myrtle Beach and Charleston.

**Local Economy—** The continued presence of Georgetown's major manufacturing industry and expected residential growth along the City's waterfront areas contribute to a positive economic outlook for the City. Major industries located within the government's boundaries or in close proximity include manufacturers of steel, medical services, and communications as well as several real estate companies.

Unemployment for the Georgetown area is relatively stable. Unemployment is expected to remain stable or decrease in the near future for the following reasons. In January of 2011, Mittal Steel N.V., the owner of the Georgetown steel mill reopened the mill, citing market conditions becoming more favorable to support continuing operations. The mill employs about 300 people. Secondly, International Paper Company continues to be a strong economic player in the community. The company is currently investing \$30 million in the Georgetown mill, which employs about 700 people.

The City of Georgetown, incorporated in 1805 as a Town and in 1892 as a City. It currently occupies seven square miles and serves a population of 9,163. The City of Georgetown is empowered to levy a property tax on both real and personal property located within its boundaries. It also is empowered by state statute to extend its corporate limits by annexation, which is done from time to time.



## ABOUT THE CITY GOVERNMENT

The City of Georgetown operates under the Mayor-Council form of government. Policy-making and legislative authority are vested in a governing council (Council) consisting of the mayor and six other members, all elected on a partisan basis. The Mayor and Council members are elected at large, each for four-year staggered terms. The Mayor and Council appoint the City Administrator who administers all departments of the City. All department heads are appointed by the City Administrator with the approval of the Mayor and Council.

The City provides a full range of services including police and fire protection, sanitation services, the repair and maintenance of City streets and infrastructure, building regulation, planning, zoning, code enforcement, operation of a museum, and cultural events. In addition to governmental activities, the City provides water, wastewater, and stormwater drainage utility services. The City also operates an electric utility, providing service to residents and commercial entities within the municipal boundaries.

The City is also financially accountable for a legally separate organization, City of Georgetown Winyah Auditorium Corporation.

The Council is required to adopt an annual budget by June 30th, the close of the fiscal year. This annual budget serves as the foundation for the City of Georgetown's financial planning and control. The budget is prepared by fund, function and department. Department heads may transfer resources within a department as they see fit. Transfers between departments, however, need special approval from the City Council. Georgetown has about 172 full-time employees. The FY 2013 adopted General Fund budget is \$9,603,208,24. The total FY 2013 budget, including capital and enterprise funds is \$32,031,483,75

During the past eleven years, the General Fund total expenditures have decreased by approximately 20%. Much of this reflects the decreased capital expenditure in the area of public safety and reduction of personnel in the area of general government. During this same period, property taxes increased as a percentage of total revenue (a ten-year increase of 2.5%).

The City has tried to maintain a relatively flat rate for property taxes over time by finding other means for generating revenue and holding expenditure increases to a minimum.

## The Georgetown Mayor and City Council

**Jack Scoville, Mayor**

**Rudolph A. Bradley, Mayor Pro-Tempore**

**Brendon M. Barber, Sr, Councilman**

**Paige B. Sawyer, III, Councilman**

**Jeanette Ard, Councilwoman**

**Clarence C. Smalls, Councilman**

**Peggy P. Wayne, Councilwoman**



International Paper Plant



Mittal Steel N.V.

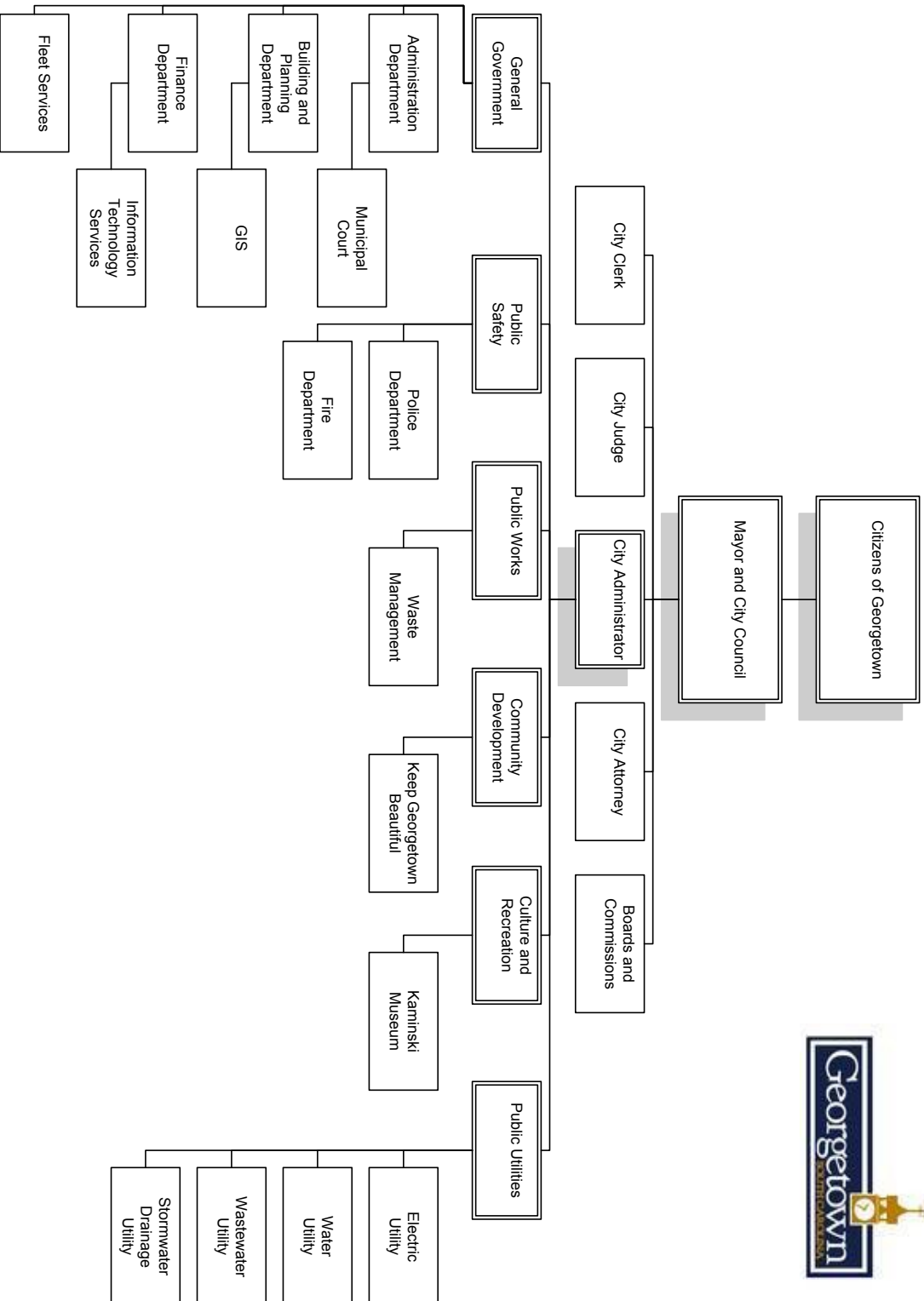


## ISSUES AND OPPORTUNITIES

- Strategic plan - - the City has a new Comprehensive Plan but no strategic plan.
- The City of Georgetown is in stable financial condition. However, prudent future financial management is required to preserve and enhance finances; need to carefully balance utility debt obligations with rates.
- The City's contract with long-term electric provider is up; the City has requested competitive bids from other wholesale electricity providers.
- Facilitation of ongoing Mayor and City Council team building process to a successful completion.
- The new City Administrator will encounter some new department head appointments.
- Upgrades needed to the waste water treatment plant to abate environmental issues.
- Need for a critical analysis of the City's organizational structure and staffing levels to ensure that adequate resources are available and properly allocated.
- Need to update the City's classification and compensation systems.
- Need to ensure proper completion of major DOT drainage project at a major downtown intersection.
- Overall City appearance and code enforcement concerns in some sections of the City.
- East Bay Park improvements. Park is owned by the City and operated by Georgetown County.
- Economic development to expand the City's tax base - - ensure that the City is properly positioned for economic growth as the economy improves.
- Ongoing branding and marketing of Georgetown to attract new business and tourism - - program to be focused on entire city rather than individual business districts
- Need to ensure that Architectural Review Board, and zoning and planning decisions are fair and consistent with applicable codes and ordinances.
- Resolve plans for the future of City-owned land acquired for a replacement fire station.

# City of Georgetown

## Organizational Chart





## THE IDEAL CANDIDATE

### QUALIFICATIONS

Requirements include education and experience equivalent to a bachelor's degree in public or business administration (MPA preferred) combined with significant experience as a local government manager or assistant manager in a diverse community, preferably one with utilities. Ideal experience would also include strategic planning, economic development, organizational analysis and outcome-based organizational performance measurement. Must understand the elements of economic sustainability in an older and mostly built out city. The successful candidate must clearly possess and apply superior communication, organizational management and staff leadership skills and abilities. Although not required, some electric utility experience would be a plus.

### Special Areas of Experience, Knowledge and Proven Ability

- Strong leadership and management skills.
- Visible, accessible and engaged in daily operations but not a micro manager.
- Experience with municipal utilities.
- Experience with economic development with understanding of marketing and branding techniques.
- Knowledge and experience in city operations (financial acumen, efficient use of financial resources, does core services well).
- Able to strategically assess the City's staffing needs and organizational structure.
- Is a visionary who utilizes strategic planning as a management tool and has a demonstrated "can do" approach driven by pre-established organizational performance outcome expectations.
- Experienced in working with a divided City Council.
- Politically neutral and non-manipulative.

### Management Style and Characteristics

#### *With the City Council*

- Able to work as a partner with the Council with respect to the role distinction between Council, Administrator and staff.
- Understands and accepts that he or she works for and must develop the trust of the Mayor and all Council members, treats all equally and even handedly, provides the same information to all members and does not count votes or play to individuals or factions.
- Assists the Mayor and Council members to reach consensus on issues by personally learning the goals and interests of each member and then crafting and presenting recommendations and professional advice to both meet the best interest of the community as well as the interests of individual elected officials.
- Communicates with the Council and each member to ensure full disclosure, transparency and, to the extent possible, no surprises.



Georgetown City Hall



Historic Front Street



Fishing Fleet



Fire Headquarters Station



Morgan Park Beach

- Makes recommendations and presents information to the Council in a clear and well-organized manner. Follows Council majority direction even when it is not consistent with his/her recommendation.
- Must be a strong City Administrator who has the courage to provide even negative information to the Council in a forthright manner and the courage to say "no" to the Council and its members when appropriate without regard to personal risk.
- Is readily and personally accessible to the Mayor and all Council members.

#### *With Senior Staff and Employees*

- Must be adept at staff selection, development, empowerment, performance assessment and succession planning.
- Must be an outcome-focused City Administrator who sets clearly understood performance goals for all employees and utilizes fair and effective performance measurements to evaluate performance.
- He or she must have a mentoring style and be a morale builder who demonstrates strong support for employees by providing adequate resources; a productive work environment; proper training; evenhanded, fair and consistent treatment and frequent feedback.
- Is supportive of staff to the City Council.
- He or she will be expected to inspire employees at all levels of the organization to take pride in the City and to perform at their highest levels.
- The Administrator should get out of his/her office and be accessible to employees.
- The Administrator should have a strong personal commitment to the City and ensure that all employees share this commitment, i.e. the public should be treated professionally and with a helpful and respectful attitude by all City employees.

#### *With the Community*

- The City Administrator should enjoy interaction with the public and create opportunities to do so.
- The Council expects the City Administrator to be visible in the community on behalf of the City Council and to communicate with the public in a manner that generates respect and understanding for the government and its projects.
- He or she is expected to earn the respect of community and business leaders and listen to and be responsive and sensitive to community needs.
- Must be aware of political implications and careful to serve as a policy implementer rather than a policy maker.

#### *With other Governmental Agencies*

- Understands the need for cooperation and collaboration with neighboring local governmental organizations as well as the state and federal governments.

#### *Critical Personal Characteristics*

- Work well with others; social skills; diplomatic; good communicator; not a "bull in a china shop."
- Outstanding Administrator and strong leader with keen analytical skills and the ability to effect structural and cultural organizational change when needed.
- Flexible enough to see opportunities; create them and respond to them; thinks creatively and knows current trends.
- Brings out the best in the staff; nurtures, develops, empowers; is able to delegate effectively.
- Self confident without being an egotist - - willing and able to take criticism.
- Able to network and represent the City well regionally and nationally - - adds to the City's positive image.
- Has the courage to ask tough questions of Council and staff and the strength to speak his/her mind.
- Able to provide a fresh perspective.
- Able to integrate and pull together ideas and people.
- Must have honesty and personal and professional ethics that are above reproach.
- Willing to make a strong commitment to Georgetown.



Law Enforcement Center



**TREE CITY USA®**



## COMPENSATION

The compensation for the next City Administrator will be highly competitive. The starting compensation level is dependent upon the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Administrator who by ordinance is required to live within the City limits.

For more information about this unique opportunity, visit Georgetown on the web at [www.cityofgeorgetown.com](http://www.cityofgeorgetown.com).



Clock Tower on Front Street



Fishing Boats in Georgetown

## TO APPLY

In order to be considered for this position, please send your resume and cover letter with current salary by Friday, August 31, 2012 to:



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