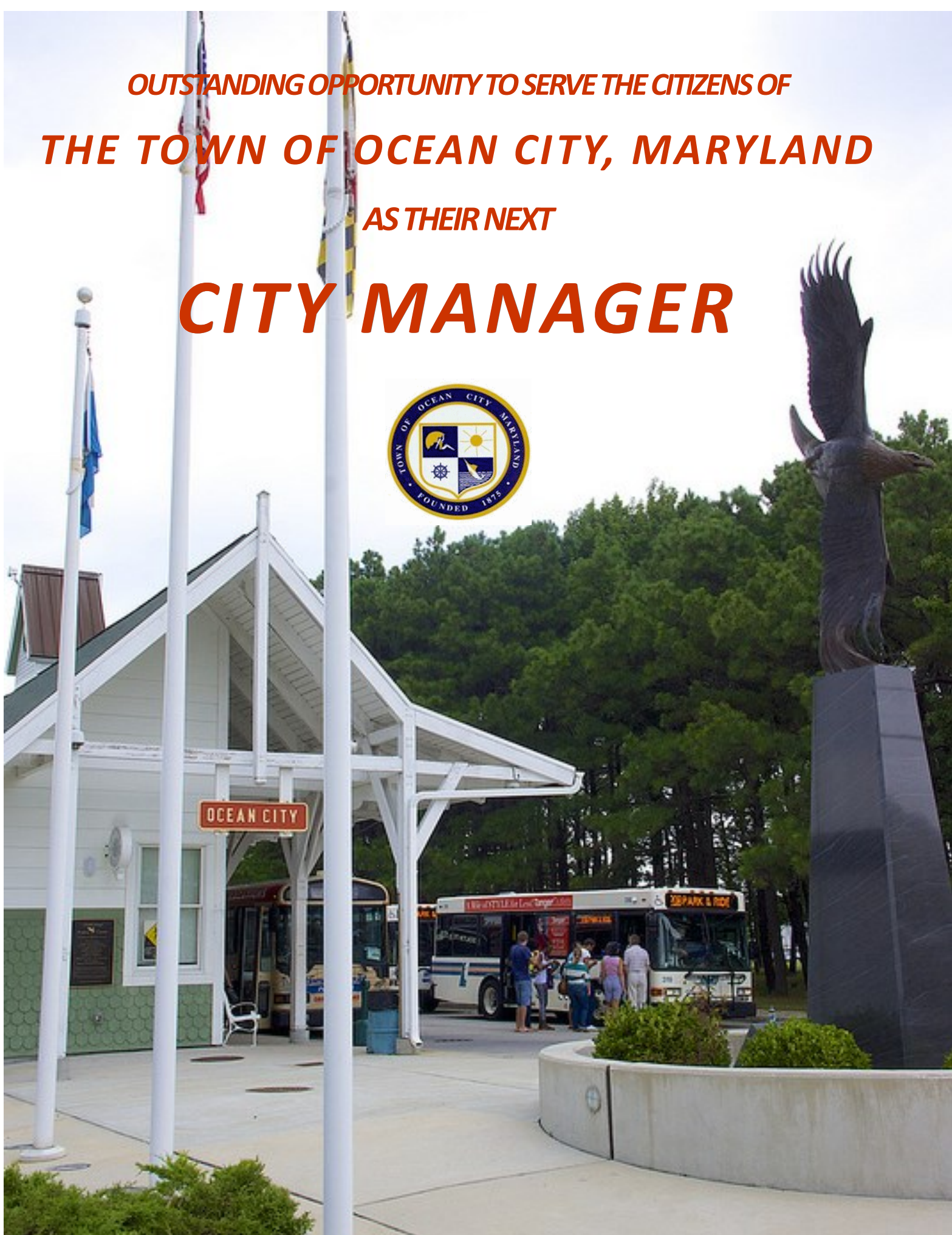


*OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF  
THE TOWN OF OCEAN CITY, MARYLAND  
AS THEIR NEXT  
CITY MANAGER*





## The Community

Originally founded as a fishing village in the 1800's, the Town of Ocean City, Maryland is located on a ten-mile long barrier island and has become a well-developed, nationally known destination for families and a wide range of visitors. The Town is located in Worcester County and has a year-round population of 7,102 distributed over its five square miles according to the 2010 Census and is located approximately 150 miles east of Washington, D.C., 120 miles east of Baltimore, Maryland, 141 miles north of Norfolk, Virginia and approximately 150 miles south of Philadelphia, Pennsylvania placing the Town within an easy drive of fifty percent of the United States population. Ocean City is part of the Ocean Pines Micropolitan Statistical Area.

The Town's major industry is tourism and visitor spending represents an estimated \$2.5 billion annual contribution to the local and state economy. While the major tourism attraction is the Town's ten-mile beach, Ocean City is also known for its three-mile Boardwalk, ranked as one of the top boardwalks in the U.S. by USA Today, the Travel Channel and other national media outlets.

The Town has developed as one of the premier seaside resorts in the Mid-Atlantic due to a variety of attributes including its convenience to major metropolitan areas and easy access by automobile. The Town is a major destination for a wide variety of activities, festivals and conventions and is known as the "White Marlin Capital of the World". During the summer months, numerous charter and private boats fish for billfish, tuna, wahoo and other game fish and are booked for a wide variety of tournaments with one of the largest fishing tournaments in the world, the White Marlin Open, held each August with prize money given for the largest catch for White Marlin, Blue Marlin, and Tuna. Other events, such as "Bike Week" and conventions, such

as the annual Maryland Firefighters Convention, held throughout the year take advantage of an expanding and state-of-the-art convention center which hosts a wide range of events and programs. The Town also includes a number of amusement parks, museums and golf courses and is home to a growing arts community.

The beachfront area supports numerous locally owned hotels, motels, apartment houses, shopping centers, residential communities and condominiums. Along the southern tip of the Town is the Ocean City Boardwalk which is the main shopping district and entertainment area of the Town and supports many prominent restaurants, businesses and two amusement parks. The downtown area retains unique Victorian style homes and other older buildings. Recently, this area has marked the beginning of the Town's plans to expand by building more parking lots, hotels and condos to support the heavy tourism trade synonymous with the Town itself.

Ocean City experiences seasonal fluctuations in tourism that present significant logistical challenges which are handled well by Ocean City's government. The Town has approximately 25,000 condominium units and 9,500 hotel rooms. The average number of people who visit the resort area during weekends during the first quarter of the year is about 80,000.





The average rises to 200,000 during the warmer weekends of April through June. October to December brings the average number of visitors on weekends to 140,000 people traveling to Ocean City for business meetings, conventions or a relaxing weekend away. During the summer season, from Memorial Day through Labor Day, over 335,000 vacationers flock to Ocean City with the average of 53.4% visitor's remaining a full week in Ocean City.

In 1991, the Ocean City Beach Replenishment and Hurricane Protection Project, a cooperative effort of the Federal, State, County and City governments, completed a beach widening project to support preservation and economic stability of the area which included establishing a uniform width of about 165 feet and construction of a dune/bulkhead system. This effort supports enhanced storm protection capabilities of the beach system and provides a larger, more attractive recreational beach. Funding is appropriated annually for continual replenishment of the beach.

## Economy and Employment

The Town itself is one of the larger employers with a total of 533 year round, full-time employees. During the height of the tourist season, the Town employs approximately 1,400 full-time and seasonal staff to care for Town business and up to 8 million tourists who visit each year.

## Education

Public education for the Town of Ocean City is provided by the Worcester County Public School system. The school system operates five elementary schools, one intermediate school, three middle schools, one special education school, three high schools and one career and technology high school. During the 2011-2012 school year, the County had 6,684 students and 1,178 school employees.

Maryland has a wide variety of higher education opportunities for residents and non-residents alike. Located within a 50-mile radius of the Town of Ocean City is Wor-Wic Community College, a two-year community college serving the postsecondary vocational and technical education needs of the residents of Worcester and Wicomico Counties. Offering four-year degrees is the University of Maryland Eastern Shore, located in neighboring Somerset County and Salisbury University in neighboring Wicomico County.

## Governance and Services

The Town of Ocean City operates under the Council-Manager form of government. There are seven council members elected at-large to staggered four-year terms and a Mayor elected at-large every two years. All members are part-time in their service to Ocean City. On the Thursday following each election, the Council elects a Council President who presides over the meetings and sets Council agendas. The Chief elected official is the Mayor, who represents the Town before all State and local agencies. The City Manager, appointed by the Council, handles the daily operations of the Town, develops the Town's annual budget request, implements Council approved policy and serves as the Chief Financial Officer.

The Town operates an expanded range of well-developed services to care for the community and the annual influx of visitors to the Town which include: Beach Patrol, Convention Center, Emergency Services, Engineering, Finance, Human Resources, Information Technology, Planning and Zoning, Police, Fire, Public Works and Recreation and Parks. The adopted Fiscal Year 2016 total budget is \$124 million.

The Town's Capital Improvement Plan (CIP) is a five-year infrastructure plan which matches the Town's highest priority capital needs with a financing and construction schedule. The plan includes investments in neighborhoods, public safety, roads, transit, water and wastewater, the convention center, parks, and other Town facilities. The Town has obtained the following ratings on its bonds in 2013: Moody's Investor Services Inc, "Aa2", Standard and Poor's Corporation, "AA", and Fitch Ratings, "AA-".

Ocean City also has a public transportation system with both on- and off-season schedules. Additionally, the Ocean City Airport, owned and operated by the Town, is located three miles southwest of Ocean City. The airport serves private planes and charter

WORCESTER COUNTY, MARYLAND		
MAJOR EMPLOYERS — 2014		
Employer	Product	Employment
Harrison Group	Hotels & Restaurants	1,083
Atlantic General Hospital	Medical Services	830
Wal-Mart	Consumer Goods	500
O.C. Seacrets	Hotels & Restaurants	380
Dough Roller	Restaurants	350



**TOWN OF**  
**OCEAN CITY**  
*The White Marlin Capital of the World*

flights. Located 27 miles west of the City, the Salisbury-Ocean City Wicomico Regional Airport serves Ocean City and provides the only commercial airline service on the entire Delmarva Peninsula. The airport is second in the State in total number of airline passengers, total tonnage and total acreage.

## Strategic Plan

The City has an up-to-date strategic plan that identifies and prioritizes short- and long-term projects and goals. This plan may be viewed at [oceancitymd.gov](http://oceancitymd.gov) . For more information on the Town of Ocean City, visit <http://oceancitymd.gov>.

## Issues, Opportunities and Challenges (not prioritized)

- The Town is currently in good condition, with excellent department heads, stable finances, well-maintained infrastructure, a cohesive Council and a strong economy.
- The Council is not interested in raising taxes thereby requiring continuous evaluation of municipal operations, costs and revenue sources.
- The Council strongly supports the Town's Strategic Planning program and wants it continued and enhanced.
- There is an interest in developing a financial strategic plan.
- There is a long-standing issue between the Town and Worcester County concerning duplicate taxation.
- During the summer months, Ocean City is the second largest City in Maryland next to Baltimore.

Town of Ocean City Mayor and Council Members	
Richard W. (Rick) Meehan	Mayor
Lloyd Martin	Council President
Mary Knight	Council Member
Doug Cymek	Council Member
Dennis Dare	Council Member
Tony DeLuca	Council Member
Wayne Hartman	Council Member
Matt James	Council Member

- Ocean City is aggressively and successfully working to attract tourists year-round.
- Currently the City Manager's span of control is seen as too wide. The Council sees a need to look at the Town's organizational structure and reporting relationships, service delivery systems and departmental staffing levels.
- Several long-term department heads are within sight of retirement compelling the need for effective succession planning.
- Long term performance issues in some departments, although currently being addressed, need to be resolved.
- Council members want regular, frequent, thorough and timely information from the City Manager.

## TOWN OF OCEAN CITY, MARYLAND

### City Manager

## Position Requirements

### Education and Experience

Requirements for the position include a bachelor's degree (with a Master's preferred) in public or business administration, finance, planning or a related field combined with ten years related public sector experience and/or training, or an equivalent combination of education and experience. Candidates' experience must show a high level of understanding of municipal operations and community economic drivers. Some experience with a tourism-based economy would be helpful. Must have an interest in and have successful experience in a range of areas including: strategic planning, financial management and budgeting, delivering high quality services efficiently, organizational analysis, labor negotiations, team building, redevelopment and revitalization, working with and understanding the needs of existing businesses, working effectively with a variety of community-based groups and building Council and community consensus. A progressive record of strong professional, administrative leadership and developing high performance organizations is an important consideration. ICMA Credentialed Managers are of interest and encouraged to apply.

### Skills and Past Performance

### Administrative Ability

Must be able to effectively delegate responsibilities for day-to-day operations and direct and hold accountable well-qualified and motivated department heads that have a desire to perform at a level of excellence for the visitors, citizens and business community. Must have demonstrated past performance

in developing accountability measures and must have effective time management skills. A thorough understanding of public safety and emergency management processes and initiatives is important. Exceptional communication skills are a must, including the ability to listen and communicate with a wide range of individuals and all segments of the community.

#### **City Manager/Council/ Intradepartmental Relations**

Must have demonstrated an excellent working relationship with his or her current and former governing body (ies) which includes the ability to work with the Mayor, Council President and Council members on a wide range of complex and potentially controversial issues while relaying information to the Mayor, Council President and Council members in an effective and timely manner. The Manager must be able to implement needed changes to process and incorporate new ideas, while being open and honest with the governing body and providing an unbiased and balanced assessment of all issues.

#### **Budget and Finance**

Must have demonstrated prior experience in successfully managing a municipal budget with a level of complexity and scope similar to Ocean City's current budget with emphasis on efficient utilization of available resources. Must recognize the value of, and protect, Ocean City's bond rating while being able to develop a budget which is "transparent" and well understood to elected officials, staff and citizens and targets the use of scarce resources in a well thought-out and prioritized manner.

#### **Human Resource Management**

Must understand the challenges of retaining an ever changing workforce in a tourism-based community and demonstrate a personality that can effectively communicate the Council's goals and Ocean City's needs to department heads and employees. Must be prepared to select, visibly lead and motivate staff, mentor them when necessary and hold staff accountable for their performance. Must be supportive of staff development and by necessity must become involved in succession

planning because several department heads are within reach of retirement. Must have experience with labor negotiations.

#### **Community Relations**

Understands the importance of being visible with staff and the community while balancing the Mayor, Council President and Council members role as elected officials. The City Manager will present a confident image of local government to the public and demonstrate engagement by participation in appropriate associations.

#### **Tourism and Economic Development**

Must understand the challenges and opportunities of working in a tourism-based community with emphasis on working with existing businesses. Must have a thorough knowledge of redevelopment issues and demonstrated success with revitalization and the value of fast-tracking projects in accordance with adopted policies.

#### **Technology**

Must embrace the use of technology in providing a higher level of access to staff and community and have demonstrated success in achieving a higher level of technological proficiency within the organization he or she now serves.

#### **Intergovernmental Relations**

Must be able to build, maintain and enhance partnerships with local governments within the region, community organizations and State and Federal agencies. Should have demonstrated success in identifying and securing outside sources of funding from both public and private sources.

### **Professional Skills and Management Style Characteristics of the Ideal Candidate**

#### **With the Council**

- Clearly understands, respects and honors the unique roles of the Mayor, the Council, the City Manager and the department heads and embraces the City Manager's responsibility to be the liaison between them.
- Assists the Council to make good policy decisions by providing thorough information, well-researched professional recommendations and alternatives and then implements Council decisions without regard for original staff recommendations.
- Responds to Mayor and Council member requests and questions and in a timely manner - excellent at follow through.





- Treats all Council members equally; provides all members with the same information and does not play favorites; understands that he/she works for the full council and is not inappropriately swayed by individual members.
- Is personally engaged in working with Council committees.

#### **With Staff**

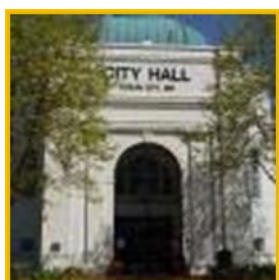
- Is a trend-setter and team builder who mentors and re-enforces the strengths of directors and staff.
- Provides staff with clear directions and needed resources.
- Delegates effectively; stays informed, evaluates performance and holds individuals accountable.
- Provides regular and frequent feedback, coaching and performance evaluations to staff.
- Remains visible, accessible and available to department heads - - connects with them.
- Holds regular staff meetings.
- Regularly gets out of the office to visit other Town work locations and work sites. Not a micro manager but will take charge when need be.

#### **In General**

- Is a strong 'servant' leader able to excite staff and the citizens, comfortable working in a team-oriented environment, self-confident, tactful, discreet, diplomatic.
- Is accessible and approachable and comfortable with a wide range of personalities.
- Personally works hard and sets a high and strong work ethic standard for the organization.
- Is self-confident without being an egotist.
- Passionate about his/her role in local government and the Town of Ocean City.
- Is a consensus builder and collaborative.
- Is well-organized with excellent planning skills - manages time effectively.
- Skilled at multiple task management with the flexibility to adjust quickly to changing situations.
- Is decisive and makes even tough decisions in a timely manner.
- Willing to stand up for what is right even if under pressure to do otherwise.
- Is proactive in dealing with issues.
- Is "frugal" with the Town's resources.
- Has common sense and uses good judgement.



- Is a "big picture" person by nature but remains sufficiently on top of details to effectively manage the organization.
- Is ethical with high moral standards, honest, trustworthy, open and candid and conducts his or her personal life in a manner which is compatible with the nature, visibility and overall requirements of the job.
- Willing to make a long-term commitment to Ocean City.
- Must have strong management skills, particularly in the area of public finance, and understand the importance of balance and creativity to achieve the community's financial objectives.
- Ability to identify areas where efficiencies can be gained and successfully implement structural changes to the organization where warranted.
- Ability to analyze the inner workings of, understand and successfully manage an organization with a number of complex and interrelated "moving parts".
- Strong and enthusiastic in presenting ideas while being respectful of others.
- Ability to craft a position of "what is possible" - serving as a visionary for the Council and staff with the ability to take reasonable risks, while employing creative and innovative thinking to forge solutions to problems before making recommendations.
- Ability to take complex issues and break them down into understandable terms.
- Collaborative and comfortable in dealing with others in developing shared solutions.
- People person who understands a wide variety of different personalities and enjoys working with them while being respectful of the opinions of all citizens.
- Fair in approach to decision making; fair, consistent and firm in application of policies and procedures.
- Ability to manage with confidence and have the courage to "present the good news with the bad" and do what is right, even in the face of criticism and conflict.



- Must lead staff and set a positive tone even during difficult periods while holding himself/herself and appropriate staff accountable for the Town's actions and direction.

#### Personal Traits

- A good listener, responsive to Council and community concerns with appropriate follow up.
- Is compassionate in dealing with problems while caring about outcomes.
- Is personable with a sense of humor.
- Is a consensus builder.
- Apolitical in all dealings.

#### Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Benefits include participation in Ocean City's defined contribution 401(a) retirement plan, vacation and sick leave, group life insurance, deferred compensation, medical, dental and vision insurance, disability insurance, use of municipal vehicle, professional dues and conference expenses. Residency within the Town of Ocean City is required within a negotiated period of time.

#### Application and Selection Process

The deadline for receipt of application materials is Friday, October 2, 2015 and review of résumés will start immediately. To apply please send a letter of application, detailed résumé, salary history and five (5) work-related references to:

Robert E. Slavin, President

#### SLAVIN MANAGEMENT CONSULTANTS

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Norcross, Georgia 30071

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Fax: (770) 416-0848

e-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

[www.slavinweb.com](http://www.slavinweb.com)



Electronic submissions are preferred

**The Town of Ocean City, Maryland is an Equal Opportunity Employer and values diversity at all levels of the Town's governmental structure. Veterans are encouraged to apply.**