



# CITY OF GULF SHORES, ALABAMA CITY ADMINISTRATOR

NOVEMBER 2012

## GULF SHORES, ALABAMA

Gulf Shores is located on Alabama's booming Gulf Coast, in Baldwin County. This City of 32.6 square miles is an Alabama "Community of Excellence" award winner. The City is an extraordinarily attractive Gulf Coast community with a fast-growing resident population of more than 9,700. It hosts more than five million tourists annually. With

much of the City yet to be developed, the Mayor and City Council are determined to manage future growth so that the quality of life of residents is enhanced while infrastructure improvements are made and amenities that attract and accommodate tourists are added.

Families have called the City of Gulf Shores a favorite vacation spot for generations. Now, many visitors are becoming

residents and are adding to the prosperity of this once-sleepy little beach town.

New condos and master-planned subdivisions have sprung up all over town to cater to the thriving tourist economy. Both visitors and residents enjoy the many attractive amenities that these new upscale developments are bringing to the community including Gulf views, new boat slips, swimming pools and tennis courts.



## GULF SHORES — A UNIQUE OPPORTUNITY:

*Gulf Shores officials have made strides to ensure the City's continuing prosperity with "Envision Gulf Shores", an award winning process that identifies key areas for smart growth. As Gulf Shores continues to thrive, one can be sure that it will be the ideal spot for vacation, as well as relocation for generations to come.*

VISIT GULF SHORES ON THE WEB AT  
[www.gulfshoresal.gov](http://www.gulfshoresal.gov)

## GULF SHORES' DEMOGRAPHICS

<b>Population: Permanent</b>	9,750 (2010)
<b>Seasonal</b>	60,000 (2010)
<b>Summer week-end</b>	100,000
<b>Median Age</b>	41.7 (2010)
<b>Median Household Income</b>	\$45,801 (2010)
<b>Mean Household Income</b>	\$66,816 (2012)
<b>Per Capita Income</b>	\$28,522 (2010)



## GULF SHORES MUNICIPAL GOVERNMENT

The City of Gulf Shores, Alabama was incorporated on February 5, 1957. It is a strong mayor/council government which functions much like a mayor/council/administrator government. The Mayor, with the approval of Council, appoints a City Administrator to oversee and manage municipal operations.

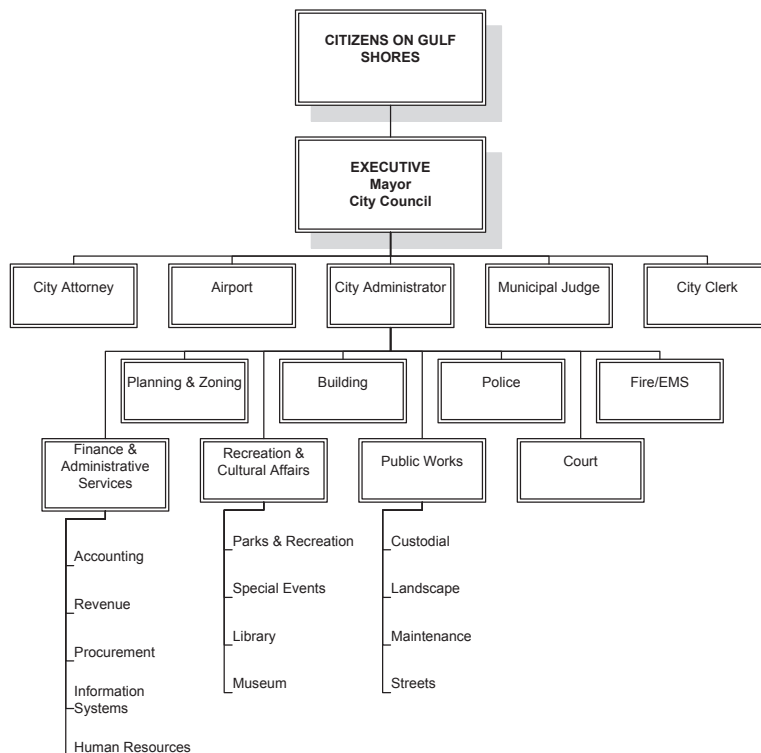
The City Council consists of five members. The Mayor and all Council members are elected at large to 4-year concurrent terms. This politically stable community has many long-tenured elected officials and frequent uncontested elections.

The City Administrator is responsible to the Mayor and Council to oversee and manage the following functions: Finance & Administrative Services, Recreation & Cultural Affairs, Public Works, Planning & Zoning, Building, Police, Fire/EMS and Court. With a General Fund budget of \$30.3M and 214 full-time City employees, Gulf Shores functions like a city of 20,000. Sixty percent of the City's revenue is from sales and Lodging taxes. The City's current reserves are approximately 42% of the budget.



Gulf Shores Civic Center

### City of Gulf Shores Organizational Chart



### Why Live in Gulf Shores

- *Hometown feel with resort element*
- *Small town atmosphere*
- *People know each other*
- *Family environment*
- *A place kids will return to*
- *Low crime rate, safety*
- *Beach*
- *Nature and wildlife*
- *Variety of recreation (fishing, golf, etc.)*
- *Schools*
- *Lower taxes than elsewhere*
- *Business opportunities*

### The Region

*Baldwin County is located in the southwest corner of the state, bordered by the Gulf of Mexico, Mobile Bay, Florida, and adjoining counties in Alabama. It is one of the largest counties in land area east of the Mississippi River, home to a growing population of more than 160,000 residents, and is one of the fastest growing counties in Alabama.*

## DESIRED CITY ADMINISTRATOR ATTRIBUTES

### Management and Leadership Experience

Experience with a community comparable to Gulf Shores with similar demographics, values, aspirations, revenue base and issues.

Experienced local government executive with a solid record of accomplishment.

Experience with growth, economic development, natural disasters remediation, environmental, and community quality of life issues.

Demonstrated achievement including innovation.

### Management and Leadership Style

Speaks his/her mind— not a “yes” person.

Excellent negotiator with strong problem solving skills including a willingness to compromise when appropriate.

Proactive and a strategic thinker and planner who understands economics and competing priorities.

Creates a bond of teammanship among the Mayor and City Council members, the City Administrator and senior staff which penetrates the entire organization fostering a strong sense of organizational cohesiveness and commitment to the community.

Fiscally responsible with taxpayer resources.

### Management and Leadership Skills

Superb project management skills.

Keen ability to see strengths and weaknesses in subordinates.

A strong leader who sets clear goals, delegates effectively and holds staff accountable to achieve their goals.

Skillful advocate for Gulf Shores with the ability to work effectively and productively with the County, other governments, citizens, businesses and other stakeholders.

Technically skilled to manage in a dynamic, complex and growing community.

Strong advocate for open government with a service orientation and highly responsive to citizen/customer needs and concerns.

### Management and Leadership Abilities

To prioritize strategically.

To earn respect from both the resident and business interests and be able to encourage diverse interests toward mutually acceptable decisions.

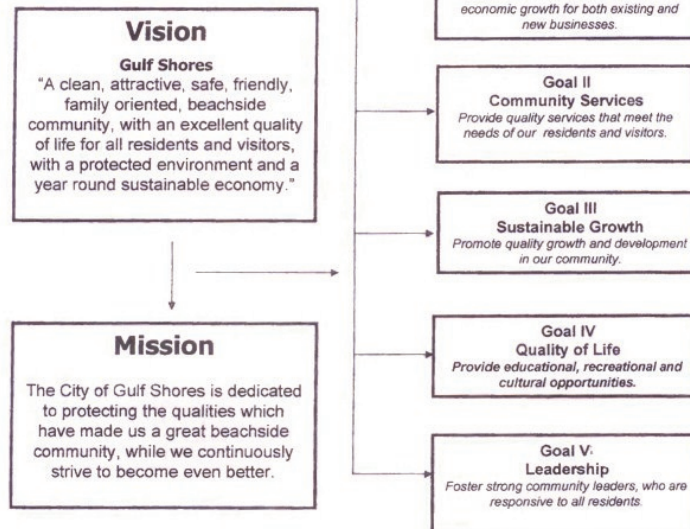
To balance the often competing needs/priorities of the community.

To make a long-term commitment to the City.

To be politically astute and sensitive without being politically influenced or motivated.

To stay focused on the long-range goals while remaining abreast of critical operational details.

### Gulf Shores Strategic Direction



## QUALIFICATIONS

**Requirements include** the equivalent of a Bachelor's degree in public administration combined with at least five years experience as a local government manager or full range assistant in a full service community comparable to Gulf Shores. Prefer experience with rapid growth, a coastal community, a tourism-based economy and disaster relief. Must have high energy and clearly possess and apply superior management, financial and leadership knowledge, skill, ability and commitment. Must be a strong communicator and be able to build trust-based, effective working relationships with elected officials and a variety of critical internal and external stakeholders.



## THE MAYOR & CITY COUNCIL'S PRIORITIES INCLUDE:

### EXPAND ECONOMY

An important mission of the City of Gulf Shores is to create opportunities for economic development, expansion of the shoulder seasons, retention and attraction of businesses conducive to improving and maintaining the quality of life we now enjoy. Responsible commercial and residential development accompanied by ordinances and policies that encourage the creation of a more vibrant and cultivated community.

### SCHOOLS

The City of Gulf Shores recognizes that a strong educational system and an educated workforce are critical components to attracting quality residents, higher paying jobs, and business investments to any community and directly impact a community's prosperity.

A quality education system and educational programming is a top Council priority. The City has committed over a million dollars in funding to provide MacBook laptops for students in grades 4 -12 in Gulf Shores schools. This funding will assist the Baldwin County Board of Education in implementing the "Learning for Life - Digital Renaissance Initiative Programs which incorporates foreign language studies beginning at the kindergarten level. These programs will ensure our students will be able to compete in a global economy.

### RESTORE ACT

In 2012, passage of the RESTORE ACT was the city's number one priority. Approximately 80% of the Clean Water Act civil penalties paid by those responsible for the spill will be paid back to the five Gulf States where the damage was done. The economic and ecological restoration will create needed private sector jobs while reclaiming vital natural and commercial assets that are unique to the Gulf Coast.

The City of Gulf Shores has worked diligently to recover economically and protect its environment along the shores of our beaches, bays, and bayous following the impact of the 2010 Deep-water Horizon Oil Spill. Presently, we are involved in determining and prioritizing how the penalty monies will be spent that will be of the utmost benefit to the affected Gulf Coast regions.

We have an unprecedented opportunity to invest in the future protection of the Gulf, which clearly is a national treasure.

### MEDICAL

Quality healthcare is critical for any thriving community. A variety of general practitioners and specialists, along with medical service and supply companies, have chosen the Alabama Gulf Coast as their community. This "home town talent" has chosen to bring their families and build their business here which has resulted in an impressive array of medical services and facilities. Attracting good quality physicians and facilities are vital to preserving and supporting the quality of life we all enjoy.

### BOND RATING

The City has maintained a strong Aa2 rating reflecting a stable financial position, characterized by sizeable General Fund reserves, conservative budgeting practices and formalized General Fund balance policies.

## TO BECOME A CANDIDATE

*Send confidential resume by Monday, January 7, 2013 to:*

Robert E. Slavin, President

**SLAVIN MANAGEMENT CONSULTANTS**

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**AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER**

### Compensation

The Mayor and City Council expect to pay a competitive salary to the person hired depending on his/her qualifications. A total compensation package which compares favorably with that provided by other comparable urban jurisdictions is envisioned. Reasonable relocation expenses will be paid by the City.

