

# **PERFORMANCE REPORT 2014 EXECUTIVE SUMMARY, LEADER'S GUIDE, ACTION AGENDA, STRATEGIC PLAN & PLAN IN BRIEF**

## **FINAL REPORT**

Mayor and City Council



Ocean City, Maryland  
March 2015



Lyle Sumek Associates, Inc.

# *PERFORMANCE REPORT 2014*

Mayor and City Council



Ocean City, Maryland  
March 2015



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# **Town of Ocean City Vision 2029**

**OCEAN CITY 2029**  
is a *Vibrant Coastal Resort Community*  
with a *World Class Public Beach and Waterways*  
and an *Authentic Historic Boardwalk*  
-- the *Choice of Today's Families.*

**OCEAN CITY 2029**  
is *Safe and Clean*, has  
*Quality Neighborhoods for Residents*,  
is *Accessible and Easy Travel*,  
and is a place for *Enjoyable Experiences for All.*

## **Town of Ocean City: Mission**

The **MISSION OF TOWN GOVERNMENT**  
is to provide **Personal Caring Municipal Services**  
and to serve as a  
**Responsive Host to Our Guests and Residents**  
while acting in a **Financially Responsible Manner** delivered by  
a **Professional Town Workforce.**

## **Town of Ocean City Core Services**

### **NO CHOICE SERVICES**

**Govern, Inform and Engage the Community**  
**Provide Public Notices and Information**  
**Plan, Manage and Maintain Stormwater Management System**

### **CORE SERVICES**

**Enforce Laws, Ordinances and Standards**  
**Secure, Treat and Distribute Water**  
**Collect, Treat and Dispose Wastewater**  
**Support Tourism Development and Marketing Ocean City**  
**Collect and Dispose of Solid Waste**  
**Prepare For, Respond To and Recovery From a Disaster or Major  
Emergency Situation**  
**Respond to Medical Emergency and Transport to the Hospital**

## **QUALITY OF LIFE SERVICES**

**Design, Build and Maintain Streets and Sidewalk**  
**Plan for the Town's Future**  
**Manage, Maintain Parking Structures, Surface Parking and Overall  
Parking Management**  
**Operate Convention Center**  
**Maintain, Patrol the Beach**  
**Operate Public Transportation System**  
**Inspect Buildings and Homes for Safety**  
**Facilitate Economic Growth and Business Investment**

## **ADD ON SERVICES**

**Sponsor and Support Community Events and Festivals**  
**Design, Build and Maintain Parks Including Venues and  
Open Spaces**  
**Develop, Provide Recreation and Educational Programs  
and Activities**

## **OTHER SERVICES**

**Regulate Land Use and Development**  
**Plan, Manage and Maintain the Municipal Airport**  
**Patrol the Community**

# **Town of Ocean City**

## **Our Customers**

### **PRIMARY CUSTOMERS**

**Residents (year round)**

**Residents (part time)**

**Visitors (first time)**

**Visitors (returning)**

**Property Owners**

**Day Trippers**

**Local Business Owners**

### **OTHER KEY CUSTOMERS**

**National Businesses**

**Event Sponsors**

**Conventioneers**

**Families**

**Foreign Students**

**Prospective Businesses**

**Tournament Teams and Participants**

**Recreation Participants**

# **Town of Ocean City Goals 2019**

**1<sup>st</sup> Class Resort and Tourist Destination**



**Financially Sound Town Government**



**More Livable Community for Residents**



**Excellent Service through a  
High Performing Town Organization**



**Revitalized Ocean City: Development and Redevelopment**



## **Town of Ocean City Policy Agenda 2014**

### **TOP PRIORITY**

- ★ **Tourism Strategic Plan: Development**
  - ➔ **Bayside Park Development**
  - ✓➔ **Tax Differential: Resolution**
- ★ **Smoking on the Beach/Boardwalk Policy**
- ✓➔ **Working Relationship with Worcester County**
  - ➔ **Dualization of Route 90: Advocacy**

### **HIGH PRIORITY**

- ✓➔ **School After Labor Day (Statewide): Advocacy**
- ✓➔ **Citywide Compensation and Benefits Study and Policy**
- ✓➔ **Pedestrian/Bike Safety Master Plan: Implementation**
  - ★ **Beach Playground Equipment Replacement**
    - ★ **November Town Election**
    - ➔ **Ocean Plaza Mall Strategy**
  - ➔ **Downtown “Model Block” Development**
- ★ **Ambulance/EMS/Fire Response (West Ocean City): Analysis**

★ = Done      ✓ = Significant Progress      ➔ = Continue to 2015

## **MODERATE PRIORITY**

- ✓Sunset Park Master Plan and Uses
- ✓Northside Park Building Improvements

★ = Done      ✓ = Significant Progress      ➔ = Continue to 2015

# **Town of Ocean City Management Agenda 2014**

## **TOP PRIORITY**

- Planning and Zoning Evaluation**
- 800 MHz Radio System Replacement**
- ✓→Sports Destination Marketing Program: Expansion**
- 9-1-1 Primary Answering Point/  
3-1-1 Non-Emergency Government Information Center**
- Information Technology Upgrade Plan**

## **HIGH PRIORITY**

- ★Caroline Outdoor Stage: Upgrades**
- City Facilities Security Plan**
- ✓→License Plate Recognition Program for Route 90**
- Whiteside Facility Replacement  
Tall Ship Capacity**
- Network Backbone Replacement**
- Land Acquisition/Disposal Strategy**

**★ = Done      ✓ = Significant Progress      → = Continue to 2015**

## **MODERATE PRIORITY**

**✓→June Behavior Action Plan**

**★Beach Events/Tournaments Expansion**

**✓→Seasonal Police Comprehensive Evaluation**

**✓→Avaya Phone System Replacement**

**★Town of Ocean City Equipment and Labor Guidelines**

★ = Done      ✓ = Significant Progress      → = Continue to 2015

## **Town of Ocean City Management in Progress 2014**

- ★ 1. Tourism Website Redesign
- ★ 2. Tourism Mobile App Development
- ➔ 3. ROI for Private Events
- ★ 4. New Banner Program
- ★ 5. Advertising Agencies: Contract
- ➔ 6. Bus Locator App: Development
- ★ 7. New Annual Event – “Halloween in Ocean City”
- ★ 8. Visitor Profile
- ➔ 9. Winterfest Pavilion: Facility and Program Event
- ★ 10. P Card Program: Implementation
- ★ 11. Pension Report (Annual)
- ★ 12. Government Accounting Standards 67 Financial Reporting for Pensions
- ★ 13. Capital Improvement Budget: FY 15
- 14. Document Archiving System: Imaging and Training
- ➔ 15. Water/Wastewater Rates: Review/Adjustment Resolution
- ★ 16. Purchasing Policy and Procedure: Update
- ➔ 17. Online/Payment by Phone (Bus/Parking)
- ➔ 18. Online Bill Payments: Utilities
- ➔ 19. Building Fee Structure: Evaluation, Direction

★ = Done      ✓ = Significant Progress      ➔ = Continue to 2015

- ★ 20. **Manual on Environmental Permitting**
- ★ 21. **Special Enforcement Unit: Report**
- ★ 22. **FEMA Maps: Ordinance**
- ★ 23. **TMDL: Assign Load**
- ➔ 24. **Eagle's Landing Golf Course Irrigation**
- ➔ 25. **Joint use of School Facilities**
- ➔ 26. **Comprehensive Emergency Operations Recovery Plan**
- ➔ 27. **Drug Action Plan**
- ★ 28. **Web based Building Permits and Business Licenses**
- ★ 29. **Web Link Laser Fiche Web Portal**
- ★ 30. **Strategic Planning: Annual Update**
- ➔ 31. **City Properties Insurance Review**
- ➔ 32. **Town Policy and Procedure Manual: Completion**
- 33. **Emergency Management/Town Facilities Evacuation Plan and Training**
- ➔ 34. **Health and Safety Manual/Training/Policy Review**
- ★ 35. **Fire Operating Standard Guidelines**
- ➔ 36. **Chamber Audio Video Upgrade**
- 37. **Electronic Record/Laser fiche: Strategic Planning**
- ➔ 38. **Water Quality Administrative Consent Decree**
- 39. **Parks: Evaluation and Direction**
- ➔ 40. **Safety Hazard Training Program**
- ➔ 41. **Road Re-Surfacing Plan: Review/Funding**

★ = Done      ✓ = Significant Progress      ➔ = Continue to 2015

## **Town of Ocean City Major Projects 2014**

- ★ 1. Beach Replenishment
- ➔ 2. Airport Improvement: Environmental Assessment, Tree Removal
- ★ 3. Boardwalk Security Cameras: Phase 2
- ★ 4. Performing Arts Theater Project
- 5. Water Disinfection By Products Pilot Study
- ➔ 6. Downtown Water Storage Tank
- ★ 7. Northside Park: Pier Re – Decking
- ★ 8. Tennis Center Fence
- ★ 9. New Kayak Rental Concession
- ★ 10. Skate Park Sunshade
- ★ 11. Performing Arts Theater Project
- ★ 12. Canal Dredging Project
- ➔ 13. Beach Patrol Headquarters
- ➔ 14. Eagle's Landing Golf Course: Improvements at Club House
- ➔ 15. Public Boat Ramp: Relocation, Expansion
- ★ 16. Fire Station 4
- ➔ 17. Fire Headquarters Building
- ★ 18. St. Louis Avenue Improvements Phase II and III
- ★ 19. Boardwalk Fiber Optic Improvements

<b>GOAL 1</b>	<b>1<sup>st</sup> CLASS RESORT AND TOURIST DESTINATION</b>
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<b>ACHIEVEMENTS 2014</b>	<b>MEANS TO RESIDENTS</b>
<ol style="list-style-type: none"> <li>1. <b><u>Performing Arts Center</u></b>: Opening; Event – Texas Tenors; no additional staff; positive feedback from performers; community use; weather proof venues; support for community events; step-up culturally</li> <li>2. <b><u>Smoking Policy on Boardwalk and Beach</u></b>: research; good process; address issues “head on”</li> <li>3. <b><u>New Hotel Development</u></b> <ul style="list-style-type: none"> <li>• Laquinta – Opening</li> <li>• Residence Inn – Construction</li> <li>• Fairfield Inn – Permitting</li> <li>• Quality Inn – Expansion Review</li> <li>• Hyatt Place – Authorized</li> </ul> </li> <li>4. <b><u>New Restaurants</u></b> <ul style="list-style-type: none"> <li>• Tokyo Buffet Seafood</li> <li>• Touch of Italy</li> <li>• Rope Walk</li> <li>• Guido’s Burrito</li> </ul> </li> <li>5. <b><u>Tourist Strategic Plan</u></b>: completed strong participation of stakeholders; framework for the future; specific goals; “deliverables” for one year; tourist profile developed</li> <li>6. <b><u>Summer Tourist Season: 3.5% Increase – Food and Room Revenues</u></b>; tourism continues to grow; returns from marketing program and new special events; continue to expand reputation – “great family destination”</li> </ol>	<ul style="list-style-type: none"> <li>+ More choices for residents’ leisure time</li> <li>+ Expanded arts and culture opportunities for residents and visitors</li> <li>+ Increased restaurant choices for residents and visitors</li> <li>+ Family oriented resort destination</li> <li>+ More visitors contributing to the local economy</li> <li>+ Healthier living environment without smoking</li> <li>+ Name brand, predictable/consistent experiences for visitors</li> <li>+ Easier access to information about community events</li> </ul>



<b>ACHIEVEMENTS 2014</b>
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7. **Caroline Outdoor Stage:** Upgrades, place for performances; Town's support for arts and culture

<b>OTHER SUCCESSES 2014</b>
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1. Tourism Website: Redesign
2. Tourism Mobile Website: Development
3. New Banner Program
4. Advertising Agency: Contract
5. Visitor: Data Collection, Profile
6. Beach Replenishment
7. Boardwalk Security Cameras: Phase 2
8. Halloween Event: Upgrade
9. Ocean City government website

<b>GOAL 2</b>	<b>FINANCIALLY SOUND TOWN GOVERNMENT</b>
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<b>ACHIEVEMENTS 2014</b>	<b>MEANS TO RESIDENTS</b>
1. <b><u>Budget and Tax Rate:</u></b> Constant Yield Tax Rate; Balancing services and revenues; excellent municipal services	+ Service value for tax dollars + Reliable delivery of City services
2. <b><u>City Strategic Plan:</u></b> Updated, use of vision and goals in decision making and resource allocation; specific actions for next year	+ Town has reduced cost of service delivery over the past five years + Quality emergency medical response
3. <b><u>Ambulance/EMS/Response Analysis (West Ocean City)</u></b>	+ Town planning for the future
4. <b><u>Homestead Exemption (3% - 0%):</u></b> support/benefit for year round residents	+ High level of customer service + Reduced taxes for year round residents

<b>OTHER SUCCESSES 2014</b>
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1. Vehicle Replacement Policy and Process
2. Affordable Care Act: Analysis
3. P-Card Program: Implementation
4. Annual Pension Report
5. Government Accounting Standards 67  
Financials Reporting for Pensions
6. Capital Improvement Budget FY 15
7. Purchasing Policy and Procedure: Update

<b>GOAL 3</b>	<b>MORE LIVABLE COMMUNITY FOR RESIDENTS</b>
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<b>ACHIEVEMENTS 2014</b>	<b>MEANS TO RESIDENTS</b>
1. <b><u>Canal Dredging Program Phase 1 and Phase 2:</u></b> Phase 1 – completed 3/15 and Phase 2 – completed 4/15; spoils disposal to pond in Northside Park; time restriction extended to 5/15	+ More arts and cultural opportunities and upgraded arts facility
2. <b><u>Art League:</u></b> exceeds expectations; new program; increase visitors; Executive Director	+ No wake waterways for use by residents
3. <b><u>New Retail at Gold Coast Mall:</u></b> T.J. Maxx; center renovations; major national chain; more retail/shopping opportunities	+ Improved retail options for residents
4. <b><u>Beach Patrol Headquarters:</u></b> opening 6/8/15; kept in Downtown; higher building standards; value to Downtown appearance	+ Protection of property values
	+ More choices for your leisure times
	+ More reasons to live in Ocean City

<b>OTHER SUCCESSES 2014</b>
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1. Northside Park: Pier Re-Decking
2. Tennis Center Fence
3. New Kayak Rental Concession
4. Skate Park Sunshade
5. Manual on Environmental Permitting
6. Special Enforcement Unit Report
7. FEMA Maps: Update
8. TMDL: Assign Load

**GOAL 4**

**EXCELLENT SERVICE THROUGH A HIGH PERFORMING TOWN ORGANIZATION**

**ACHIEVEMENTS 2014**

1. **Mayor – Council Teamwork:** Respect for each other; opportunities to bring up new ideas; candid discussion of critical issues
2. **Fire Station 4 with Live-In Volunteers**

**MEANS TO RESIDENTS**

- + Exceptional customer service by Town employees
- + Timely response for emergency calls for services
- + Customer friendly Town processes and procedures
- + Easy access to Town services and information
- + Efficient use of Town resources

<b>OTHER SUCSESSES 2014</b>
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1. Fire Operating Standards Guidelines
2. Web-based Building Permits and  
Business Licenses
3. Web Link Laser Fiche Web Portal



**GOAL 5**

**REVITALIZED OCEAN CITY: DEVELOPMENT  
AND REDEVELOPMENT**

**ACHIEVEMENTS 2014**

1. **St. Louis Avenue Reconstruction**  
**Project:** beautification and lighting  
improvements; on time; within budget
2. **Boardwalk Fiber Optic Improvements:**  
supported “City Watch” Program

**MEANS TO RESIDENTS**

- + Town investing in Ocean City’s future
- + Improved community appearance
- + Protection of property values
- + Town focusing resources and attention on  
“Downtown”

## **Additional Town Achievements 2014**

- 1. Land Swap at 3<sup>rd</sup> Street**
- 2. Improved Communications with Worcester County**
- 3. Council Meeting Streaming, Indexing Agenda; Better Quality**
- 4. “Model” Block: Land Acquisition**
- 5. FEMA Flood Rating: Mitigation Efforts Paying Off – Dunes**
- 6. Beach Play Structure: Safe and Meeting Requirement, Demand from Business Community; City Funding - \$17,000 at Half Price; Public Works Installation, Heavy Use**
- 7. City Watch – Cameras on Boardwalk: Up and Running; Complex Project**
- 8. Dew Tour – Successful Event, National Recognition; 4 year – Great Host, Other Events “Piggyback” off this Event**
- 9. Rental Property: Proactive Approach: Team Work among Departments**
- 10. National Recognition: Top Beach, 1<sup>st</sup> Hotel Destination; Arts and Crafts Events; Emergency Services; Clean Beach; Boardwalk; Advertising Campaign; Top Night Club; etc.**
- 11. 28 Years GFOA**
- 12. FM Radio Station – Emergency Advisory**

**DEPARTMENTAL SUCCESSES  
TOWN OF OCEAN CITY  
2014**

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Building/Plumbing Department

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Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Building Department re-organization

**Impacts:** Created new Office Administration I position, filled vacant Building Inspector Position, & Filled vacant Plumbing Department with Office Administrator II position. Resulted in better defined and improved coordination among all staff in the Building Department

**Success:** Re-evaluated of Plumbing Department overall procedures with regard to permits, fixture counts, etc., etc.

**Impacts:** Smoother operations, improved performance & training

**Success:** New Online Building Permits

**Impacts:** Activated the online Building Permit process & module. Easy to apply for minor Building Permits online. Less stress on the Building Department Staff and the Contractor and property owner.

**Success:** P.R.E.S.S. Committee Formed

**Impacts:** Committee formed to help create safer living environments for visitors, property owners, & renters. Promote public safety & have a better control with regard to overcrowding & other Housing Violations. Better cooperation & communication among other departments & staff. Overall less time wasted on multiple agency inspections.

**Success:** New Staff Promotion & Position

**Impacts:** Plans Examiner position created. Staff member now certified plans examiner. Improved plan reviews, higher standards recognized by the Insurance Industry that evaluates the Building department every 5 years.

**Success:** Developed Plan Review guide lines

**Impacts:** Resulted in improved building plan reviews. Expedited permits. Saved an enormous amount of time spent in reviewing documents.

**Success:** Updated Building Codes & Code Research

**Impacts:** Currently in the process of updating to the new 2015 Building, Mechanical, Plumbing, etc., codes. This process keeps us up to date with the State of Maryland requirements. Improved Building Performance Standards built into the new codes

**Success:** Analyze our current customer service procedures

**Impacts:** Established better customer service procedures. A re-evaluation to provide improved customer service. New procedures for answering phones, improved guidance thru the building permit process, etc.

**Success:** Develop department disaster Recovery Plan

**Impacts:** Fine tune how the department will function after a disaster. A function of the department that can be activated and carried out more effectively. Making sure essential services within & outside of the Building Department can be achieved with little or no delay

**Success:** Additional Training & Seminars for Staff

**Impacts:** Additional training & seminars for the Building Department Staff will greatly improve how inspectors perform their daily duties. Training for Staff will improve the use of computer based programs. Daily activities, etc.

**Success:** Public Education & Seminars

**Impacts:** Greatly improve the public's knowledge & understanding of the Codes & how they are enforced.

**Success:** Prepare reports for ISO & CRS Rating Field visit

**Impacts:** With a commitment from the Town of Ocean City & the Building Department to maintain our building code status & enforcement we can achieve better ratings which will result in huge savings to the public on insurance premiums both general home owners insurance & flood insurance premiums

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: City Clerk's Office

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Efficient, stress-free passport services – open to the public 9-3, Monday through Friday.  
792 New Passport Applications processed

**Impacts:** Over \$28,000 in revenue

**Success:** 53 Public Information Requests fulfilled

**Impacts:** Efficiently transparent

**Success:** 1,438 Senior Citizen Bus Passes

**Impacts:** Low Cost Transportation Benefit offered to senior residents

**Success:** New Feature to Online Code Book

**Impacts:** Electronic users will be notified of language changes almost immediately (rather than 6 months later).

**Success:** Establishing precedent for Beach Equipment Franchise bids

**Impacts:** Bids were fairly low this year. The Mayor and Council rejected certain bids that were 60-90% below the historical value. Rebid will start at \$500.00

**Success:** MinuteTraQ Software implemented

**Impacts:** Fast, easy & streamlined way to report on Council Meetings

**Success:** Conducted a clean Election

**Impacts:** Citizens did not have to wait in lines. Most enjoyed the process

<b>Success:</b> Submitted 112 legal advertisements including bid notices, ordinance fair summaries and public hearings
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<b>Impacts:</b> Well-informed citizens, and, following legal procedures = less attorney workload
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<b>Success:</b> Reduced Postage Budget through effective cost management measures
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<b>Impacts:</b> Currently on target in budget
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## **DEPARTMENTAL SUCCESSES 2014**

### **Ocean City, Maryland**

**March 2015**

#### **DEPARTMENT: City Manager's Office – Communications Manager**

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

##### **Success: New Government Website**

**Impacts:** The new Government Website is vibrant, responsive and user friendly. After planning for nearly one year, which included departmental meetings and re-designing, the old 800 page website was consolidated into a more effective 400 page website. In addition, the responsive website gives users access to the full site no matter what device they are using. The new site is bright, bold and gives us the ability to grow and evolve to better serve our departments and the user.

##### **Success: Report to Citizens & Fall Newsletter**

**Impacts:** For the first time, residents and property owners of Ocean City received a fall newsletter in coordination with the Report to Citizens. We worked closely with the Finance Department to create an informative document that would not only be easy to read, but would also be aesthetically pleasing. After months of collecting information and working with a designer, the publication was printed and mailed to nearly 30,000 residents and property owners. The final product was a beautiful example of teamwork and was filled with important information for the public.

##### **Success: Council Upgrades**

**Impacts:** The Communications Office, specifically the webmaster, has worked closely with the City Engineer to determine necessary upgrades for the Council Chamber. While much of the technical upgrades will continue to go through the bidding process, the upgrade to the live council meetings and digital agendas are taking place now. It is a huge accomplishment and a great step in continuing to keep our government open and transparent.



<b>Success: Consolidate Social Media</b>
<b>Impacts:</b> In an effort to keep social media communications effective, and reach audiences the best, most concise way, the town has continued to evaluate and consolidate social media pages.

<b>Success: Grand Opening &amp; Ribbon Cutting – Performing Arts Center</b>
<b>Impacts:</b> The Grand Opening of the Performing Arts Center was a great success.

## **DEPARTMENTAL SUCCESSES 2014**

### **Ocean City, Maryland**

**March 2015**

#### **DEPARTMENT: City Manager's Office – Grants**

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success: FM Emergency Advisory Radio System**

**Impacts:** Federal grant funding (\$41,250) awarded to equip and establish a radio station at the Public Safety Building adjacent to the Emergency Operations Center. Communications tool will cover the entire Ocean City area and neighboring communities.

**Success: Homeland Security Grant**

**Impacts:** Awarded \$173,599 to implement improvements to the Police Department's in-car technology program, to fund HAZMAT articles for the Fire Department and Fire Marshal's Office, as well as salary expenses to cover a portion of the Emergency Management Director and Emergency Planner positions.

**Success: Ocean City Smoke Free Initiative**

**Impacts:** Collaborated with the Worcester County Health Department to capture implementation funding from the Maryland Cancer Fund (\$18,000) and the Maryland Department of Health & Mental Hygiene (\$19,000). Monies to be used for signage, containers, and outreach materials.

**Success: Highway & Pedestrian Safety Initiatives**

**Impacts:** Funded by a series of grants totaling nearly \$60,000, the Ocean City Police Department was able to provide additional overtime enforcement coverage and education for pedestrian safety, underage drinking compliance, impaired driving, school bus safety, commercial vehicle inspections, and motorcycle safety programs.

**Success: Environmental Impact**

**Impacts:** Critical Areas Commission grant award of \$10,000 procured to assist the City staff with comprehensive review and compliance of local developmental projects to insure regulations are met.

**Success: 911 Dispatcher Training & Certification**

**Impacts:** Grant award from the Maryland Institute for Emergency Medical Services Systems (MIEMSS) to assist our Emergency Medical Dispatchers with continuing education and training. Nearly \$2,700 available for dispatcher educational curriculum and certification.

**Success: Police Body Armor**

**Impacts:** Successful Department of Justice grant funding achieved for bulletproof vests and body armor. In excess of \$22,000 was awarded to purchase ballistic vests for our full time and seasonal police officers.

**Success: HAZMAT Response & Training**

**Impacts:** Nearly \$26,000 in Federal funds awarded from the Department of Transportation for a Hazardous Material Emergency Preparedness Grant (HMEP). Allowed for First Responders and Wastewater personnel to attend HAZMAT training, attend EPA sponsored conferences, complete a comprehensive fuel storage study on the City, participate in FEMA Sector Chief training and purchase HAZMAT dedicated computer equipment for the Fire Marshal's Office.

**Success: Governor's Grants Office**

**Impacts:** Appointed as a Local Government liaison and continue to serve as a statewide grant network contact assisting other municipalities in the State of Maryland.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: City Manager's Office - Internal Audit

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Please list your department's most important achievements that were completed during 2014 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Created a process and documentation for calculating water & wastewater fixture counts and other billable charges.

**Impacts:** A documented system was created for calculating fixture charges. During this documentation process, other efficiencies were noted.

**Success:** Identified a calculation method for co-op trailer parks for their fixture counts that was incorrect.

**Impacts:** Met with managers of coop parks to arrive at a plan for correct fixture counts.

**Success:** Completed a thorough review of the badging system used for door entry into all City buildings and areas.

**Impacts:** Disabled active badges for many employees that have been terminated.

**Success:** Met with the Mayor & City Council to issue an update of accomplishments.

**Impacts:** March 2014 (November 2013-March 2014) and November 2014 (April 2014-October 2014).

**Success:** Special Projects as requested by the Mayor & City Council.

**Impacts:**

- A. Tasked to review Cruisin' payments and verify special events requests.
- B. Tasked to review Comcast payments and report any variances.
- C. As part of the P Card policy, a monthly review of P Card backup is performed and any irregularities are noted. All charges over \$1000 are reported to the budget manager for her review.

**Success:** Special Projects as requested by the City Manager.

**Impacts:**

- A. Prepare an annual report for the local newspaper per the freedom of information act of the W-2 Information by employee.
- B. Analyze and report to departments quarterly their unemployment exposure.
- C. Analyze and report to departments every pay period their overtime dollar exposure.
- D. Analyze and report to assigned cell phone users their detailed monthly usage.
- E. Assist with physical inventory at wastewater and main warehouse yearly.

**Success:** Review of Health Insurance Billing.

**Impacts:** The Health billing is over \$675,000 monthly. After reviewing the full time employee records, there were no discrepancies found with the billing for January 2015. This is the month when all changes to coverage take effect.

**Success:** Review of Admission and Amusement Tax Remittance to the City from the State.

**Impacts:** Continue to monitor the quarterly remittance of Admission and Amusement tax issued to the City from the State of Maryland. A 'refund' that was issued in 'error' by the state was collected and reissued to us. Also, was able to facilitate collecting \$115,000 from one of the beach operators.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Roland E Powell Convention Center

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Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** PAC Grand Opening.

**Impacts:** Creates more Convention /Concert Space. More opportunities for clients new and old

**Success:** Did not lose clients during construction

**Impacts:** Team Effort despite construction. Had to replace space and move some clients but we were able to keep everyone happy and in OC

**Success:** Enhancing WIFI Infrastructure and resolved past issues

**Impacts:** Better service to clients. Clients are happier with our technology

**Success:** Conclusion of Beautification Project

**Impacts:** Enhances the appearance of the Building

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Emergency Services Department

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Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Successfully scheduled and manned all shifts despite several staff vacancies. Throughout this last year we have struggled with staffing deficiencies but have managed to adequately cover all shifts meeting the minimum manpower requirement for our Division. During this one-year period the Division processed and dispatched over 97,000 calls for service to public safety personnel.

**Impacts:** Ensured adequate staff to handle all calls for service.

**Success:** Department /NCIC/CJIS/ METERS instructors were increased by two and conducted more than 40 certification classes resulting in the certification and recertification of more than 400 students to include students from the Ocean City Police Department, Ocean City Emergency Services Department, as well as public safety personnel from other Maryland jurisdictions.

**Impacts:** Students from Ocean City do not have to attend classes at remote locations. Utilizing the IT computer lab for classes eliminates the necessity to travel as well as hotel and per diem costs.

**Success:** In conjunction with the Ocean City Police Department Training Section the Communications Division has standardized, developed and improved the employment testing process. The Communications Division conducted testing weekends to correspond with the Ocean City Police Department's employee testing schedule. We now have a four-part process for evaluating employees; The National Dispatcher Selection Test, oral interview, background review and a battery of web-based pre-employment testing.

**Impacts:** This cooperative effort between the police department and the communications division has provided an opportunity for a far-reaching recruiting plan and has resulted in more qualified candidates.

**Success:** Operation of the Radio Shop Facility.

**Impacts:** Provide “turn-key” administration, management, programming, installation and repairs to over 1,500 bases, mobile and handheld radios issued and used by Ocean City government.

**Success:** Supported the DEW TOUR 2014 held in Ocean City by means of the Mobile Command and Communications Vehicle (OC1)

**Impacts:** Plan and support radio communications for event security, medical & logistics.

**Success:** Supported the Ocean City Air Show 2014 by means of the Mobile Command and Communications Vehicle (OC1).

**Impacts:** Plan and support radio communications for event operations & logistics.

**Success:** Federal Grant Funding.

**Impacts:** Emergency Management received grant awards in FY 2014, reducing the fiscal impact on the taxpayers to offset Emergency Management personnel costs, and allowing the Emergency Services Department to enhance multi-discipline training, exercises and programs.

**Success:** Public outreach and education.

**Impacts:** Emergency Management increased ongoing public outreach, awareness and education of our citizenry to be better prepared. A prepared Ocean City is a resilient Ocean City.

**Success:** Increased community awareness to the significance of the Emergency Management function.

**Impacts:** Promoted the function of Emergency Management operations within the community. The purpose of the program was to increase the number of members of the Community Emergency Response Team (CERT), operational volunteers, and the Department’s internship programs.



## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Emergency Services Department – Beach Patrol

Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** High number of returning personnel.

**Impacts:** We have a well-trained and experienced core of employees to carry out our multi-faceted mission. When I look at the statistics that disaggregate the make-up of the patrol I am amazed at what it reveals. First and foremost the experience of our organization surpasses the National average in full-time career professions. Of the 208 employees listed on our roster this past season, a full 1/3 have worked for the patrol for 5 or more years and of that 1/3 half have over 10 years. What makes this statistic even more impressive is that 85% of our employees do not live in the local area and must relocate each season to continue working for the patrol. In many cases these individuals have permanent homes and mortgages and must rent a place each season, some of whom bring spouses and families. Having a large number of returning employees each season reduces the amount of recruiting and training we must do and allows us to only hire the best.

**Success:** Maintain our position as one of the Towns greatest assets.

**Impacts:** Since we are the most visible Town employees it is important to see ourselves as ambassadors for Ocean City and let all visitors know that we are glad they are here. This will encourage them to return to Ocean City again.

**Success:** Reunited 100% of all missing persons.

**Impacts:** Returning most lost children within ten minutes of the first report makes the parents feel comfortable when bringing their families to Ocean City. When they return home, their stories of how quickly the Beach Patrol found their child let others know Ocean City is a safe and well-patrolled place to bring their families.

**Success:** Received an unusually large number of employee commendations from the public.

**Impacts:** Hearing from the public in unsolicited messages lets us know that our mission is being executed on the beach on a daily basis and gives us independent data that lets us know that the Surf Rescue Technicians (SRT's) are truly being Ocean City's "Ambassadors".

**Success:** Increased presence in local, regional and national press.

**Impacts:** This helps us to perform the most important aspect of our mission, which is education. Being featured in the press not only lets our local visitors know how to safely enjoy the beach and the ocean, these national stories featuring our patrol is confirmation that we are the premier Surf Rescue organization in the world. This also helps in recruiting potential employees from across the country and around the world. People want to be part of the best.

**Success:** Largest enrollment in Junior Beach Patrol (JBP) to date.

**Impacts:** More children and families have been impacted by the safety message of the JBP program. More members have been returning for advanced levels and participating for multiple years. This is also giving us more potential SRTs for future years and a stronger pool of interested 15 year olds for the available Junior Beach Patrol Assistant Instructor positions. Although we have participants from as far away as California, Canada, even Europe, more than half are local. Once they go on to become SRTs at 17 they will have many seasons to work for the OCBP and will be available for weekends.

**Success:** Increased the number of special events as well as on-going Recreation and Parks activities that we supported.

**Impacts:** Staffed four weekly camps: Horizon, Scamper, Boogie Board and Surfing, as well as evening activities such as Beach Movies and Family Olympics. Staffed surfing contests, and Surfers Healing Autism Awareness event.

**Success:** Increased number of SRTs receiving additional certifications through the Ocean City Beach Patrol Surf Rescue Association (OCBPSRA).

**Impacts:** The OCBPSRA certifications not only prepare our SRTs for future leadership roles but also provide us with a much more highly trained and prepared staff, giving us a very deep bench. This is also a value to the city since they are training for the work they do but are doing the extra training on their own time.

**Success:** Successful Surf Rescue Academies and Rookie Graduation.

**Impacts:** Bringing in a high quality set of rookies each season is critical for our continuing success. This year's rookie class was a highly skilled and motivated group of SRTs with very diverse backgrounds and experiences.

**Success:** Rotating Surfing Beaches were a huge success.

**Impacts:** We had a successful year of administering the rotating surfing beaches with virtually no complaints from beach patrons or the surfing community. We also enjoyed a very successful year recruiting, hiring and training excellent Surf Beach Facilitators.

**Success:** Evaluations.

**Impacts:** By thoroughly evaluating employee performance at specific points throughout the season we can provide specific formative assessments. This allows us to work with individual employees to shape them into the type of employee that we require. Following the season we do comprehensive summative evaluations that enable us to retain only those individuals that meet or exceed our high standards.

**Success:** Worked with Surfing Committee to provide greater access to the ocean.

**Impacts:** This committee showed that we are willing to listen to our stakeholders and are willing to work toward a viable solution as long as it does not compromise safety. By having Surf Shop owners on the committee there was no sense that we were making decisions without full consideration of all interested parties. The result was a plan to give more access and larger surfing areas when conditions warranted.

**Success:** Beach Patrol Headquarters construction project started.

**Impacts:** The greatest aspect of this entire process was seeing the construction start on the new building. The new Headquarters is critical for our operations, since the “temporary” location was in serious need of repairs and had several health-related issues. The design should meet our operational needs through a well-designed floor plan and an efficient workflow.

**Success:** Used Coke Sponsorship to provide umbrellas.

**Impacts:** Provides sun protection for our personnel and camps and provides product recognition to the visitors on the beach. This should lead to a continuing relationship between the Town and Coke.

**Success:** Presented at the state EMS Conference “EMS Care”

**Impacts:** This is an opportunity to highlight the organization and our mission to EMS providers throughout the state and beyond. It highlights the professionalism of our organization, training and personnel.

**Success:** Assist the Government of Brazil with establishing a Water safety Program.

**Impacts:** This helps establish the Ocean City Beach Patrol as a worldwide authority and leader in water safety. This helps us with recruiting the best personnel available. This also allows us to share our expertise and save lives in other areas of the world.

**Success:** Expanded partnership role and training with the National Aquarium.

**Impacts:** We had training with each Surf Rescue Academy, as well as a review of procedures with all staff at a weekly in-service meeting. We also hosted two full Marine Animal Rescue Training courses with certification by the National Aquarium. On Presidents' Day this past March, the busiest day on the aquarium's calendar, we staffed a safety booth in the main lobby while twelve members of the Beach Patrol Dive Team made two dives in the exhibit tanks at the aquarium.

**Success:** Successfully supported multiple Special events for safety and security.

**Impacts:** We provided on-site security for the fireworks at the downtown & Northside park locations. We also helped to provide for safety at the Dew tour for several events. We also provided personnel to assist with the boat races, air show, and the softball tournament ceremony on the Beach at the inlet.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Engineering Dept.

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Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Convention Center Performing Arts Center

**Impacts:** Completed construction of a 1200 seat performing arts center in the convention center. The new center will provide a venue for entertainment for residents and visitors and an additional feature space for existing building customers

**Success:** Beach Replenishment

**Impacts:** Beach replenishment completed. This project protects the City from storm damage and maintains the primary tourist attraction for the City.

**Success:** Construction of Fire Station 4

**Impacts:** Replaced the old Fire Station 4 (130<sup>th</sup> St.) with a new building capable of housing additional equipment and fire fighters. This will decrease response times and improve public safety particularly in the north end of the City.

**Success:** Canal Dredging Phase 1

**Impacts:** Completed the first phase of the Canal dredging program. Restored navigable depths to 3 of the shallowest canals in the city preserving the values of the waterfront property along the canals.

**Success:** Environmental Permit Manual and work sheets

**Impacts:** Created a complete manual on environmental permitting in Ocean City combining critical areas, storm-water and landscape requirements all in one document including interactive spreadsheets. This will help to simplify and streamline a relatively complex permit process making it easier to develop and re-develop in the city.

**Success:** Boardwalk fiber optic project.

**Impacts:** Installed a complete fiber optic network along the boardwalk allowing the connection of a system of security cameras monitored by the communications department. This will enhance public safety on the boardwalk.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Finance & Purchasing Departments

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Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Participated on management team for labor negotiations and prepared economic data to assist City Manager and Town Council to determine negotiation parameters.

**Impacts:** Management used data to assist in negotiations.

**Success:** Obtained Certificate of Achievement for 2013 Comprehensive Financial Report.

**Impacts:** Comprehensive Annual Financial Report and other managerial reports summarized the Town's financial position and provided related income, expense, and budgetary information in accordance with generally accepted accounting principles and statements issued by the Governmental Accounting Standards Board in accordance with Town code and State law. Implemented Government Accounting Standards 67 *Financial Reporting for Pension Plans*.

**Success:** Updated Purchasing Policy and Procedures to make more efficient and improve compliance with National Institute of Governmental Purchasing guidelines with inclusion of above purchasing card program.

**Impacts:** Improved efficiencies of purchasing and payment processes. Provide improved oversight of large bids by procurement manager.

**Success:** Prepared Capital Improvement Plan with City Engineer and Public Works Director & presented to City Council in August 2014.

**Impacts:** Citizens had opportunity for input on capital projects for inclusion in budget and future bond issues.

**Success:** Updated and repairing Petro-vend fuel reporting and monitoring system to prevent system failures and data loss.

**Impacts:** Software has improved inventory control and collection and submittal of fuel data.

**Success:** Analyzed vehicle lifetime repair costs to improve replacement decision making to reduce maintenance costs.

**Impacts:** Process was used to evaluate vehicle replacements for 2015 and 2016 budgets.

**Success:** Installed GovNow software for online application and payment of business licenses.

**Impacts:** Renewal process can be efficiently completed online by business owners.



## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Fire Department

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Exceptional availability and resource management of staffed EMS units continued.

**Impacts:** Ensures appropriate resources are available for emergency response.

**Success:** Call volume increased for the first time in 4 years, as a result of a busier August.

**Impacts:** Exceptional management of personnel and resources enabled the Department to respond to every call without delay.

**Success:** The Department provided the required personnel to ensure better coverage, with a continued reduction in payroll costs after mandated pay incremental increases.

**Impacts:** Effective management of the Department's Budget, which inevitably benefits the City and its citizenry.

**Success:** The Volunteer Division continued with non-compensated Duty Crews, with a total coverage of 8,172 hours of service.

**Impacts:** Lessened the burden and aided Career Personnel; continues to build camaraderie between Divisions; saves the City greatly in wages and other costs.

**Success:** Response times continue to meet our expectations, with an average of 4 minutes 27 seconds from dispatch.

**Impacts:** Meets Department and County Standards; benefits the citizens and visitors of Ocean City by providing prompt response to mitigate EMS and fire-related emergency events.

**Success:** Currently, the Department's part-time compensated force has no unemployment charges, or impacts on the ACA, maintaining the 1560-hour benchmark.

**Impacts:** Meets the City's guidelines and helps minimize unemployment costs.

**Success:** There were two occasions where Mutual Aid Departments were needed for EMS transport ambulances. These calls were handled without any adverse effect on patient care of outcome. Provisions have been made to prevent this reoccurrence.

**Impacts:** Insures adequate resources are available to handle emergency medical events. Minimizes need to summon mutual aid assistance to cover medical emergencies.

**Success:** The Department handled the Route 50 Bridge incident professionally, with expert planning and coordination, as discussed during the subsequent review.

**Impacts:** Because Management is trained to encounter emergencies as such within the City, this event did not have a major impact on Department Operations, therefore response and care continued to be the top priority.

**Success:** The Department continues to monitor ambulance service and reliability records, and is pleased to note a possible reversal in trend.

**Impacts:** Ensures ambulances have minimal out-of-service time and are available for service when needed.

**Success:** *Career Division-* Implementation of the High Performance CPR Project for EMS Operations

**Impacts:** High Performance CPR Project for EMS Operations is designed to help improve survival of victims of out-of-hospital sudden cardiac arrest. The project encompasses efficient scene management and effective delivery of cardiac arrest treatment modalities and CPR. The objective to maximize the chances of resuscitating victims of sudden out-of-hospital cardiac arrest. This enhances our effectiveness as an emergency medical delivery system and insures high quality service for those to whom we provide EMS service.

**Success:** *Volunteer & Career Division-* Deployment of the New Self-Contained Breathing Apparatus (SCBA)

**Impacts:** Along with the Volunteer Division of the Department, the Career Division completed training and deployment of our new self-contained breathing apparatus. This was a major capital project, supported by federal grant funds. This project enhances the safety of our members and allows our personnel to work effectively in hazardous environments; compliance with NFPA Standards.

**Success:** *Fire Marshals Division-* Manage the process and permitting of 50 public fireworks displays for the Town of Ocean City, NSP, Seacrets, Sunfest, New Year's Eve, Beach weekdays and July 4. The Fire Marshal's Office inspects the shipping, set-up, discharge and cleanup of hundreds-of-pounds of explosives.

**Impacts:** Display fireworks contain large amounts of highly explosive material, which are sensitive to heat, shock and friction. These fireworks are generally made overseas where quality control is questionable at best. Significant accidents occur every year throughout the country from mismanaged public fireworks displays. The Fire Marshal's Office has safely managed the transportation and discharge of these explosives within Ocean City's densely public populated areas, with strict oversight and preventive measures.

**Success:** *Fire Marshals Division-* Our "Quality Assurance Program" in 2014 has reached 92% compliance. The Fire Marshal's Office tracks the required inspection and testing of 2,783 required fire protection systems in 1,535 buildings. The program started in 2001 with a compliance rate of 60% in 2002. Additionally, this program generates approximately \$70,000 in review fees, which closely covers the cost of the program.

**Impacts:** The Town of Ocean City Fire Code requires certain types of fire protection systems within specific Occupancies. Hundreds of thousands of dollars have been invested in the fire protection system for these building, making sure they are maintained and in good working order increases life safety for the occupants. With a 92% compliance rate for testing these systems annually we can say the residents of those buildings can rely on those systems to perform as designed if necessary. As important, but not generally realized is the increased work place safety it provides fire and police personnel who may have to respond to emergencies in these 1,535 buildings.

**Success:** *Fire Marshals Division-* Completed 20 high-rise building inspections. The Town of Ocean City High-rise Code mandates the inspection of 19 specific high-rises, every four years. These 20 high-rise buildings are in addition to the mandated inspection and contain some of the largest residential structures in Ocean City. Each of these high-rise structures has unique fire protection and life safety systems specifically designed for that building.

**Impacts:** Thousands of people occupy these residential high-rises. The Fire Marshal's Office ensures that each of these residential high-rise buildings meet and maintains the minimum fire and life safety requirements outlined in the Fire Code for the Town of Ocean City.

**Success:** *Fire Marshals Division*-This year one Fire Marshal was successfully recertified with the Federal Bureau of Investigation as bomb technicians at Huntsville Alabama Hazardous Devices School, US Army Redstone Arsenal.

**Impacts:** For Ocean City to maintain a certified BioChemical/Bomb response unit, every three years each technician must recertify. Ocean City has four certified bomb technicians with the FBI. The training enables the unit to competently respond to all Chemical, Biological, Radiological, Nuclear and Explosive related calls. “

**Success:** *Fire Marshals Division*- The Preventable Fire Alarm Reduction Program was implemented in 2011. The definition for False Alarms was redefined as Preventable Alarms, more accurately identifying the alarms that are fined by the Town. The process for tracking, identifying and correcting problem properties has been very successful in 2014, with a focus of reducing preventable alarms over the long-term. In 2014 we concentrated on repeat properties with solution-oriented enforcement.

**Impacts:** At the end of 2014 we will have a full year of data that will help us more accurately identify and address the Preventable Alarm problem in Ocean City. On average fifty percent of the Fire Alarm activation the Fire Department responds to can be prevented. With a concerted effort in reducing the number we can anticipate a cost savings from reduced unnecessary fire department responses.

**Success:** *Fire Marshals Division*- In 2014 we have seen a total of 16 of the 19 high-rise buildings comply with Ordinance 2005-21 High-rise requirements. One of the remaining three high-rise structures began the process of retrofitted their buildings with a complete fire sprinkler systems. In 2017 all high-rise structures are to be in compliance.

**Impacts:** Those high-rise structures that are impacted by the ordinance were built in the early 70's with the fire protection systems of that time. Compliance with the high-rise minimum requirements makes the structures more-safe for their large number of occupants, not to mention a safer work-place for police and fire employees who respond there for emergencies.

**Success:** *Volunteer Division*- new Engine Tanker put in service.

**Impacts:** Improved safety for Fire Department Personnel in modern equipment.

**Success:** *Volunteer Division*- No Storms causing severe damage

**Impacts:** Costs down; property unscathed; economics up

# DEPARTMENTAL SUCCESSES 2014

## Ocean City, Maryland

### March 2015

#### DEPARTMENT: Human Resources

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Coordinated the development of government reporting program required for grant administration compliance.

**Impacts:** Grant compliance complete.

**Success:** Coordinated the national search and selection process for a Department Head replacement.

**Impacts:** Position was filled in a timely manner with the most qualified candidate.

**Success:** Conducted RFP process and coordinated information meetings, data collection process and reporting requirement to initiate a citywide compensation and classification study.

**Impacts:** Fulfills a strategic planning initiative.

**Success:** Coordinated the advertising, applicant tracking, interview training and new-hire orientations for 26 new-hires.

**Impacts:** Positions filled in a timely manner with quality candidates.

**Success:** Coordinated a complex data and banking migration to a new health savings and flexible spending account provider.

**Impacts:** New platform implemented on time.

**Success:** Processed changes as agreed through collective bargaining and Council action.

**Impacts:** Timely and accurate implementation of rate changes.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

##### **Success: Boardwalk Fiber/Camera Project**

**Impacts:** The boardwalk camera project was broken into two distinct phases beginning in August of 2013. Phase I consisted of getting existing fiber from the Worcester Street Substation to the new Caroline Street Comfort Station. This location would act as a center hub for all other connections. From Caroline Street, there would be a series of other fiber pulls, fuses and terminations that would get us connectivity at 9th, 15th and 27th Streets.

Phase II (beginning in January 2014) consisted of getting fiber from Worcester Street to South 1st and Dorchester Streets. In addition, there would be another series of fiber pulls, fuses and terminations that would get us connectivity from the Caroline Street Comfort Station to 1st, 2nd, 5th, 7th and 12th Streets. In this case, 9th Street would act as a second hub and span connectivity to 5th, 7th, 12th, and 15th Streets.

Extensive work took place in the design, planning, execution and testing processes. An outside vendor was contracted for the overall layer I part of the project. It was our job to oversee and manage the project, design the layer II and layer III topology, make the media conversions, design and implement the switching components, provide the terminations and patches, address and install the cameras, and bring all communications back to the Data Center at the PSB.

##### **Success: DC1, DC2 and File Share Virtualization Migrations**

**Impacts:** Both domain controllers (DCs) and file shares resided on two physical HP-G4 servers. Home directories and other file shares were not separated away from the DCs themselves. In general, this is not considered best practice. DCs should always be separated from all other functions and applications. A plan was put in motion to create three new virtual machines out in the server cluster. Piece by piece, migrations had to take place for the active directory functions, policies and DNS/DHCP services. File copies were done over a series of days that copied the original file structure, ran comparisons, and saved block changes. As a result, there was very minimal downtime to the end users making the migrations seem almost transparent. All three physical servers were retired and taken out of annual service agreements.

**Success: PC Virtualization Using Zero Clients**

**Impacts:** A typical PC replacement schedule is every five years. Using zero clients increases the life span by nearly 100% and is 1/5th of the cost of traditional PC. In addition, using this solution significantly reduces the power consumption used by a typical PC. By implementing these new technologies city wide, it's predicted that between electrical savings, and the reduced cost of hardware, the town will save an estimated \$345,000 over a five-year period. Fifty more zero clients were deployed in the 2013/2014 FY. Total deployments now constitute for more than 1/3 of the PC population.

**Success: Public Safety Building IDF Catchment Areas**

**Impacts:** The PSB is made up of three floors. Each floor has several network connections that are used for data, voice and camera video. All of these connections travel from its corresponding floor to the data center located on the third floor. This creates for extremely long cable runs and introduces attenuation. The byproduct results in poor cable management, clutter and increased points of failure. To alleviate this problem two new Independent Distribution Facilities (IDFs) were created on each floor of the building. BlackBox network cabinets were hung, patch panels were mounted, and HP layer II switches were configured and added. Multimode fiber was run from each of these locations and terminated in the data center. Now that this is done, cable pulls only consist of horizontal runs to its corresponding IDF on each floor. This saves time and labor for all future cable runs, minimizes signal loss, improves cable management and follows proper cabling standards.

**Success: Core and Satellite Site Switch Replacement**

**Impacts:** The Town of Ocean City hosts twenty-five satellite sites that connect to our main data center for video, voice, and data communications. The switches that accommodate these connections are over eight years old, deemed end of life, and no longer allow us to keep service contracts on them for replacement or support. This year we installed new technology, high-speed switches in locations such as Public Works, Worcester Street, South Tower, Ninth Street, Caroline Street and our Data Center. In most cases, this implementation will increase bandwidth to the end user by 100%. In addition, the new switches carry a lifetime warranty.

**Success: VMWare Licensing Model Upgrade and Expansion of the Server Cluster**

**Impacts:** Our server farm was made up of 26 physical servers when we first considered virtualization. Over the last three years we've grown exponentially, exceeding over 60+ virtual servers now sitting in the server cluster. Additional resources and a new licensing model needed to be adopted to support this increased overhead. Today there are 5 ESXi hosts supporting this load. Our current bucket of resources consists of 120 processor cores and more than 6TB of memory. This year an additional server was added to the cluster. All servers were then upgraded to the latest version of ESXi, VMware and Vcenter following the new licensing model. This model also allows us to add two more servers in the future without any additional cost to upgrade.

**Success: Surveillance Viewing Station (aka City View)**

**Impacts:** A video wall was setup in Communications using 3-55in Panasonic TV's along with a rack mounted workstation that allows viewing and monitoring of all the City cameras 24 hours a day.

**Success: Setup of Building Permits and Licenses On-Line Using GovNow Portal**

**Impacts:** This system improves access to Business licenses and building permit information. Citizens can renew and pay their business licenses on-line 24 hours a day – 7 days a week. They can also inquire and apply for building permits on line as well as pay any associated fees thus saving time for the citizens and the departments.

**Success: Setup Test Environment on AS/400**

**Impacts:** Allows staff to setup and test new features using SunGard's applications without interfering with actual live data.

**Success: Electronic Purchase Orders**

**Impacts:** Using the test environment on the AS400 staff setup and tested the electronic purchase orders. Now all purchase orders are emailed and are no longer printed thus saving time and money.



## DEPARTMENTAL SUCCESSES 2013

### Ocean City, Maryland

March 2014

#### DEPARTMENT: Planning, Zoning, GIS

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Began on-line permitting process for small projects.

**Impacts:** A) Allows easy access for everyone from home.

**Success:** Re-instituted PRESS (rental housing) Committee to handle residential rental issues.

**Impacts:** Provides multi-specialty focus on problem properties.

**Success:** Began the No Smoking on the Boardwalk campaign.

**Impacts:** Improves the air quality on the boardwalk, decreases litter.

**Success:** GIS supports all CORE services. We are expanding through on-line GIS, including internet access to GIS mapping & abilities for distributed data collection.

**Impacts:** Open access to data allows for efficient operations.

# DEPARTMENTAL SUCCESSES 2014

## Ocean City, Maryland

### March 2015

#### DEPARTMENT: Police Department

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Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Crime Reduction

**Impacts:** Total Part I Crime in the Uniform Crime Report for Ocean City decreased 3% based on a five year average (2009-2013). Robbery is down 39% and aggravated assaults are down 8%.

**Success:** Credible Crime Clearances

**Impacts:** Ocean City Police successfully concluded several intense criminal cases including: a manslaughter investigation resulting in arrest in 2014; a serious assault and robbery on a bus driver that resulted in arrest; several drug investigations which let to multiple arrests; DNA and fingerprint hits have assisted in solving a variety of crimes.

Expansion of database use has assisted in the clearance of criminal cases.

**Success:** Plain Clothes Street Crimes Unit

**Impacts:** In 2014, a Special Enforcement Unit (SEU) conducted numerous sensitive investigations resulting in many arrests.

**Success:** Custody Officer

**Impacts:** During 2014, our Detention Section established a new rank and position titled Custody Officer. Five former Public Safety Aides attended the ESCJA Jail and Corrections Academy before being promoted to the new rank.

**Success:** Detention Section Cameras

**Impacts:** In addition, the security and surveillance systems in the Detention Center were completely rebuilt in 2014. This state of the art system controls the entire booking facility, including cell doors and cameras.

**Success:** Traffic Enforcement Initiatives

**Impacts:** Traffic collisions increased slightly from record lows experienced in 2013 when traffic collisions were down 9%, pedestrian collisions were down by 40%, and fatalities were reduced by 100%. Officers were deployed during the 2014 summer as part of a new initiative in which their sole focus each night was to identify and arrest impaired drivers this improving highway safety. This publicized and focused mobile force led to one officer removing 115 impaired drivers from Ocean City roadways; the second highest number of arrests by an officer in the State of Maryland. Grant funded selective enforcement programs such as aggressive driving, school bus, pedestrian, motorcycle, and occupant protection enforcement as well as recently added distracted driving funding enabled more enforcement in these areas without costing local taxpayers and contributed to the low collision numbers and preserved the zero fatality goal of highway safety. The members of the Traffic Safety Unit received numerous traffic safety awards in 2014 such as the Traffic Safety Specialist II Award, Innovative Traffic Safety Program Award from the Maryland Chiefs of Police and Sheriffs Associations, Mothers Against Drunk Driving Awards, Maryland Impaired Driving Enforcement Awards, Worcester County Drug and Alcohol Award, and two Traffic Safety Unit members being nominated for the O.C.P.D. Officer of the Year Award.

**Success:** Grant Funding

**Impacts:** The Department received \$520,000.00 in grant funding to reduce the financial impact on the Town budget and enhance enforcement/service efforts, officer safety, and technology as part of an overall strategic plan. Grant awards provided increased enforcement and investigative services in the area of narcotics enforcement, domestic violence investigation and traffic enforcement/education initiatives.

**Success:** Continuation and Expansion of the CEW Program (TASER)

**Impacts:** In 2014, 19 devices were purchased which brings the Department's total to 75, which have been distributed to police officers and first line supervisors serving in operational/enforcement roles. Use of the device continues to curb active aggression and active resistance by suspects. Devices used in these circumstances continue to greatly reduce the sustained injury percentage.

**Success:** CCTV public safety camera program

**Impacts:** The CCTV system was implemented and used during 2014. Initial results have been positive. The cameras are another tool used to secure public safety. Looking toward expansion of this program in 2015 to include privately owned cameras as well.

**Success:** Recruiting and Hiring of Personnel

**Impacts:** The Department tested 665 applicants for the positions of police officer and public safety aide in the 2014 calendar year. Successful applicants filled 100 seasonal police positions, 48 seasonal public safety aide positions, 7 full-time police positions and 2 full-time public safety aide positions.

**Success:** Community Recognition and Awareness

**Impacts:** Once again this year, Ocean City Police officers were recognized for their contributions to the community. The Elks Club, American Legion, Knights of Columbus and our partners through the Neighborhood Watch selected and honored individual officers for their efforts and services culminating with an officer of the year banquet.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works – Administration

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Please list your department's most important achievements that were completed during 2014 under "Success."  
Under "Impacts" please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Maintained Adequate Levels Of Cleanliness For The Overall Community Inclusive Of The Beach.

**Impacts:** An Enjoyable Experience For All

**Success:** Maintained Adequate Infrastructure Functions Overall

**Impacts:** No Problems Equal No Complaints

**Success:** Assisted In Obtaining Necessary Bond Funding Approvals

**Impacts:** Allowed DPW To Continue With Necessary Infrastructure Upgrades

**Success:** Completed Clarigester Project at the WWTP

**Impacts:** Maintained Critical Infrastructure

**Success:** Repaired Failing Sewer Mains on Multiple Streets

**Impacts:** Maintained Critical Infrastructure

**Success:** Repaved Multiple Streets

**Impacts:** Maintained Critical Infrastructure

**Success:** Facilities Management Program: Continued expansion of the program

**Impacts:** Will Provide "Blueprint" For Future Facility Maintenance

**Success:** Numerous other items as defined on the individual subdivision sheets for the Airport, Construction, Fleet Services, Maintenance, Solid Waste, Transportation, Water and Wastewater area of management. All of which DPW Admin plays a specific role in the planning and decision making.

**Impacts:**

**Success:** Completed Dukes Avenue WW Pumping Station Construction

**Impacts:** Maintained Critical Infrastructure

**Success:** Completed 51<sup>st</sup> Street Well House and Pumping Station

**Impacts:** Maintained Critical Infrastructure

**Success:** Completed Phase 2 of the St. Louis Avenue Project

**Impacts:** Maintained Critical Infrastructure

**Success:** Renovations and Painting of the 94<sup>th</sup> Street Water Tower

**Impacts:** Maintained Critical Infrastructure

**Success:** Completion of Design efforts and contract procurement for the new WWTP Disinfection Process Project.

**Impacts:** Maintained Critical Infrastructure

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works/Airport

---

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Obstruction removal Rwy. 02, Under MAA Grant Bulk of Tree removal Complete.

**Impacts:** Restoration of Instrument Approach Procedure Availability.

**Success:** Remote Transmitter and Receiver Air Traffic Control Antenna Equipment Install Complete/Perimeter Fence Complete.

**Impacts:** Enhanced Air Traffic Control Service for flying Public.

**Success:** Crack Seal Runway 14/32 Surface Treatment being done under approved grant; April start date.

**Impacts:** Extend Service Life of Primary Runway

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works – Construction

---

Please list your department's most important achievements that were completed during 2014 under "Success."  
Under "Impacts" please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** In 2014 we successfully completed the third year of our street-paving program. This included repaving of one neighborhood and several bayside streets. The work included repairing storm drain systems, and several failing sewer laterals and sewer mains prior to the repaving efforts. The Public Works Construction Department also worked closely with the utility companies to insure that their infrastructure was updated. This will hopefully prevent having to make cuts in newly paved streets.

**Impacts:** Improve subsurface and street level infrastructure.

**Success:** Preventative maintenance and emergency repairs to Ocean City's 2.5-mile long premier attraction, the Boardwalk. Even though we have embarked on a major re-build for the Boardwalk, extensive maintenance was completed on the parts of the Boardwalk not yet rebuilt. Additionally, emergency repairs are made to both the old and new parts of the Boardwalk as needed daily.

**Impacts:** Maintains the Boardwalk in a safe and enjoyable condition for our residents and visitors.

**Success:** The Public Works Construction Electrical division provided electrical infrastructure and support to all of the major special events that take place throughout the year. Sunfest, Springfest, Winterfest, Bikefest and the Air Show all require extensive electrical service. This work is completed with Public Works Construction's Electrical division, because it is not practical, economical or safe to have outside contractors working on the City's electrical needs.

**Impacts:** These events cannot be successful without electricity.



**Success:** Repairs and renovations to all City-owned buildings were completed by the Public Works Construction Carpentry Division throughout the year. Renovations took place at the Public Safety building, City Hall, and the Convention Center. Minor repairs and painting jobs were also completed to keep these facilities up to the condition the public expects of their municipal facilities.

**Impacts:** The citizens and taxpayers expect their facilities to be maintained and properly operating at all times. We strive to make this a top priority.

**Success:** Throughout Town our storm water piping and catch basins are aging and failing. The Public Works Construction Street division through yearly projects and emergency repairs replace and slip line failing pipes. We also repair and replace failing catch basins as well. Storm water outfalls are repaired and replaced when needed. We work with Engineering to install in-line check valves to eliminate coastal flooding. Although we are in the very beginning of this process, this year several major failures were corrected. Repairs often include digging up people's yards, removing their landscaping and decks, cutting through bulkheads and the repairs to all of these things before the job is complete.

**Impacts:** Replacement and repairs to the City's storm water infrastructure prevents flooding, eliminates sinkholes, and help us remain in compliance with storm water regulations.

**Success:** Throughout the year the Public Works Construction Streets division responds to broken water and wastewater pipes both during the day and in emergency situations in the middle of the night.

**Impacts:** Repairs to our underground infrastructure maintain water and sewer services to all residential and commercial properties.

**Success:** In conjunction with the Engineering Department, the Public Works Construction Department maintains 240+/- beach crossovers. Throughout our summer season the crossovers fill with sand, ledges are created, and the base clay comes through making walking difficult. The Public Works Construction Department responds to emergencies and completes regular inspections and makes necessary repairs.

**Impacts:** Keeping the beach crossovers in good working order provides easier access for all beachgoers.

**Success:** The Public Works Construction Department is regularly called upon to adjust our workload to accommodate the needs of other departments and special events. The adjustment to our scheduling requires us to remain flexible and still complete our core workload. In 2014 the special events list was constantly expanding. This expansion required continued flexibility and accommodation. Manpower and equipment were, at times, stretched extremely thin. However, at no time did we fail our patrons or customers

**Impacts:** The successful staging of special events and the completion of our core duties keep both our infrastructure and events operating seamlessly.

**Success:** The Public Works Construction Department's diversity and capabilities allow us to complete all of the many types and sizes of projects assigned to us. From the changing of a light bulb to the repair of a 48" water main, we have the personnel that can do anything. This diversity is essential for both our core activities and the many other unbudgeted, unplanned for duties assigned to this Division.

**Impacts:** We are able to respond and complete almost any task necessary to keep the Town's infrastructure up and running.

**Success:** The Public Works Construction Department is an integral part of the "Miss Utility" system in our area. As both a user of the system and a provider of underground utility markings, the Public Works Construction Department is involved on a daily basis with protecting our extensive underground utility systems. This is completed during our normal workday and on an emergency basis 24 hours a day.

**Impacts:** Protecting the underground infrastructure is vital to our residents and businesses having uninterrupted utility services. These include water, sewer, electric, gas, telephone and cable TV.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works Maintenance

---

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Cale modem upgrades from 2G to 3G

**Impacts:** To prevent communication interruptions with Cale America and AT&T for Credit cards Transaction processing.

**Success:** Replace mini-Broom and Scrubber with new pieces of equipment

**Impacts:** New mini broom and all terrain liter vacuum are more useful and important for the overall cleanliness and maintenance of the town boardwalk, streets and other areas than the existing boardwalk scrubber and will complement the new boardwalk broom. Old existing pieces have experienced frequent failures and are not efficient or cost effective to maintain.

**Success:** New HP sign fabricating machine – Replacement for old plot printer Gerber machine

**Impacts:** This upgrade to system equipment will allow us to meet current needs and future requests for services to produce traffic and information signs throughout Town used on our streets, beach, boardwalk, special events, equipment, and cities facilities for various City departments.

**Success:** New Street broom – 4 wheels mechanical street sweeper

**Impacts:** Replacement of Elgin 3 wheels street broom, the new unit will be one of three street brooms that clean all of Ocean City. The new street sweeper will enable operators to travel under more trees and around obstacles with greater mobility at highway speeds between jobs and shorter wheel bases that will allow tight maneuverability around neighborhoods, cars and cul-de-sacs. No CDL license required to operate.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works – Service Center – Fleet Garage

---

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

<b>Success:</b> Update Laptop Software
<b>Impacts:</b> Increases ability to repair fleet vehicles, also less down time

<b>Success:</b> Replace several pieces of diagnostic equipment, such as electrical tester etc.
<b>Impacts:</b> Increase ability to repair fleet vehicles.

<b>Success:</b> Replace wrecker with larger wrecker at no cost – larger wrecker came from MTA
<b>Impacts:</b> Able to tow any fleet vehicle and will eliminate need to outsource towing of larger vehicles to local companies

<b>Success:</b> Continue to maintain fleet with minimal and reduced staffing
<b>Impacts:</b> Department able to continue to function

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works Solid Waste

---

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** The Town of Ocean City has successfully negotiated a long-term contract with Covanta 4 Recovery. For waste hauling and disposal to the year 2021

**Impacts:** The long-term contract will maintain a low rate for hauling and disposal of the solid waste.

**Success:** The Town of Ocean has maintained the exemption on the State of Maryland recycle law

**Impacts:** This law would have been an additional cost to the Department.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works Transportation

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Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** A formal training program was developed and implemented.

**Impacts:** The training program was implemented for all employees of the transportation department. This program will allow for the proper training in a timely manner prior to the start of our season. We have learned from department history that proper training increases employee retention during special events and beyond.

**Success:** The north end Transit Center and the Park & Ride Transit Center are scheduled for refurbishment.

**Impacts:** The Mayor and City Council found it within their means to fund the refurbishment of two town owned properties. Funding these two projects show the commitment of the Mayor and City Council to make Ocean City a sustainable town for residents and guests.

**Success:** Bus replacements

**Impacts:** Since 2011 we have replaced 27 busses in our fleet of 62 busses. We are nearing completion of an RFP to purchase 6 more busses with grant funds. When replacing older model busses we gain the latest technology in equipment, increase our mpg, decrease parts and labor, decrease the out-of-service time, and our customers ride on a piece of equipment that we all can be proud of.

**Success:** We have embarked on an aggressive ad campaign to recruit bus drivers.

**Impacts:** Over the past few years we have experienced a steady decline in applicants for seasonal bus driving positions. With the Human Resources department taking the lead, we were able to develop and implement a program to recruit more bus drivers. While this campaign will increase our hiring and training costs, we are hopeful we can make up the difference with an increase in ridership and revenue.

**Success:** Completion of the 65<sup>th</sup> Street Campus Plan

**Impacts:** Public Works has been land locked for some time. To resolve this issue a “Needs Assessment” study for the transportation department was completed. This task was needed prior to commencing with a Campus Plan of 65<sup>th</sup> Street. The Campus Plan is a master plan for the Public Works Department and other departments in an effort to maintain our transportation operations, move the operation and/or expand on an outdated facility, and make room for wastewater improvements this was necessary.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works Wastewater

---

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Treatment Plant & Lab in permit compliance

**Impacts:** No adverse publicity

**Success:** Continued proactive maintenance programs

**Impacts:** Facilities are in good condition

**Success:** Completion of Caine Woods pumping station rebuild

**Impacts:** Stand-by power added. Building blends into surrounding neighborhood

**Success:** Collection system in good condition

**Impacts:** No sanitary sewer overflows in last 12 months. Protect coastal bays

**Success:** Successful completion of Odor Control study

**Impacts:** Reduced odors in treatment plant

**Success:** Completed replacement of new Fournier Press in bio solids building

**Impacts:** Improved sludge dewatering & no concerns in ordering repair parts

**Success:** Completed installation of air condition system in Secondary Influent Bldg.

**Impacts:** Keep all VFD drives at a temperature required for proper operation



**Success:** Completed Industrial Discharge Permit program

**Impacts:** Protection of City's sewer system & treatment plant

**Success:** Completed St Louis Ave. Project

**Impacts:** Improve St. Louis Ave. corridor & sewers

**Success:** Take ownership of the Sunset Island pumping station & replace (2) centrifugal pumps with grinder pumps

**Impacts:** Stop pumps for clogging with wipes

**Success:** Storm Water Permit renewed

**Impacts:** Prevent non-compliance

**Success:** Completed Grease control project at 2nd St. pumping Station

**Impacts:** Successful – equipment reduced grease build-up at station

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Public Works Water Department

---

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

<b>Success:</b> Chlorine analyzers in water towers
<b>Impacts:</b> We can see what the chlorine residual is leaving the water towers without leaving computers

<b>Success:</b> SCADA System Improvements
<b>Impacts:</b> Have been upgrading plants controls

<b>Success:</b> Implemented the use of Potassium Permanganate in our clarifiers at 136 <sup>th</sup> St. WTP to lower chlorine dosage needed
<b>Impacts:</b> Reduction of disinfection by-products (TTHM's) formation.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Recreation and Parks Administration

---

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Transitioned a new Director of Recreation and Parks after former Director's Retirement.

**Impacts:** Provided seamless leadership change in a highly active Department resulting in the continuation of excellent service to the community.

**Success:** Researched, coordinated, purchased and installed a Beach Play Structure

**Impacts:** A compliant play structure was installed on the beach at 3<sup>rd</sup> Street, satisfying a long-time desire of public officials and some boardwalk vendors to replace the non-compliant and deteriorated play structures that were removed in previous years. Provided a play and photo opportunity for visitors to the beach and boardwalk.

**Success:** Implemented Kayak and Stand-Up Paddle Board Concession at Northside Park

**Impacts:** Provided a new and popular amenity at Northside Park, while bringing in a new revenue stream.

**Success:** Northside Park Trip Advisor Excellence Recognition

**Impacts:** The Town's largest park has been designated as a number 1 rated attraction in Ocean City, demonstrating the park's benefit to and appreciation of both visitors and residents.

**Success:** Web Registration Splash Page Launch

**Impacts:** A much more attractive and user-friendly registration program encourages increased usage as well as better customer satisfaction.

**Success:** Positive Professional representation of the Town through State Organizations.

**Impacts:** Providing excellent professional contribution to State Associations through key involvement and offices held has resulted in several recognitions and awards for the Town of Ocean City, as well as state-wide recognition of Ocean City's excellence in the field of Recreation and Parks.

**Success:** Mayor and Council obtained deed to the Downtown Recreation Complex property

**Impacts:** Provides an opportunity to improve recreational amenities for visitors to and residents of the Town of Ocean City through redevelopment.

**Success:** Received a grant for the installation of a new and replacement of an old shade structure at the Ocean Bowl Skate Park. Shade was installed prior to the summer season.

**Impacts:** Provided a new shaded break area within the Ocean Bowl Skate Park giving skaters a cooler location to rest and take shelter from the summer's hot sun. Also replaced the shredded shade cover on the break area adjacent to the park, providing a safe and cooler resting and gathering location.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Recreation and Parks Golf Operations/Maintenance

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Golf rounds increased in 2014

**Impacts:** Revenue was up \$30,812 over 2013

**Success:** Installed 4 new Point of Sale computers. Established Comcast internet connection for P.O.S. computers

**Impacts:** All transactions in the Pro Shop and Caddy Shack Café can now be completed faster. This provides better customer service and more efficient use of our staff's time. The staff can be more productive which can make the facility more profitable

**Success:** Installed new draft beer system in Caddy Shack Café

**Impacts:** Less waste, more profits

**Success:** Exceptional golf course conditioning

**Impacts:** Very high customer satisfaction and increased revenue

**Success:** Completed several projects on time and under budget they were; installing a concrete wash pad at maintenance facility, security fencing improvements around maintenance facility and the repaving of the maintenance facility parking and staging area

**Impacts:** Greatly improved the appearance and function of our golf course maintenance facility. Area looks clean and professional and the employees and patrons appreciate it. Also greatly improves our ability to keep our equipment clean and in good repair.

**Success:** Curbing and cart path improvements #18, This project involved the installation of concrete curbing along the cart path on #18 fairway in order to keep golf carts from damaging the turf grass. We the raised the ground level and improved drainage and sodded the area. This was a difficult project with logistical and design challenges but we did it without delay and under budget.

**Impacts:** 100% improvement of the golf hole, which is extra important given that this is our finishing hole and the lasting impression on our customer.

**Success:** Finalized effluent irrigation project negotiations with Worcester County. Negotiating this project with the county has been a long and arduous process, which culminated in an agreement in 2014 that is win/win for both the Town of Ocean City and the County. This project when completed will be the single most important project ever undertaken at Eagles Landing and one that should support and propel us well into the future.

**Impacts:** New irrigation system with maintenance and repair expenses all paid by the county which will improve turf quality and the customer experience, City sewer connections for clubhouse and maintenance facility, future water use rights payment will fund clubhouse and golf course improvements, deal helped the town secure ownership of 3<sup>rd</sup> and 4<sup>th</sup> street park areas. And potentially much more.

**Success:** Budget and administrative tasks completed on time and under budget.

**Impacts:** Good fiscal and administrative management leads to a successful operation.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Recreation & Parks – Parks Division

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Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Completed the Northside Park's bayside pier re-decking.

**Impacts:** Improved surface is structurally sound and safer for visitors to the park.

**Success:** Completed the installation of new chain link fencing at the Tennis Center.

**Impacts:** New fence fabric and stronger structural support helps reduce damage to the fence during high winds. Also reduces injuries to players as the fence fabric is uniform with no sharp protrusions.

**Success:** Completed the installation of the Skate Park sunshade project.

**Impacts:** Allows skaters to get relief from the sun on hot days while there using the park

**Success:** Managed the necessary patio cleaning and sealing at Northside Park

**Impacts:** Provided a protective surface for the highly trafficked area in front of the Town's primary recreational facility and the back area that supports picnickers and special event activities such as Sundaes in the Parks.

**Success:** Cooperative Coastal Hwy median rebuild and irrigation installation with State Hwy Administration

**Impacts:** Modification of medians to help improve pedestrian safety in Ocean City.

**Success:** Northside Park Fitness area enhancement

**Impacts:** The installation of a fence around the perimeter of the NSP Fitness area requires users to enter the area through a single gate with clear use instruction and rules. Past concerns of young children misusing the equipment and dogs wandering in the area should be resolved or improved with education of use requirements.

**Success:** Dog Playground entry resolution/panel replacement

**Impacts:** Dog Playground passes could not be issued or renewed during a challenging period where the access gate was not functioning correctly. The resolution of replacing the panel was ultimately accomplished and the park was able to reopen and begin collecting revenues.



## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Recreation & Parks Programs & Seniors Divisions

Please list your department's most important achievements that were completed during 2014 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Participation in Recreation Programs

**Impacts:** We saw increased numbers of participation in summer camps and tennis leagues which results in greater revenue and more people getting involved in the community and improving the quality of their lives.

**Success:** Replacement of key Tennis staff

**Impacts:** We were able to refill our Director of Tennis position with a highly qualified Tennis Professional who will improve tennis operations for 2015 and beyond.

**Success:** Employee Wellness Programs

**Impacts:** In partnering with the Worcester County Health Department we were able to offer Town of Ocean City Employees free opportunities to improve their health.

**Success:** Department Recognition

**Impacts:** Many staff members serve on state positions with in our state and national associations. We were honored to receive the "Best" Activity Guide Award this year at our state conference.

**Success:** Social Media

**Impacts:** We merged our Facebook pages – Recreation, Tennis & Camp Horizon and increased our following. The Facebook page is a great resource and has really improved our opportunities to communicate with our users.

**Success:** Free events – Movies on the Beach and Family Olympics nights

**Impacts:** Provides an added value and fun experience for our residents and visitors.

## DEPARTMENTAL SUCCESSES 2014

### Ocean City, Maryland

March 2015

#### DEPARTMENT: Risk Management

---

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Renewal of all insurance contracts/policies within budgeted amount

**Impacts:** Protecting the towns assets, liabilities

**Success:** Renewed Self Insured with MVA

**Impacts:** Approval by the State of MD to be self-insured for our fleet saves the TOC money

**Success:** Monitoring workers compensation claims extremely closely using every tool and resource possible to ensure the best outcome for both the employee and employer

**Impacts:** Save \$\$\$

**Success:** Working closely with the City Solicitor in defending claims against the city and going to trial and winning. This past year we were 4 for 4!

**Impacts:** Save \$\$\$.

**Success:** Drug/Alcohol program being monitored and adhered to for all requirements

**Impacts:** Transportation grants require us to perform this service at a certain level or grant money could be held up

# DEPARTMENTAL SUCCESSES 2014

## Ocean City, Maryland

### March 2015

#### DEPARTMENT: Special Events Department

---

Please list your department's most important achievements that were completed during 2013 under "Success."  
Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Overall Success with existing events – Springfest, Sunfest, Winterfest of Lights, Added-Value Events (Concerts on the Beach, Sundaes in the Park, July 4<sup>th</sup> Celebrations).

**Impacts:** Good event weather played a major role during the event days and in the extended weekend forecasts leading up to the events. Springfest drew slightly over 100,000 visitors into its festival grounds. Sunfest had a record year at almost 235,000 attendees. Winterfest of Lights also broke all previous records at 111,000 over 43 days. The added value events continue to draw patrons and provide something else for tourists to do while visiting Ocean City during the Summer months.

**Success:** Approval of new Private Event Application and Space Use Fees and Banner Guidelines

**Impacts:** Private events have paid very small fees for the Town's consideration and use of public event space. This past July, the Mayor and City Council voted in a revised fee structure allowing for new private event application fees as well as attaching costs to Town assets typically used by private events. The policy took effect January 1, 2015 so its impact is being felt now.

Banner guidelines saw similar changes with increase costs for placement of banners at highly visible and unique locations within town (Boardwalk, Rt50 drawbridge and Rt90 bridge). Costs for placement are designed to cover Town expenses primarily – something that has never really been achieved in the past.

**Success:** Approval of a new Town Labor and Equipment Use Policy

**Impacts:** Determining a process to charge for Town labor and Equipment has been an area of contention for several years. This past August, the Mayor and City Council voted in a revised policy allowing for new costs to be associated with use of Town assets typically borrowed by private events. The policy took effect January 1, 2015 so its impact will be seen this year and onward with 2015 being the difficult hump to get over as we retrain the current events to accept the new rates with only justified exceptions.

**Success:** First year of OCToberfest becoming a Town Special Event

**Impacts:** Ocean City continually looks to fill the gaps using events to help draw guests into Town on weekends and weekdays that otherwise may not have crowds walking our boardwalk and utilizing the services of our area businesses. October is one of those months containing several gaps. A few years ago, private entities in the town rallied to form a Halloween presence and TAB funded a startup effort consisting of a free beach maze, free pet parade and free pumpkin race. During the same time frame, another organization began an annual boardwalk parade of automobiles. 2014 brought all those assets together along with a 10K race to form one Special Event over two weekends and promote all the individual entities under one Special Event umbrella. This first year effort, albeit conservative in risk, was well received and a future exists for this candy-enriched celebration. As this event continues to grow the object is to make Ocean City a weekend destination for day-trippers and overnights alike.

**Success:** Awarded #1 ranking for Sunfest and #5 ranking for Springfest for a second year in a row by Sunshine Artist Magazine in their Top 200 Arts and Crafts Festivals in the Nation

**Impacts:** For the second year in a row, Sunshine Artist Magazine ranked Ocean City's two Arts and Crafts festivals in their top five of 200 events in the Nation. Our productions continue to be the benchmarks so many others strive to duplicate. Unfortunately, the publicity also exposes our successes and forces our Town to constantly look at new additions to what should be a simple "ride the wave" annual effort. We want to continue to be the model.

**Success:** Began modification to Winterfest's pavilion interior with the deletion of the stage, addition of a decorated tramcar as one of several new Instagram HotSpots. The addition of Mrs. Clause to the Winterfest staff.

**Impacts:** Winterfest saw added value and a slight refresh in 2014 with the replacement of the stage with a 50<sup>th</sup> Anniversary display for the Boardwalk tram (aka the Winterfest Express). The display was a big hit as was the addition of Mrs. Clause in the Santa House. Work has begun on a refresh concept for the 25<sup>th</sup> Anniversary of Winterfest in 2017. Direction has been provided to design the concept in-house and potentially build in-house. The refresh will bring new life to the event and add additional attractions for visitors.

**Success:** Continue to refresh all events in appearance and operational execution to add interest and decrease costs.

**Impacts:** Springfest will unveil its revised logo this year as part of its 25<sup>th</sup> Anniversary celebration. The Entertainment Pavilion moved to wide format screens at Sunfest, 2014 and will show the same modification at the upcoming Springfest event. Springfest 2014 instituted new closing hours – a successful transition for vendors yielding few public complaints.

**Success:** A new modern fireworks display downtown – now we offer variety!

**Impacts:** 2014 saw a more modern make-up of fireworks downtown set to music and computer controlled. Downtown's fireworks were a big hit and now offer the opportunity to promote two locations with different experiences – Classic uptown and Modern downtown.

**Success:** Strengthening the Special Events Team

**Impacts:** The Special Events staff continues to progress in expansion of abilities with expanded focuses on technical direction, graphic design and event management. In addition, the team has begun to take FEMA courses to become an extension of the Emergency Services staff pool under scenarios where the EOC is activated or a degree thereof.

**Success:** Bringing the Private Events Coordinator back to full-time status

**Impacts:** The FY15 budget allowed the Private Events Coordinator to return to full-time as the position was originally intended. January 1, 2015 saw that change implemented. Impacts will be seen beginning this year.

**Success:** Activation of the Caroline Street Stage

**Impacts:** Caroline Street Stage went into service in 2014 with professional theatrical lighting. The venue remained under scrutiny for the length of the Summer and additional changes will be seen for the 2015 season.

# DEPARTMENTAL SUCCESSES 2014

## Ocean City, Maryland

### March 2015

#### DEPARTMENT: Tourism

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Please list your department's most important achievements that were completed during 2014 under "Success." Under "Impacts", please explain what the benefits to the town and to a resident were as a result of each achievement.

**Success:** Coordinated the undertaking of a strategic plan for Tourism

**Impacts:** Will provide a blueprint for Tourism efforts over the next 15 years

**Success:** Hosted with Wicomico County the USSSA Girls Softball Eastern World Series over a three-week period in July with almost 400 teams participating representing 13 states and Canada.

**Impacts:** Total economic impact to the region estimated at just over \$20 million. Working with Wicomico County we have secured the return of the series to the region in 2015.

**Success:** Redesign of the Tourism website and development of a new mobile website

**Impacts:** Better promotes Ocean City's attributes and increases exposure of CVB members' listings to potential visitors. Meets the growing demand of consumers' use of mobile phones and tablets to obtain vacation information.

**Success:** Received approval of a three-year extension of the ad agency's contract

**Impacts:** Locks in the current rate of the contract for three more years and continues momentum of Vacation Days campaign.

**Success:** Coordinated with the ad agency the start of a new campaign known as Vacation Days, which encourages people to use their paid time off for a vacation in Ocean City. The campaign has earned accolades from the United States Travel Association.

**Impacts:** Both room tax and hotel occupancy increased in 2014.

# *STRATEGIC PLAN* *2015 → 2020 → 2030*

## EXECUTIVE SUMMARY

Mayor and City Council



Ocean City, Maryland  
March 2015



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# *STRATEGIC FRAMEWORK*

## **VISION 2030**

***“Desired Destination for the Town of Ocean City”***

## **PLAN 2020**

***“Map to Ocean City’s Destination”***

## **EXECUTION**

***“Route for Next Year”***

## **MISSION**

***“Responsibilities of Town Government”***

## **BELIEFS**

***“Expectations of Town Government Employees”***

## **Town of Ocean City Vision 2030**

**OCEAN CITY 2030**  
is a *Vibrant Coastal Resort Community* <sup>(1)</sup>  
with a *World Class Public Beach and Waterways* <sup>(2)</sup>  
and an *Authentic Historic Boardwalk* <sup>(3)</sup>  
-- the *Choice of Today's Families.* <sup>(4)</sup>

**OCEAN CITY 2030**  
is *Safe and Clean,* <sup>(5)</sup> has  
*Quality Neighborhoods for Residents,* <sup>(6)</sup>  
is *Accessible and Easy Travel,* <sup>(7)</sup>  
and is a place for *Enjoyable Experiences for All.* <sup>(8)</sup>

# **Vision 2030**

## **Guiding Principles**

### **PRINCIPLE 1**

### **VIBRANT COASTAL RESORT COMMUNITY**

#### **► Means**

1. Guests enjoy their stay and return to Ocean City in the future
2. Expanded, diverse retail opportunities with specialty, marine supply, basic retail and grocery stores (national and locally owned) throughout the city
3. Ability to serve the year round guests
4. Visitors treated as our guests
5. Active conference and convention destination with year round business
6. Events and festivals drawing regional and national guests with top quality talent
7. Quality services to attract our guests and meet the needs of residents
8. Arts District with studios, galleries and entertainment attracting guests to Ocean City
9. Wide range of accommodation options: short/long term, price, life style, locations

## **PRINCIPLE 2**

## **WORLD CLASS PUBLIC BEACH AND WATERWAYS**

### **► Means**

1. Great wide public beach with ongoing and funded replenishment program
2. Navigable waterways and canals
3. Quality water meeting federal and state standards
4. Free public access to the beach and waterways
5. Bayside Boardwalk for pedestrians and bicycles
6. Ocean activities including surfing, body boarding, surf fishing, swimming, etc.
7. Full service marina(s) with permanent and transient docking
8. Smoking free beach
9. Oceanfront resorts with restaurants serving food and beverages on the adjacent beach

## **PRINCIPLE 3**

## **AUTHENTIC HISTORIC BOARDWALK**

### **► Means**

1. Major community destination for residents and guests
2. Daytime and evening activities for people to enjoy their experience
3. Attractive, well maintained two and a half mile Boardwalk that is personally inviting
4. Variety of quality restaurants offering a range of choices: casual to gourmet, indoor to outdoor, affordable to expensive
5. Easy access transit and convenient parking
6. Quality, locally owned retail shops along corridors to the Boardwalk
7. National recognition as the “Nation’s Boardwalk” – a truly unique destination along the beach
8. Opportunities for bicycling on the Boardwalk

<b>PRINCIPLE 4</b>	<b>CHOICE OF TODAY’S FAMILIES</b>
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► **Means**

1. Families making the decision to return to Ocean City
2. New family venues and activities that keep Ocean City fresh and inviting
3. Diverse day and night time activities for all
4. Vacation destination focusing on today’s families
5. All family generations feeling welcome and included
6. Affordable venues, activities and programs for intergenerational interaction and learning

<b>PRINCIPLE 5</b>	<b>SAFE AND CLEAN</b>
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► **Means**

1. Timely response to an emergency call for service
2. Quality emergency medical response and delivery to quality hospitals
3. Roads safe for pedestrians, bicycles and vehicles
4. Residents and guests feeling safe and secure in any place in Ocean City
5. Visible police presence and partnerships throughout the community, at community destinations and during events
6. Positive curb appeal without trash or litter
7. Well maintained public spaces and facilities
8. Safe, clean beach and waterway to enjoy

**PRINCIPLE 6****QUALITY NEIGHBORHOODS FOR RESIDENTS****► Means**

1. Range of housing choices: type, price and life style
2. Availability of retail, professional services and restaurants serving the daily needs of residents
3. Variety of year round recreation programs, activities and services
4. Well maintained neighborhood infrastructure: streets, sidewalks, green spaces
5. Town working with community organizations and the faith community for community benefit
6. Availability of cultural and performing arts throughout the year
7. Convenient access to medical and health care services
8. Access to “Blue Ribbon” schools and educational programs

**PRINCIPLE 7****ACCESSIBLE AND EASY TRAVEL****► Means**

1. Strategic locations for parking
2. Non automobile choices after you arrive in Ocean City
3. Selected narrow corridors with parking promoting biking and walking in the area
4. Effective public transportation for residents and guests serving key community destinations
5. Ability to bike throughout community: bike lanes, bike sharing and paths
6. Safe and well maintained streets and sidewalks
7. More bridge connections to the mainland
8. Well maintained highways and bridges providing easy access to Ocean City

<b>PRINCIPLE 8</b>	<b>ENJOYABLE EXPERIENCES FOR ALL</b>
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► **Means**

1. Well designed, well maintained parks with diverse venues, green spaces and beach
2. Range of quality restaurants: diverse types of food, prices, locations
3. Boating, fishing, surfing, sailing and other water sports experiences available for residents and guests
4. Entertainment venues and activities for all to enjoy
5. Reputation: a great place to enjoy year round
6. Performing arts programs and cultural experiences throughout the year
7. Variety of fitness and exercise opportunities indoor, in parks, along the beach
8. Recreational programs, activities and services throughout the city

## **Town of Ocean City: Mission**

The **MISSION OF TOWN GOVERNMENT**  
is to provide **Personal Caring Municipal Services**  
and to serve as a  
**Responsive Host to Our Guests and Residents**  
while acting in a **Financially Responsible Manner** delivered by  
a **Professional Town Workforce.**



## **Town of Ocean City Core Services**

### **NO CHOICE SERVICES**

**Govern, Inform and Engage the Community**  
**Provide Public Notices and Information**  
**Plan, Manage and Maintain Stormwater Management System**

### **CORE SERVICES**

**Enforce Laws, Ordinances and Standards**  
**Secure, Treat and Distribute Water**  
**Collect, Treat and Dispose Wastewater**  
**Support Tourism Development and Marketing Ocean City**  
**Collect and Dispose of Solid Waste**  
**Prepare For, Respond To and Recovery From a Disaster or Major  
Emergency Situation**  
**Respond to Medical Emergency and Transport to the Hospital**

## **QUALITY OF LIFE SERVICES**

**Design, Build and Maintain Streets and Sidewalk  
Plan for the Town's Future  
Manage, Maintain Parking Structures, Surface Parking and Overall  
Parking Management  
Operate Convention Center  
Maintain, Patrol the Beach  
Operate Public Transportation System  
Inspect Buildings and Homes for Safety  
Facilitate Economic Growth and Business Investment**

## **ADD ON SERVICES**

**Sponsor and Support Community Events and Festivals  
Design, Build and Maintain Parks Including Venues and  
Open Spaces  
Develop, Provide Recreation and Educational Programs  
and Activities**

## **OTHER SERVICES**

**Regulate Land Use and Development  
Plan, Manage and Maintain the Municipal Airport  
Patrol the Community**

# **Town of Ocean City**

## **Our Customers**

### **PRIMARY CUSTOMERS**

**Residents (year round)**

**Residents (part time)**

**Visitors (first time)**

**Visitors (returning)**

**Property Owners**

**Day Trippers**

**Local Business Owners**

### **OTHER KEY CUSTOMERS**

**National Businesses**

**Event Sponsors**

**Conventioneers**

**Families**

**Foreign Students**

**Prospective Businesses**

**Tournament Teams and Participants**

**Recreation Participants**

# **Town of Ocean City Goals 2019**

**1<sup>st</sup> Class Resort and Tourist Destination**



**Financially Sound Town Government**



**More Livable Community for Residents**



**Excellent Service through a  
High Performing Town Organization**



**Revitalized Ocean City: Development and Redevelopment**

<b>GOAL 1</b>	<b>1<sup>st</sup> CLASS RESORT AND TOURIST DESTINATION</b>
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► **Objectives**

1. National reputation as the best beach destination for families along the Mid Atlantic coast/country
2. Increase the number of today's family visitors coming to Ocean City
3. Maintain a safe environment for guests
4. Increase the number of conferences and conventions coming to Ocean City
5. Increase number of athletic tournaments and recreational events
6. Provide better amenities for guests: new attractions that will bring guests back

► **Short-Term Challenges and Opportunities**

1. Understanding who are our guests – their profile, their expectations, their desires
2. Keeping Ocean City a family oriented, affordable destination – including shorter vacation time for families
3. Change the school year
4. Addressing street performers
5. Opportunities to expand sports tourism and new attractions
6. Keeping the face and amenities "fresh and new" for visitors – giving them more reasons to return to Ocean City
7. Cooperation with hotels in marketing and supporting the Convention Center

## ► Actions 2015

### PRIORITY

#### *Policy Agenda*

1. Smoking on the Beach/Boardwalk Policy and Implementation
2. School After Labor Day (Statewide): Advocacy
3. Convention Center Phase III/Old Space Funding
4. Street Performers Regulation: Town Actions

Top Priority

Top Priority

Top Priority

High Priority

#### *Management Agenda*

1. H2O I Event Planning/Response
2. Sports Destination Marketing Program: Expansion
3. Town of Ocean City Equipment and Labor Guidelines
4. Beach Events/Tournaments: Expansion

Top Priority

High Priority

High Priority

#### *Management in Progress*

1. Charter Bus Permit Expansion – Year Round
2. June Behavior Action Plan: Reports
3. Trip Planner Tool Website
4. Tourism Webcam on Boardwalk
5. State Tourism Budget: Advocacy
6. Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds
7. ROI for Private Events
8. New Annual Event/Halloween Expansion
9. Special Boomerang Club: Development
10. Tourism Information Gathering and Tracking System
11. Tourism Strategic Plan: Reporting, Update
12. Tourist Survey: Update
13. Bus Locator App: Development
14. CVB Member – Reserve Space on Website

## ► Major Projects 2015

1. Winter Fest Tent
2. Convention Center: Restroom
3. Airport Improvements: Environment Assessment

<b>GOAL 2</b>	<b>FINANCIALLY SOUND TOWN GOVERNMENT</b>
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► **Objectives**

1. Have a property tax rate based upon defined Town services and levels of service delivered in the most efficient and cost effective manner
2. Increase a larger percentage of tax returned from Worcester County to the Town government
3. Maintain reasonably competitive Town employee compensation and benefits in cost effective manner
4. Expand revenue options for Town government
5. Maintain financial reserves consistent with Town policies and national standards

► **Short-Term Challenges and Opportunities**

1. Distinguishing "wants" and "needs": residents and businesses
2. Affordability of employee compensation and benefits: pensions, Affordable Care Act – workforce, re-insurance fee, administrative costs
3. Rising costs of doing Town business: benefits, raw materials, supply of basic materials
4. Federal and state mandates and regulatory requirements: TMDL water quality, waste water treatment
5. Maintaining the schedule and funding for aging infrastructure needing maintenance, major repairs or replacement
6. Defining “core services” for Town government

## ► Actions 2015

### PRIORITY

#### *Policy Agenda*

1. Tax Differential: Resolution/MPU
2. Strategic Land Acquisition by Town: Identification of Opportunities
3. Town-owned Properties: Inventory, Use/Potential Use/Sale, Direction
4. Citywide Compensation and Benefits Study, Policy, Funding

Top Priority

High Priority

#### *Management Agenda*

1. Whiteside Facility Replacement
2. Local Roads Paving Program: Funding
3. Keezer Point Public Works Yard and Storage: Relocation, Direction, Concept, Funding

Top Priority

#### *Management In Progress*

1. Online/Payment by Phone (Bus/Parking)
2. SCADA Master Plan
3. Pension Report (Annual)
4. Cross Connection Control Program: Presentation
5. Building Fee Structure: Evaluation, Direction
6. Affordable Care Act Impact Analysis and Report
7. Purchasing Policy: Review
8. Online Bill Payments: Utilities
9. 800 MHz Radio System Replacement

## ► Major Projects 2015

1. Wastewater Facility: Chlorination System, Electrical Upgrade
2. Downtown Water Storage Tank



<b>GOAL 3</b>	<b>MORE LIVABLE COMMUNITY FOR RESIDENTS</b>
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► **Objectives**

1. Maintain a safe community with a low crime rate
2. Increase the number of year round residents
3. More reasons for people and Town employees to make the choice to live in Ocean City
4. Increase arts and cultural programs, performances and events
5. Upgrade Town parks and amenities
6. Provide more leisure activities and recreational programs for residents of all generations

► **Short-Term Challenges and Opportunities**

1. Special events with participants impacting the neighborhoods and quality of life of residents
2. Improving the public transportation system
3. Assisting residents to understand the value in living in Ocean City
4. Determining project priority and funding by the Town
5. Turning guests into residents
6. Need for more indoor recreational space

## ► Actions 2015

### PRIORITY

#### *Policy Agenda*

1. Canal Dredging Project: Next Phase
2. Comprehensive Parks and Recreation Master Plan
3. Route 50 Draw Bridge
4. Amphitheater Northside Park: Evaluation, Direction, Funding
5. Beach Playground Equipment Replacement: Climber
6. Northside Park Building Improvements

Top Priority

Top Priority

High Priority

High Priority

#### *Management Agenda*

1. Neighborhood Rental/Rental License Enforcement
2. Eagle's Landing Fence/Golf Course Direction
3. License Plate Recognition Program for Route 90

#### *Management In Progress*

1. Healthy Eating and Living (HEAL) Designation
2. Comprehensive Emergency Operations Recovery Plan
3. Drug Action Plan Report
4. 2015 Building Code
5. Bike Safety Master Plan: Signage, Public Information, Safe Route map

## ► Major Projects 2015

1. Beach Patrol Headquarters Building
2. Skate Park: Enhancements
3. Eagle's Landing Golf Course: Improvements at Club House
4. Public Boat Ramp: Relocation/Expansion; (87<sup>th</sup> to 65<sup>th</sup>) Direction on 87<sup>th</sup>
5. Eagle's Landing Golf Course: Irrigation (with Worcester County)

<b>GOAL 4</b>	<b>EXCELLENT SERVICE THROUGH A HIGH PERFORMING TOWN ORGANIZATION</b>
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► **Objectives**

1. Maintain a high level of customer satisfaction with Town services and service delivery
2. Retain a top quality Town workforce dedicated to serving the Ocean City community
3. Increase manager and employee accountability for performance and outcomes
4. Upgrade and maintain Town information technology
5. Provide training and professional development opportunities for Town workforce
6. Develop a city team reducing negative comments and organizational/departamental silos, and increasing communication, collaboration and resource sharing
7. Recognize and reward top performers for their contributions and goal achievements: teams and individuals

► **Short-Term Challenges and Opportunities**

1. Maturing Town workforce and the need for succession planning
2. Growing public concerns about public employee compensation and benefits
3. Town workload and organizational capacity with increasing demands for service
4. Increasing requests for information under FOIA
5. Finding the next generation of Town technical employees dedicated to public service
6. Central message from Town government

## ► Actions 2015

### PRIORITY

#### *Policy Agenda*

1. Town Services and Staffing Level

High Priority

#### *Management Agenda*

1. Overall Police Staffing and Deployment
2. Planning and Zoning Department Evaluation
3. Bus Drivers: Evaluation Report, Direction
4. Succession Planning Development
5. Town Re-Organization Plan
6. Building Permit and Development Process Improvements
7. Network Backbone Replacement Funding
8. National Citizen Survey
9. Information Technology Upgrade Plan
10. Training and Development: Assessment, Plan Funding

Top Priority

Top Priority

Top Priority

High Priority

High Priority

High Priority

High Priority

#### *Management in Progress*

1. City Properties Insurance Review
2. Health and Safety Manual/Training/Policy Review
3. Chamber Audio Video Upgrade: Presentation
4. Strategic Plan: Annual Update
5. Phone System: Budget Decision
6. Safety Hazard Training Program
7. Town Policy and Procedures Manual: Completion
8. Disaster Recovery Plan: Update
9. Continuity of Operation Plan: Update
10. Fire Department Technology: Upgrade
11. 9-1-1/3-1-1 System: Development
12. Personal Rules and Regulations
13. Water Quality Administrative Consent Decree

## ► Major Projects 2015

1. Fire Headquarters Building

<b>GOAL 5</b>	<b>REVITALIZED OCEAN CITY: DEVELOPMENT AND REDEVELOPMENT</b>
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► **Objectives**

1. More pedestrian friendly and walkable community with public transportation options
2. Attractive and personally inviting Boardwalk with a variety of retail shops and quality restaurants
3. Attract private sector investments to Ocean City
4. Revitalize "Downtown" through improved infrastructure, expanded business investment and more events
5. Attract quality retail businesses: national chains and locally owned unique shops
6. Easy access and convenient parking

► **Short-Term Challenges and Opportunities**

1. Auto dependence and not pedestrian friendly street designs
2. Revitalizing Downtown and working with property/business owners
3. Attracting private investments to Ocean City
4. Developing public-private partnerships that better the community
5. Attracting more year round population in Downtown area
6. Defining Town's role in redevelopment

► **Actions 2015**

**PRIORITY**

*Policy Agenda*

1. Dualization of Route 90: Advocacy
2. Parking Requirements/Zoning Ordinance: Review
3. Downtown “Model Block” Development
4. Comprehensive Plan: Update
5. Ocean Plaza Mall Strategy
6. Town Redevelopment Policy and Tools

Top Priority

High Priority

High Priority

High Priority

*Management Agenda*

1. Downtown One Way Pairs

► **Major Projects 2015**

1. St. Louis Avenue – Phase III

# **Town of Ocean City Policy Agenda 2015**

## **TOP PRIORITY**

**Tax Differential: Resolution/MOU**  
**Smoking on the Beach/Boardwalk Policy and Implementation**  
**School After Labor Day (Statewide): Advocacy**  
**Convention Center Phase III/Old Space Funding**  
**Canal Dredging Project: Next Phase**  
**Comprehensive Parks and Recreation Master Plan**  
**Dualization of Route 90: Advocacy**

## **HIGH PRIORITY**

**Street Performers Regulation: Town Actions**  
**Town Services and Staffing Level**  
**Route 50 Draw Bridge**  
**Strategic Land Acquisition by Town: Identification of Opportunities**  
**Parking Requirements/Zoning Ordinance: Revision**  
**Downtown “Model Block” Development**  
**Comprehensive Plan: Update**  
**Amphitheater Northside Park: Evaluation, Direction, Funding**

# **Town of Ocean City Management Agenda 2015**

## **TOP PRIORITY**

**Overall Police Staffing and Deployment**

**H2O I Event Planning/Response**

**Whiteside Facility Replacement**

**Planning and Zoning Department Evaluation**

**Bus Drivers: Evaluation Report, Direction**

## **HIGH PRIORITY**

**Succession Planning Development**

**Town Re-Organization Plan**

**Sports Destination Marketing Program: Expansion**

**Building Permit and Development Process Improvements**

**Town of Ocean City Equipment and Labor Guidelines**

**Network Backbone Replacement Funding**



## **Town of Ocean City Management in Progress 2015**

- 1. Charter Bus Permit Expansion – Year Round**
- 2. June Behavior Action Plan: Reports**
- 3. Trip Planner Tool Website**
- 4. Tourism Webcam on Boardwalk**
- 5. State Tourism Budget: Advocacy**
- 6. Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds**
- 7. ROI for Private Events**
- 8. New Annual Event/Halloween Expansion**
- 9. Special Boomerang Club: Development**
- 10. Tourism Information Gathering and Tracking System**
- 11. Tourism Strategic Plan: Reporting, Update**
- 12. Tourist Survey: Update**
- 13. Bus Locator App: Development**
- 14. CVB Member – Reserve Space on Website**
- 15. Online/Payment by Phone (Bus/Parking)**
- 16. SCADA Master Plan**
- 17. Pension Report (Annual)**
- 18. Cross Connection Control Program: Presentation**

- 19. Building Fee Structure: Evaluation, Direction**
- 20. Affordable Care Act Impact Analysis and Report**
- 21. Purchasing Policy: Review**
- 22. Online Bill Payments: Utilities**
- 23. 800 MHz Radio System Replacement**
- 24. Healthy Eating and Living (HEAL) Designation**
- 25. Comprehensive Emergency Operations Recovery Plan**
- 26. Drug Action Plan Report**
- 27. 2015 Building Code**
- 28. Bike Safety Master Plan: Signage, Public Information, Safe Route map**
- 29. City Properties Insurance Review**
- 30. Health and Safety Manual/Training/Policy Review**
- 31. Chamber Audio Video Upgrade: Presentation**
- 32. Strategic Plan: Annual Update**
- 33. Phone System: Budget Decision**
- 34. Safety Hazard Training Program**
- 35. Town Policy and Procedures Manual: Completion**
- 36. Disaster Recovery Plan: Update**
- 37. Continuity of Operation Plan: Update**
- 38. Fire Department Technology: Upgrade**
- 39. 9-1-1/3-1-1 System: Development**
- 40. Personal Rules and Regulations**
- 41. Water Quality Administrative Consent Decree**

## **Town of Ocean City Major Projects 2015**

- 1. Winter Fest Tent**
- 2. Safety Hazard Training Program**
- 3. Convention Center: Restroom**
- 4. Airport Improvements: Environment Assessment**
- 5. Wastewater Facility: Chlorination System, Electrical Upgrade**
- 6. Downtown Water Storage Tank**
- 7. Beach Patrol Headquarters Building**
- 8. Skate Park: Enhancements**
- 9. Eagle's Landing Golf Course: Improvements at Club House**
- 10. Public Boat Ramp: Relocation/Expansion; (87<sup>th</sup> to 65<sup>th</sup>) Direction on 87<sup>th</sup>**
- 11. Eagle's Landing Golf Course: Irrigation (with Worcester County)**
- 12. Fire Headquarters Building**
- 13. St. Louis Avenue – Phase III**

# *Leader's Guide* *2015*

## **FINAL REPORT**

Mayor and City Council



Ocean City, Maryland  
May 2015



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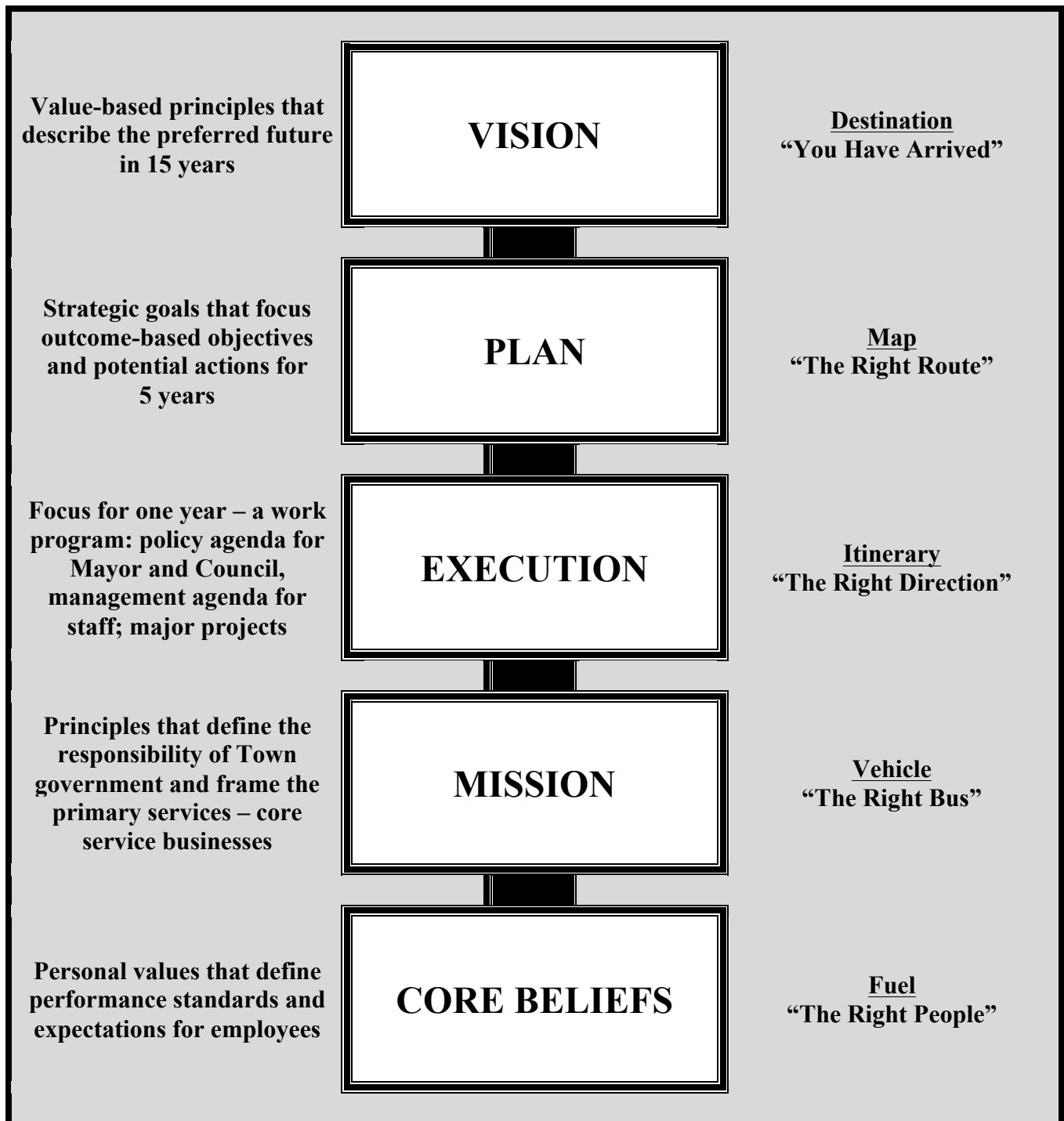
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# **SECTION 1**

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## **STRATEGIC PLANNING FOR THE TOWN OF OCEAN CITY**

# ***STRATEGIC PLANNING MODEL***



# **SECTION 2**

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## **LOOKING TO OCEAN CITY'S FUTURE [Updated: 3/10/15]**



# **Town of Ocean City Strengths – Weaknesses Threats - Opportunities**

## **► Strengths**

1. World class Beach and Boardwalk
2. Safe community for residents and visitors – any place, any time of day
3. Family oriented for all family generations
4. Free or low costs family oriented events, camps and activities
5. Growing arts and cultural opportunities: facilities and programs
6. Free, clean, accessible beach
7. Location: Mid-Atlantic
8. Experienced City management and staff providing exceptional municipal services
9. Strong financial condition of Town government, including bond rating, fund balance
10. Well-designed, well-maintained City infrastructure built before development
11. Performing Arts Center
12. Convention Center with potential for expansion
13. Reputation and brand as a "Great Family Resort Destination"
14. Small town feeling and a community that is friendly and cares
15. Ability to adapt to the unexpected and community demands

► **Strengths**

16. Community confidence in Town government
17. Businesses reinvesting and upgrading
18. Growing "2nd Season" tourism
19. Bayside potential development
20. Location for events and festivals – great host
21. Partnership with Wicomico County for sports tourism
22. Northside Park
23. Responsive to information request and easy access to Town information
24. Strong Partnership: Town Government, Businesses, Community Organizations
25. Public safety response to community – “Best Service” in timely manner
26. Well maintained Town buildings and facilities
27. Emergency Operations Center
28. Year Round Residential Community

► **Weaknesses/Areas for Improvement**

1. Street performers
2. Downtown needing redevelopment
3. Individuals feeling entitlement, know what is best, Town must contribute to business success
4. Traffic volume and limited road capacity and public transportation
5. Tax differential with Worcester County
6. Tax rate and service value in comparison to Delaware
7. Upcoming retirements and the need for succession planning and program
8. Bike and pedestrian safety
9. Negative events: young adults in June, H2O International
10. Technology infrastructure for residents and guests
11. How to serve 8200 residents and 300,000+ visitors
12. Difficulty in finding quality, affordable rental housing
13. Responding to social media coverage of and comments about Ocean City
14. Collaboration and information gathering/sharing with hotel owners and managers
15. 94th Street Mall – “Eye Sore”
16. Growing homeless population
17. High hotel room rates
18. Town information technology needing replacement and upgrade
19. Tele – work and employee mobility
20. Types of businesses/produces on Boardwalk
21. Audio – Visual equipment in Council Chambers
22. Properties deteriorating in neighborhoods

► **Threats to Ocean City's Future**

1. One negative event impacting Ocean City's reputation
2. Home property owners not investing in their homes/buildings/businesses resulting in blighted appearance
3. Inability to regulate street performers
4. Growth in West Ocean City and loss of potential revenues (Room/Food)
5. Increasing competition for the limited tourist dollar: resort communities, non-traditional destination
6. Maintaining the past or status quo
7. Pay equity and the FOP contract
8. Potential loss of families and "Family Friendly Tourist Destination"
9. Federal and State of Maryland legislation and mandates impacting the Ocean City community and Town government
10. Sea level rise
11. Mature department heads with institutional knowledge and upcoming retirements
12. Cutbacks in State of Maryland funding for municipalities and major projects
13. Increased traffic congestion due to not improving highway access to Ocean City
14. Potential unionization of all Town employees
15. Natural disaster
16. Loss of beach replenishment funds
17. Loss of residents
18. Impact of tax differential

► **Opportunities for the Future**

1. Addressing tax differential
2. Convention Center expansion
3. Model Block redevelopment
4. Bayside development
5. Downtown redevelopment
6. Sports tourism and marketing
7. Sale of Town-owned property
8. Working with the new Worcester County leadership
9. Change of the school year in Maryland - supported by the Governor
10. Growing the "2nd Season" tourism
11. New branded hotel developments
12. New major middle/upscale restaurants
13. Expanding "free" events, programs and activities
14. Enhancements to the Beach and Boardwalk
15. Performing and cultural arts expansion
16. Japanese and International tourism expansion

# **Town of Ocean City Actions Ideas for 2015 Mayor and City Council**

1. Smoking Policy: Evaluation, Refinement
2. Model Block Development
3. Tax Differential: Re-Evaluation, Options, Direction, Town Actions
4. Tourism Information Gathering and Tracking System: Refinement
5. Citizen Survey: Direction, Funding
6. Tourism Strategic Plan: Implementation, Performance Reporting
7. Canal Dredging: Next Phase and Funding
8. Street Performers Regulation: Direction, Town Actions
9. Seasonal Police Officers: Evaluation, Report with Options, Direction, Funding
10. Overall Police Staffing and Deployment: Comprehensive Evaluation, Report with Options, Direction
11. Tourist Survey: Refinements
12. Pedestrian/Bike Safety Plan: Development, Projects, Direction, Funding
13. 3rd/4th Street Park Master Plan and Upgrade: Direction, Funding
14. Convention Center: Final Phase - Parking Facility and Exhibition Space
15. Bus Drivers: Evaluation Report, Direction, Funding
16. Compensation Study: Market Analysis, Report with Options, Policy Direction, Funding

17. FOP Negotiations and Contract
18. IAFF Negotiations and Contract
19. New Revenue Options: Report, Direction
20. Neighborhood Rental Enforcement: Evaluation, Direction
21. Beach Patrol Building: Completion
22. Events Report: Evaluation, Costs to Town Government/Degree of Cost Recovery, Direction
23. City Reorganization: Evaluation Report, Options, Direction
24. City Technology Infrastructure Plan: Assessment, Report with Options, Direction, Town Government Role, Funding Mechanism
25. Sports Tourism Expansion: Town Government Role,
26. Action Plan
27. Privatization of Boardwalk: Evaluation, Options, Direction
28. Airport Transfer to Worcester County: Evaluation, Direction, Actions
29. Sewer Facility
30. Building, Permit and Development Process: Performance Audit, Developer Feedback, Report with Options/Recommendations, Action Plan
31. Recreation Facilities and Programs: Needs Assessment, Facilities Condition/Use Assessment, Report with Options, Direction, Action Plan
32. Skate Park(s): Evaluation, Direction, Funding
33. Whiteside Property Redevelopment
34. Alcohol Analysis and Action Plan: Problem Analysis, Options, Best Practices, Report with Options, Direction, Town Actions/Regulations
35. Building Codes: Evaluation, Direction (e.g. Window Replacements)
36. Town-owned Properties: Inventory, Use/Potential Use/Sale, Direction

37. 800 MHz Radio System Placement; Funding
38. Debt Policy: Review, Direction
39. Town Facilities Security Plan: Development, Direction, Funding
40. Management and Employee Succession Plan and Program: Development, Funding
41. Parking Meters/Permits for Residents: Evaluation, Best Practices, Report with Options, Direction
42. Town Services Cost Analysis: Evaluation, Report with Recommendations, Direction
43. St. Louis Avenue Project: Completion
44. Concrete Plant Acquisition: Evaluation, Direction
45. License Plate Readers for Route 90: Direction
46. Ocean Plaza Mall Redevelopment Strategy: Town Role, Working with Private Developer, Town Action Plan
47. Highway 50 Entrance Beautification Plan: Concept, Town Role, Direction, Funding
48. Strategic Land Acquisition by Town: Identification of Opportunities, Direction, Funding
49. Additional Clocks: Evaluation, Direction, Funding
50. Sign Ordinance: Review, Revision
51. Parking Requirements for Commercial Building: Review, Revision
52. Bayside Streetscape (139th to 141st): Direction, Funding
53. Hockey Arena Development: Town Position and Actions
54. Public Works Yard and Storage: Re-Location, Direction, Concept, Funding
55. Baltimore Avenue (to 15th) Redevelopment: Vision, Direction, Projects, Town Role, Funding, Streetscape Project
56. Bayside Park Pad: Direction



57. Northside Park Facility Upgrade Plan: Evaluation, Direction, Key Elements, Funding
58. Sunset Park Master Plan: Needs/Opportunities Assessment, Development, Direction, Projects, Funding
59. Comprehensive Recreation and Parks Master Plan: Development, Funding
60. Amphitheater Northside Park: Evaluation, Direction, Funding
61. Route 90 Dualization: Next Steps
62. All America City Award; Information, Direction, Strategy, Action Plan, Funding
63. H2O Event Planning/Response: Proactive Plan for Town Government, Public/Business Education
64. Neighborhood Noise Ordinance: Regulation Review, Town Role, Direction, Enforcement, Public Education
65. Departmental Cost Reduction Plan; Evaluation, Report, Direction, Savings
66. Natural Gas: Evaluation, Direction
67. Local Road Paving Program: Evaluation of Needs, Service Level, Funding Mechanism
68. Transit Center North: Evaluation, Direction, Funding
69. Bayside Park Development: Concept Plan, Direction, Funding
70. Town Phone System Replacement
71. School Year after Labor Day - "Let Summer Be Summer": Advocacy
72. Financial Policies: Review
73. Employee Benefits: Review, Report with Options, Town Responsibility/Employee
74. Responsibility, Direction, Funding
75. City Facilities at Whiteside: Direction on Re-location
76. Boat Ramp at 65th: Permit, Construction
77. Fire Headquarters Building: Project Construction

78. Security Cameras on the Boardwalk: Evaluation, Direction, Funding
79. Route 50; Draw Bridge
80. Marketing for Tourism: ROI, Evaluation of Program and Options, Direction, Level of Funding
81. Affordable Housing for Young Families/Adults: Evaluation, Report with Options, Direction
82. Downtown Parking Solutions: Evaluation, Report, Direction
83. Pension Liability: Evaluation, Direction, Funding Strategy
84. Flood Maps and Ordinance Update
85. Comprehensive Plan: Update
86. Undergrounding Utilities: Direction, Next Steps
87. Water Rates/Sewer Rates: Review, Direction, Use vs. Flat
88. Historic/Heritage Tourism Strategy: Evaluation, Report, Direction
89. Arts and Culture Strategy: Status, Vision, Town Role, Direction

## **Town of Ocean City Actions Ideas for 2015 Added by City Staff**

1. Disaster Recovery Plan: Update
2. Continuity of Operations Plan: Update
3. Harbor Master Permit
4. Public Districts: Evaluation, Direction
5. 94th Mall Mixed Use Development
6. Event Labor/Equipment Guidelines: Adoption
7. Event Fee Waiver Policy: Review, Direction
8. Banner Program Guidelines: Direction, Revenue Generator
9. Casino Marketing Program
10. Winter Festival Enhancements: Direction, Funding
11. Homeless Strategy: Problem Analysis, Best Practices, Report with Options, Town Role, Direction, Actions
12. Convention Center "Old Space" Redesign and Renovations: Conceptual Plans, Cost Estimates, Direction, Funding
13. Fire Simulator: Funding
14. Fire Staffing Model; Evaluation, Direction, Funding
15. One Way Streets: Evaluation, Direction (1st and 2nd)

16. Community-wide Security Master Plan: Evaluation, Plan, Direction (including use of cameras throughout the community)
17. 3-1-1 System: Development
18. Utility Billing Online
19. Tablets for Fire Department
20. Server Consolidation
21. Town Technology Plan: Review, Direction, Funding
22. Integrated Training System Online
23. Blighted Structures Strategy: Assessment, Locations/Properties, Goals, Town Role, Direction, Action Plan
24. Affordable Care Act Impact Analysis: Evaluation, Direction, Actions
25. Comprehensive Town Facility Condition Assessment and Maintenance Plan: Development, Project Direction, Funding
26. Liquor Control Board: Options, Direction
27. Shared Services Agreements: Fire Marshall; Planning and Zoning, Recycling, Waste Energy Program
28. Equipment Replacement Program: Direction, Funding
29. Storm Water Management Program: Review, Funding Mechanism
30. Golf Course Maintenance: Assessment, Short Term Projects, Funding
31. Golf Course: Long Term Plan Development, Funding, Direction
32. Dog Park(s): Assessment, Concept/Plan, Direction, Location, Funding
33. Swimming Pool/Aquatic Facilities: Needs/Use Analysis, Options, Concept/Plan, Location, Direction, Funding Mechanism - Construction/Upgrade, and Operations/Maintenance
34. Wave Pool: Evaluation, Concept/Plan, Direction, Funding Mechanism

35. Northside Park Upgrade/Beautification: Evaluation of Needs, Projects Priority, Direction Funding
36. Seniors Facility/Programs: Needs Assessment, Options, Direction, Funding
37. Healthy, Eating and Living Designation: Direction, Action Steps
38. Par 3 Golf Acquisition: Evaluation, Direction, Funding
39. Beach Play Equipment/"Toys" Expansion: Evaluation, Types, Locations, Direction, Funding

# **Town of Ocean City Our New Reality**

- 1. INSTANT INFORMATION**
  - **Now – Accurate**
  - **No Time for Gathering, Analysis of Information**
  - **More FOIA**
  - **24/7**
- 2. WORKING AS A TEAM: MAYOR – CITY COUNCIL – CITY STAFF**
  - **Respect**
  - **Appreciation of Different Opinions**
  - **No Factions or Hidden Agendas**
  - **Candid Conversations**
- 3. HIGH COST OF SECURITY/SAFETY**
  - **Background Checks**
  - **Facilities**
  - **Drug Screening (\$200,00)**
  - **Cameras**
  - **Mandates**
- 4. SMALLER TOWN STAFF, HIGH SERVICE DEMAND**
  - **Fewer Staff – 100 Positions**
  - **High Service Expectations**
  - **Cost of Maintenance/Operations**
  - **Focus on “Tax Rate” over Service Value**
  - **New Facilities**
- 5. COSTS OF SEASONAL EMPLOYEES**
  - **Reduced “applicant pool”**
  - **Cost of Processing**
  - **Hours**
  - **Acceptable Behavior**

## **Looking to Ocean City's Future Departmental View**

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Building/Plumbing Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Street & Sidewalk improvements
- Simply put with regard to city public services, keeping up with demand
- Overcrowding of Rental Units & maintaining structures in town
- Development in West Ocean City & Surrounding area. Keeping visitors in OC
- Opposition to regulations, mainly boardwalk regulations & uses
- Loss of natural areas & open space



# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

**DEPARTMENT:** Building/Plumbing Department

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Building/Plumbing Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: City Clerk's Office**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

##### **Town – specific Challenges**

- Boardwalk street performer management
- Drawing popular talent.
- Traffic and pedestrian safety
- Taxpayer's trust in our government
- Elections – Collaborating with Worcester County's State Board of Elections
- Tax Differential for Ocean City Residents
- Bus-driver safety
- Maximizing Beach Equipment Franchise Revenue
- In need of detailed Employee ID policy
- Caine Keys Parking Permit Issuance – flooded permit system

##### **City Hall-specific Challenges**

- Adequate Employee & Customer Parking
- In need of updated Council Chambers Recording Equipment
- In need of internal paging system for the front desk
- In need of better seating in lobby
- In need of carpet most, if not all, parts of the building

**Department-specific Challenges**

- Lack of funding for job-enhancement training and education
- Reduce Paper copies of the City Code
- Contract tracking software funding

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Clerk's Office**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Vehicle Vending Franchise – attracting vendors
- 2 Update Policy and Procedure Manual
- 3 Beach Equipment Parcel Bids for Mid-beach parcel
- 4 Inventory safe on first floor of City Hall
- 5 Maintaining excellent track record for fulfilling Information Requests
- 6 Maintaining excellent service to passport customers.
- 7 Maintaining Non-Profit Beer Rotation List
- 8 Managing Financial Disclosure Reports
- 9 Senior Citizen Bus Passes
- 10 Employee ID's
- 11 Keeping up with Comcast, Beach Photo and Vehicle Vending Franchise

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Clerk's Office**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Universal administrative practices
  - skill assessments, training, oversight & success measurement
  - universal form bank
  - administrative policy & procedures
- 2 Universal Document Management Software
  - Training
  - Policy development
  - Equipment and manpower for archiving
  - Taxonomy
  - Integrating with social media
  - Paperless agenda system
- 3 Contract Generating and Tracking Software
- 4 PAPERLESS CODE
- 5 Solidified Municipal Election Process
- 6 Improvements to the interior of the City Hall Lobby
- 7 More I.T. training for employees
- 8 Updated Council Chamber A/V equipment
- 9 Established guidelines for team-oriented environment between City Manager, City Clerk and Mayor Office Support Staff

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: City Manager's Office – Communications Manager**

From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Continuing to provide first class communications to our residents and visitors with a staff of only two people.
- Communications demands of "incident" related public information (including fires, drowning/rescues, police related incidents) which are extremely demanding
- Maintain positive press coverage during sometimes uncontrollable social media movements (for example: College "Takeover" Week, Dew Tour not Returning)
- Managing Signboards in a more Universal Manner
- Continuing to increase & expand PIO Network and improve Crisis Communications
- Communication openly and effectively with an audience that is not only local, but also regional, national and international...and changes on a weekly basis.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

**DEPARTMENT:** City Manager's Office – Communications Manager

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Creating 2015 Community Calendar and Newsletter
- 2 Refining new Website to meet the needs of each department
- 3 Working with Social Media managers to implement social media policy, consolidate social media pages and assure each page is professional and effective
- 4 Working with Emergency Management to finalize Emergency Flood Maps for Public Education



# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

**DEPARTMENT:** City Manager's Office – Communications Manager

Please list issues or projects that you would like for the town to address this next year 2015.

- 1 In 2015, I think it's important to address the continuous evolution of Communications, Social Media and Web Technology and consider the possibly of expanding personnel or train/use existing personal to assist with these demanding responsibilities.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: City Manager's Office – Grants**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Efforts to identify and successfully capture Federal & State grant funds, while trying to supplement the City's capital and operational budgets.
- Continue to meet the ever-increasing demand for Federal & State agencies to comply with program regulations and reporting requirements.
- Absolute need to achieve clear grant audit findings.
- Maintaining positive communications and personal relationships with our grant funders at the Federal, State and Local levels.
- On-going efforts to improve relationships with Worcester County government to insure grant funding in lieu of a tax differential solution.
- Continued underfunding of the State's Program Open Space is prohibiting the City's efforts to upgrade our playgrounds and parks system.
- Identifying possible funding sources for replacing the Town's 800 MHz radio system.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

**March 2015**

#### **DEPARTMENT: City Manager - Grants**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Beach playground equipment – secure required Community Parks & Playgrounds grant funding.
- 2 Expand technology for law enforcement to include grant funding for body cameras.
- 3 Outfall Check-Valve project to be implemented upon receipt of grant funding from the Hazard Mitigation Grant Program (HMGP). Fourteen (14) bayside outfall pipes to be modified and outfitted with inline check valves to reduce flooding in the Downtown area from the Inlet to 4<sup>th</sup> Street.
- 4 Portable Variable Message Signs to be procured using grant dollars awarded by MEMA. Two units to be assigned to Department of Public Works.
- 5 Maryland Smart Energy Community project. City to receive grant funding to implement reduction goals for energy efficiency and renewable energy policies.
- 6 Electric Vehicle Charging Station – either grant opportunity for the City to capture grant funding through the Maryland Energy Administration or partner with Delmarva Power to establish a direct charge station within the city limits.
- 7 Radio Systems Committee working to select the best designed P-25 system available and make a recommendation to the Council. Current EDACS system will not be supported after 2017.
- 8 Training & Exercise – continue Federal & State funding makes it possible for our Emergency Management and First Responder personnel to participate in Incident Command, Continuation of Operations (COOP), and EPA related training and workshops.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: City Manager - Grants**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Allocation of all casino revenue to street and alley upgrades.
- 2 Explore the establishment of a “telecommuting policy” for designated City personnel.
- 3 Continue to move forward with the redevelopment of the Downtown recreational complex at 3<sup>rd</sup> Street. Approaching 10 years since a consultant was hired to develop plans for the Bayside Park.
- 4 800 MHz radio system – “stand alone” or join the State’s 700 MHz system
- 5 Maryland Smart Energy Community – commitment to voluntarily adopt energy polices to improving energy efficiency and renewable energy.
- 6 Participation in “Sustainable Maryland” certification program to “go green”, control costs and save money.
- 7 Beach playground equipment – apply for FY 2017 Community Parks & Playground funding.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

**DEPARTMENT:** City Manager's Office – Internal Auditor

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

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# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

**DEPARTMENT:** City Manager's Office – Internal Auditor

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Participating on the phone committee to choose a new system for the Town. My specific role on this committee is to work with the current system to identify what we have and what we will need in the future.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: City Manager's Office – Internal Auditor**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1      Time Keeping System.  
Would like to have a more modern system for keeping work time.
- 2      Accounts Payable.  
Would like to be able to access invoices through a Laserfiche backup.
- 3      Plumbing Permits.  
Would like to be able to access plumbing permit information and backup through a Laserfiche backup system.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Roland E Powell Convention Center**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- H2Oi- Getting them out of town
- Parking- Need for more public parking
- Hotel Rates- Hotels consistently increasing. Who will be able to afford OC
- Downtown Element of night time on the boardwalk- Street Performers and unruly crowds
- Homeless population growing
- 94<sup>th</sup> Street Mall and Parking Lot- becoming an eye sore needs renovations
- Restaurant Prices consistently increasing.



# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Roland E Powell Convention Center**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Maintain and service the PAC- with limited equipment, staffing and money
- 2 Parking Issues
- 3 Total renovation of all “old space”, i.e.: 18 year old Bathrooms, Millwork and finishes
- 4 Cooling Tower aging
- 5 Deterioration of the Sunset Room

**INITIATIVES 2015:  
SHORT-TERM ISSUES AND PROJECTS  
Ocean City, Maryland  
March 2015**

**DEPARTMENT: Roland E Powell Convention Center**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1      Parking
- 2      H2Oi- elimination of the event, speed bumps during the event

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Emergency Services Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Employee morale continues to steadily declining as a result of a lack of financial growth. We are headed in the sixth year without cost of living allowances for all employees. During the 4<sup>th</sup> quarter of 2014, Ocean City government completed a compensation and job classification study, the results, which have not yet been released.
- Lack of tourist knowledge of Ocean City – addressing concerns. We have issues when visitors to the Town are in need of a public safety response but are not able to provide an adequate address for their location. Many, if not most of our calls, are from cell phones that do not provide a specific address for the caller.
- There has been an increase in call volume with limited increase in requested personnel. Over the last ten years staff numbers for the Police Department and Fire Department have increased significantly resulting in more officers, firefighters and paramedics on the road for dispatchers to manage. Conversely, Departmental personnel have only increased by two employees since 2004.
- The resort's shoulder seasons are becoming increasingly longer with more special events requiring more public safety resources. Our seasonal staff usually begins employment close to the summer season (due to budget constraints and unemployment concerns) and they depart too early for them to be of assistance with the call volume during the shoulder seasons.
- The Department of Emergency Services continues to operate as a secondary Public Safety Answering Point (PSAP) for 911 calls. This means that we are dependent on Worcester County Central Dispatch for answering any initial call received through dialing 911. After Worcester Central answers the initial call it is routed to our Communications Center for processing and dispatching. At present we are attempting to work within this system as prescribed by the State of Maryland. It would be a prudent and fiscally beneficial decision to pursue the option (through legislation) for our Communications Center to become the primary initial answering point for 911 calls within the Town of Ocean City.

- The Towns 21 year old proprietary Radio System's factory support for parts, software and engineering continues to be phased out and will be totally unavailable to support our system before 2017.
- Continue the planning phase toward the final decision to upgrade the existing radio system as proprietary, or request bids from multiple vendors for the complete radio system replacement.
- Continue to support additional missions, special projects and events with the two Electronic Services personnel.
- Allocate additional funding to the 55-15 (Training & Travel) budgetary account for necessary training.
- Continue to provide 24x7x365 emergency response, as well as special events with two Emergency Management personnel.
- Lack of leadership and courage within government to carry out tough decisions.
- Citizens lack an understanding of government role, finances and services.
- Lack of community unity.
- Improve public perception of government.
- Improve community interaction.
- Continue to operate the Department understaffed.
- Lack of increased funding for training and continuing education.
- Succession planning.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Emergency Services Department**

---

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Approve and fund an increase in departmental staff.
- 2 Allocate additional funding to the 55-15 (Training & Travel) budgetary account for additional staff training
- 3 Continued creation and maintenance of our departmental Facebook page along with development of other departmentally managed social media outlets.
- 4 Continue to add, modify and refine all Departmental standard operating procedures.
- 5 Continue to strategize with the Beach Patrol to determine the best course of action for improved efficiencies and effective operations. Dispatch duties for the 2015 season have been transferred to the Emergency Services Communications Division located at the Public Safety Building.
- 6 Continue with planning evaluation project for radio system replacement.
- 7 Continue the process of writing of the Comprehensive Emergency Operations Recovery Plan (CEORP).

The Town of Ocean City, Maryland is subject to a wide range of natural and manmade hazards. Hazards have the ability to injure our citizens and visitors, damage businesses, destroy infrastructure and disrupt government operations. Ocean City's vulnerability warrants an all-hazards approach in developing plans, training personnel, and utilizing resources to prepare for, respond to, and recover from a major emergency.

Lessons learned and public scrutiny resulting from hurricane disasters in 2005 led the Federal Emergency Management Agency (FEMA) to restructure its national incident response guidance. The National Response Framework (NRF) replaced the National Response Plan (NRP) in early 2008.

The updated Framework has focused the attention of emergency management planning to, among other things, writing Emergency Operations Plans (EOPs) and Emergency Operations Recovery Plans (EOPRP).

Recovery is a complex and long-term process that involves a range of activities and many participants. Recovery begins shortly after the disaster event occurs and can continue for many years. It involves short-term restoration of essential community functions as well as long-term rebuilding. It incorporates mitigation of hazards as the restoration and rebuilding take place. The Recovery Plan will be incorporated in our Comprehensive Emergency Operations Plan (CEOP) and each of our Departments' Continuity of Operations Plans (COOP).

The substance of this Recovery Plan development has mainly to do with how to obtain financial, organizational, and human resources focused on both short-term and long-term needs, based on our community's defined priorities.

The Ocean City Comprehensive Emergency Operations Recovery Plan (OCCEORP) will identify the Town's emergency planning, organization, and response policies and procedures for recovery from any disaster. The plan will provide a foundation for recovery and the integration and coordination with the various departments and divisions of our government, as well as Federal, State, and private support agencies and organizations, after any major emergency or disaster.

This plan will be based on the functions and principles of the National Incident Management System (NIMS), and the Incident Command System (ICS) structure. All Ocean City governmental departments, agencies, offices, and employees, with affiliation to emergency operations will serve a primary and/or support role, or multiple roles as outlined the Recovery Support Functions (RSFs), which will identify responsibilities, as well as how they will operate and be structured in the Emergency Operations Center (EOC) during a recovery.

The plan will address how Ocean City will recover from disaster. The responsibilities of each Department are identified in matrices. The development of the Recovery Support Functions (RSFs) is to facilitate specific recovery objectives. The plan will provide coordinating capability in Ocean City to allow each Department, agency/organization to be more effective in its specific responsibilities through a coordinated effort. Each Department and support agency/organization must ensure their current Standard Operating Procedures (SOPs) and Emergency Action Plans (EAPs) are used to supplement this plan.

- 8 Emergency Management must monitor daily the weather forecasts and maintain awareness to all Town Departments, Operations and events 24 hours a day, 7 days a week, and 365 days a year with a staff of two.
- 9 Emergency Management must monitor daily incidents and events throughout the State of Maryland, and the Federal Government, by way of the Maryland Emergency Management Agency for any impact concern to the Town of Ocean City, 24 hours a day, 7 days a week, and 365 days a year with a staff of two.

- 10 The Department must monitor daily during Hurricane Season, the tropical weather forecast and work with the National Weather Services, Hurricane Center, State of Maryland and the Ocean City Policy Group if the forecast affects Ocean City 24 hours a day, 7 days a week with a staff of two.
- 11 The Department must monitor daily, and respond accordingly as needed to incidents and events in the Town, to maintain the required situational awareness with the local jurisdictions, the Maryland Emergency Management Agency, and Federal Government as required 24 hours a day, 7 days a week, and 365 days a year with a staff of two.
- 12 The Department creates and supervises the required Incident Action Plans for the Town of Ocean City as required under the National Incident Management System for the annual planned events as required, as well as all critical incidents that impact the Town that may require coordination. Conduct the required planning meetings and training sessions with the Departments and allied agencies for various planned events.

**INITIATIVES 2015:  
SHORT-TERM ISSUES AND PROJECTS  
Ocean City, Maryland  
March 2015**

**DEPARTMENT: Emergency Services Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

1      Please see major challenges



# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Emergency Services Department – Beach Patrol**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Maintain a safe and secure beach and water environment for all visitors and residents.
- Maintaining competitive salaries considering that 85% of all employees are re-locating to work in Ocean City.
- Compensate staff at levels that allows them to return during critical coverage times.
- Reinstate a critical coverage differential compensation program.
- Continuing to recruit quality employees to fill entry-level positions.
- Preparing individuals to take on leadership and management roles.
- Maintaining a positive public image in all forms of media.
- Provide an effective educational outreach program including Junior Beach Patrol, weekly news articles, safety seminars, community events and day camps.
- Retain quality employees when opportunities for promotion are limited
- Develop a plan to place 4x4 vehicles on a permanent rotation with all in-coming vehicles coming from a single driver source.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Emergency Services Department – Beach Patrol**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Preparing for Beach Patrol Strategic Planning Weekend (over 13 years).
- 2 Collecting preliminary staff availability data using a WEB 2.0 tool.
- 3 Preparing updated documents to mail to all returning and new employees.
- 4 Recruiting staff for 2015 season.
- 5 Completing summative evaluations for all JBPAIs, SBFs, and SRTs.
- 6 Publishing a spring newsletter
- 7 Prepare a budget that fully meets the needs of the Beach Patrol and allows us to execute our mission to the highest possible standards.
- 8 Creating rubrics to assist with assessing employee performance
- 9 Complete a comprehensive policy and procedures manual.
- 10 Update the SRT training manual to reflect changes in policy and procedures.
- 11 Create SBF training manual.
- 12 Conduct interviews for SBF and fill all available positions by April 15th.
- 13 Conduct tests and interviews for JBPAIs and fill all available positions by April 15<sup>th</sup>.
- 14 Complete a comprehensive inventory of all Beach Patrol assets, equipment and supplies.
- 15 Have all vehicles prepared by the 2<sup>nd</sup> week in May.

- 16 Purchase replacement personal watercraft (PWC) and have prepared for service.
- 17 Purchase three replacement ATVs and have outfitted and prepared for service.
- 18 Provide beach safety presentations and staff safety booths when requested.
- 19 Provide a safe beach environment each season.
- 20 Serve as ambassadors for the Town of Ocean City.
- 21 Prepare the OCBP satellite offices at 27<sup>th</sup>, 66<sup>th</sup> and 130<sup>th</sup> streets for the season.
- 22 Continue to encourage participation on our regional and national competition teams.
- 23 Maintain floating Rescue Craft dock at USCG Station Ocean City for rapid deployment.
- 24 Maintain partnerships with agencies such as USCG, MSP Aviation, Maryland Natural Resources Police and National Aquarium.
- 25 Pursue inter-departmental cooperation and training opportunities that will benefit all departments.
- 26 Ordering replacement and consumable equipment, supplies and uniforms for the upcoming season (quotes, PO requests, ordering, receiving, inventorying).
- 27 Maintain a well-equipped inventory of stands for deployment.
- 28 Continue to staff Surf Rescue Academy with highly skilled instructors.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Emergency Services Department – Beach Patrol**

Please list issues or projects that you would like for the town to address this next year 2014.

- 1 Institute a critical coverage pay differential for the period between the 3<sup>rd</sup> week in August through the Sunday of Sunfest to help more our staff meet the expenses of working at this critical time of our season.
- 2 Re-establish pay increases to encourage Surf Rescue Technicians who return each year.
- 3 Establish reserved parking spaces on each ocean block for the Beach Patrol personnel on duty (9:00 – 6:00).
- 4 Upgrade our network connectivity at 27th street locations.
- 5 Upgrade outdated computer technology.
- 6 Implement a standard vehicle replacement rotation, assuring that we will have appropriate vehicles to replace OCBP vehicles at end of life.
- 7 Have employees who have worked 10 or more years recognized by the Town.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Engineering Dept.**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Funding for road and storm drain infrastructure maintenance.
- Pedestrian and Bicycle safety, particularly on Coastal Hwy and making the difficult choice to better accommodate pedestrians at the possible cost of vehicle delays.
- Ability of network infrastructure to meet demands of new technology.
- Loss of experienced long term employees
- Aging government buildings will need larger maintenance investments
- Increasingly complex State mandated environmental requirements including TMDL and NPDES regulations
- Maintaining funding and locating disposal areas for canal dredging
- Potential loss of Federal funding for beach replenishment
- Sea level rise
- Property owners dropping flood insurance.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Engineering Department**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Boat Ramp, permit process is ongoing. Look to begin construction in spring for opening next summer (2016).
- 2 Beach Patrol Headquarters: Construction in progress, complete June 2015
- 3 Canal Dredging: Phase 2 in progress, complete fall 2015
- 4 Fire Headquarters Renovation and Expansion: Bids on street, presentation of guaranteed maximum price to council on March 31. Begin construction in April and complete December 2015.
- 5 Energy Performance Contract, audit report has been received, need to evaluate potential projects and make recommendations to council in April/May.
- 6 Public Works Pole Barn Bulkhead, bids opened and award in process. Begin construction in march, complete by May 31, 2015
- 7 Model Block demolition: Bids due March 10, 2015. Buildings along Somerset demolished by end of May, buildings along Dorchester start demo after Oct 14, 2015.
- 8 Pedestrian improvement projects: Continue to work with State Highway on improvements to Coastal Highway.
- 9 Downtown one-way street pairs. Presented demonstration project for making Somerset one way eastbound between Philadelphia and Baltimore Ave to OCDC. Next step present to Mayor and Council.
- 10 City Facilities Security Plan: Work with OCPD to develop a plan for security enhancements to city buildings. Begin March 2015
- 11 Artificial reef permit. Working with artificial reef foundation to secure comprehensive State and Federal permits for all reef sites.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Engineering Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Sidewalk master plan. Inventory all city sidewalks note ADA deficiencies, obstructions, condition and prioritize areas for improvements including widening.
- 2 Street Light plan. Develop standards and priorities for street lighting.
- 3 Reconstruction/relocation of Whiteside Public Works Facility
- 4 Funding for storm water system maintenance and repairs.
- 5 Create a capital reserve account similar to the Convention Center for other large City facilities (Public Safety Building, City Hall, Northside Park, and Inlet Parking Lot)
- 6 Codify the requirement for new development to provide wider sidewalks
- 7 Fund all or a part of the downtown recreation complex project.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Finance & Purchasing Departments**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Keeping citizen and employee records, banking, and credit card data secure to prevent hacking and malware, meeting Payment Card Industry (PCI) security standards
- Adequately training employees to stay up to date with changing technology, business functions, banking, and Government Accounting Standards due to lack of funding for training.
- Changing from paper systems to electronic to lower costs and improve workflow.
- Being able to work effectively with Worcester County officials to improve and reduce costs for shared services.
- Recruitment, training, and retention of professional staff due to retirement of key employees.
- Meeting standards and costs for underground fuel storage tanks.
- Financing aging equipment such as 800 MHz radios, phone system, and heavy equipment.



# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Finance & Purchasing Departments**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implementation of Government Accounting Standards Statement 68, *Accounting and Financial Reporting for Pensions*, an amendment of GASB Statement 27 which is anticipated to have a material effect on the Town's financial statements.
- 2 Water and wastewater 5-year rate study in coordination with Public Works Department
- 3 Requesting and entering email addresses for utility customers for email billing.
- 4 Implementing purchasing card program that interfaces with Government Budget Management and Accounting (GMBA) program to improve vendor information and payment data.
- 5 Analysis of vehicle lifetime costs and rationale for replacement of vehicles for 2016 budget.
- 6 Changing from production of Comprehensive Annual Financial Report (CAFR) using Excel and Word to full utilization of CAFR Online program for statements, notes, MD&A, and statistical section
- 7 Implementing GovNow software for online application and payment of water and wastewater bills.
- 8 Improvements to Fleet Management (Parts, Fuel Data, Anti-Idling Technology, Fleet Policy w/Replacement Schedule)

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Finance & Purchasing Departments**

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Please list issues or projects that you would like for the town to address this next year, 2016.

- 1 Reinstatement of employee recognition programs and incentives such as length of service award gifts and Achievement for Excellence program, which rewards superior job performance, productivity increases, and innovation.
- 2 To meet Payment Card Industry (PCI) security standards, require internal auditor to be trained and certified as a Qualified Security Assessor (QSA) or that the Town contract for QSA services.
- 3 Develop succession strategies for senior staff positions with focus on recruitment, training and retention. Innovation, technology, education, adaptability and passion should be valued.
4. Utilization of Laser Fiche for document management and improved workflow in conjunction with use of P-Cards and electronic transaction processing.
5. Establish mobile workforce. Enable employees to work from home on their own or Town computers. Effective during weather related events or when the EOC is being mobilized.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Fire Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- *Volunteer Division-* Continue to meet Public's expectations with regards to response times.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

**March 2015**

#### **DEPARTMENT: Fire Department**

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- 1 Fire Response Workgroup
- 2 Accountability Policy review & update
- 3 Live-In Program
- 4 Volunteer Duty Crews
- 5 Cadet Program
- 6 Fireboat- Operations & Training
- 7 Special Events
- 8 Budget Oversight
- 9 Labor Management
- 10 Paramedic Foundation
- 11 Purchasing
- 12 West Ocean City EMS Service Study
- 13 EMS Operations
- 14 Medical QA/QI
- 15 Part-Time Evaluations
- 16 FTO Program
- 17 Fire Equipment/Maintenance

- 18 SCBA
- 19 Hose Testing
- 20 Gas Monitoring
- 21 PASS Tags
- 22 Water Rescue Swimmers
- 23 Dive Team
- 24 Medical Equipment/Maintenance
- 25 AED Program
- 26 Uniforms/Gear
- 27 Medical Inventory
- 28 IT Liaison
- 29 Buildings
- 30 Medical Billing
- 31 Schedule
- 32 Hiring/New Hires
- 33 SOGs
- 34 Training
- 35 Health & Safety
- 36 ISO Program
- 37 MFRT/MIEMSS Representative
- 38 Officer Development/Succession Planning
- 39 Awards/Commendations
- 40 Morale Committee

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Fire Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

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# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Human Resources**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Benefits cost containment
- Manpower planning / succession planning
- Collective bargaining
- Ongoing and increasingly complex Federal / State government compliance requirements.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Human Resources**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Compensation / Classification study
- 2 Seasonal recruitment
- 3 Collective bargaining
- 4 Personnel policies review



# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Human Resources**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Digital imaging of all personnel records
- 2 Succession planning and training initiatives
- 3 Performance management system improvements

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Information Technology**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- "Status Quo Budget"
- Off Site Backup
- Aging City Wide Wireless Infrastructure
- Disaster Recovery/Off Site Replication
- Firewall Replacement
- Site Bandwidth Limitations
- Aging Switches at Satellite Locations
- Training (for Staff and employees)

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Information Technology**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Phone System Replacement
- 2 Storage Performance Upgrades
- 3 10GB Data Center Switching Upgrades
- 4 New Onsite Backup Appliance Upgrades
- 5 VDI Deployment
- 6 Access Layer Switch Replacement
- 7 Wiring Infrastructure Upgrades
- 8 Communications Video Wall Enhancements
- 9 OSSI Virtual Migrations
- 10 Convention Center Fiber Connections
- 11 Converge 311 System
- 12 Electronic Payroll Direct Deposit Setup and testing
- 13 On-Line Building Permits for Fire Marshal's Office
- 14 Address Cleansing for Newsletter labels
- 15 Purchasing Approval Level Restructure

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Information Technology**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Risk Assessment
- 2 GovNow Conversion to Click to Gov
- 3 SunGard H.T.E. Upgrade
- 4 Click to Gov Setup of Utility Payments On-Line
- 5 Replacement of Printers, Monitors, laptops etc. as outlined in the approved budget
- 6 Purchase and setup Tablet computers on Medic Units

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2014**

#### **DEPARTMENT: Planning, Zoning, GIS**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Ensuring residential neighborhoods retain their intended zoning purpose; homes rented out to be monitored for compliance.
- Being prepared for potential terroristic activity.
- Changing policies and regulations to consider sea level rise as a real threat.
- Financing a parking garage downtown.
- Outdoor display regulations must be useful/effective and consistently enforceable.
- Sufficient tourism advertising to compete with other cities.
- Providing the services needed by our older visitors & residents. (50+ years)
- Providing more commercial activity on the east side of Coastal Hwy.
- Promoting the use of our airport to justify expansion.
- Having better student housing built downtown.
- Establish a bike sharing program.

# **MANAGEMENT IN PROGRESS 2014**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2014**

#### **DEPARTMENT: Planning, Zoning, GIS**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Maintaining document scanning process.
- 2 Comprehensive plan update.
- 3 Recovery plan cooperation with Emergency services staff.
- 4 COOP – Continued participation in organization-wide initiative
- 5 Sustainable Maryland designation in progress. (MD DNR)
- 6 Finding new ways to earn points under the FEMA CRS program.
- 7 Determining how to use PRESS (rental housing group) efficiently with less meetings.
- 8 Organizing FEMA grant activities to elevate home at 417 Bering Road. (Engineering and Grants Coordinator in charge)
- 9 Finalizing the No Smoking on the Boardwalk campaign through ordinance.
- 10 Model Block project being monitored as it progresses.
- 11 Maintaining & expanding geographic information systems.
- 12 GIS supports the needs of Public Works, Police, Parks & Recreation, Public Safety, P&Z, Building, OCDC.

# **INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2014**

## **DEPARTMENT: Planning, Zoning, GIS**

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Please list issues or projects that you would like for the town to address this next year 2014.

- 1 Support for and completion of the comprehensive plan update.
- 2 Boardwalk performers rights vs. town staff ability to control activities. (locations, hours)
- 3 Secure funding for enhanced ortho imagery.
- 4 Senior department leadership effectively managing on-going projects, activities and initiatives.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Police Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- **Personnel Management**  
This includes the recruitment, testing, selection, training, and retention of a full-time and temporary work force, keeping in mind our ability to address diversity and generational differences at all levels and properly forecasting a succession plan for those reaching retirement.
- **Fiscal and budgetary concerns** including, a flat municipal budget, reduced grant opportunities at the Federal, State and Local levels, increasingly unfunded mandates and bargaining unit contract negotiations.
- **Increased regional drug activity** concerning the use of heroin laced with fentanyl, as well as the decriminalization of marijuana, continue to prove challenging.
- **Boardwalk enforcement issues** – 1st Amendment, drug paraphernalia, intellectual property, family image.
- **Increased demand for services related to Special Events** – increased frequency, changing character, higher profile, shoulder season, future Convention Center expansion(s), contracting with allied agencies for mutual aid assistance and associated costs.
- **Funding and staffing of Specialty Units.**
- **Utilization, expansion and maintenance of technology.**
- **Safety issues associated with Coastal Highway** – pedestrian, cyclist.
- **All Hazards Preparedness** - target hardening physical and human resources against natural and man-made negative incidents.



# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Police Department**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Refitting Specialty Units due to attrition – Candidates are being interviewed, trained and assigned to the Traffic Safety Unit, Mounted Unit, and to fill positions vacated through retirements and attrition.
- 2 Increase/expand testing of Seasonal Officers – polygraph and psychological testing.
- 3 Continual hiring of both sworn and civilian personnel to fill vacant position.
- 4 Continued review and update of the Department's Policy manuals.
- 5 Expansion of comprehensive public safety camera program for use throughout the Town.
- 6 Utilization of civilian staff in operational functions.
- 7 Creation of electronic personnel and training files.
- 8 On-line reporting of incidents by citizens through RMS and "Police to Citizen" (P2C) computer systems.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Police Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Continued Utilization of Civilian Staff in Operational Functions – A career track for Public Safety Aides has been enacted transferring them into Custody Officer positions. Currently there are 6 Public Safety Aides that have become Custody Officers. This has allowed four sworn police officers to be transferred from desk duty to road duty. Continued development of the program will allow additional police supervisors to be transferred from desk duty to road duty. Increasing the Patrol Division compliment without increasing the total authorized sworn strength of the Police Department.
- 2 Consideration for a workload analysis to be performed on the police department by the ICMA with an emphasis on the seasonal officer program.
- 3 Continue to reduce dependency on seasonal workforce.
- 4 Locating a funding source for stationary License Plate Recognition (L.P.R.) programs.
- 5 Expansion and renovation of police facilities to include, PSB maintenance, police mountain bike storage, C.O.O.P., evidence and property storage (bar coding), target hardening, employee parking, records management (laser fiche).
- 6 Traffic engineering to enhance Coastal Highway safety issues.
- 7 Electronic Reporting – Several non-criminal incidents are being considered for online reporting through the Police to Citizen (P2C) module available on the Police Department's website.
- 8 Funding unfunded governmental mandates – Special Events, NCIC secondary authentication.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works – Administration**

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From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- The ability to continue maintaining core essential services while facing limited tax revenues and limited alternative revenue streams.
- Image Vs. Perception: What does this Town want to be known for when viewed in the eyes and thoughts of potential, and historical, visitors? Will this create repeat customers or will the overall seasonal population shift elsewhere? (Reinvent yourself)
- What will be the "New Normal": As the Country recovers from the recession, and as the Town reaches a point where it "may" wish to consider adding back services that were cut from 2008 to date, what will be the decision making process to assess whether it is prudent to "add back" or not?
- Will we continue to trend towards additional outsourcing of services and what specific areas/issues/tasks may be considered "off limits" relative to outsourcing.
- With the assumption that revenue sources will continue to be limited, the overall issue of services being provided to West Ocean City AND the overall issue of a Tax Differential with the County will need to be addressed or we will be faced with limiting the services that may be demanded, and desired, by "our" visitors due to lack of revenue.
- Brain Drain: The Town has been fortunate in that it currently has many long-term staff, which makes Ocean City what it is today. Many of these staff will be approaching retirement age in the very near future and will need to be replaced. The Town will need to stay aware of how its pay and benefits compare to the private sector or we will face failure in our ability to hire appropriate staff to carry the Town forward.
- The balance of "Special Events" versus "Essential Services" as it relates to the overall man-hours available from current staffing levels to provide either, or both.

- Does the Town wish to be known as a Town Of Mobility in which travel by mass transit is the preferred mode of transportation OR will we continue to purchase and construct parking facilities? Where is the balance between the two modes of transportation? Will the Town ever consider converting the use of the Food and Beverage Tax that was approved by State Legislature for expansion of the Convention Center to a revenue source to subsidize a Free Transit System, at which time the Convention Center Expansions are finally complete?
- We need to finalize a Facility Management Plan (inclusive of the roof replacement component) as part of our overall Project Management Division. The Town must focus on a regimented maintenance plan of all our facilities in an effort to properly budget for adequate maintenance. I am working on the specifications for the roof repair contract but few departments outside of PW have used the roof timeline they were furnished.
- Consideration should be given to acquiring the Sun and Surf Movie site located at 144<sup>th</sup> and Coastal Highway. We constructed a North End Transit Center adjacent to this site with the vision that someday the Town would acquire the site, demolish the structure, and create both a Transit related Park N Ride Facility and Cale'd site for day time beach goers that enter Town from lower Delaware. This is the ideal location to intercept them.
- Addressing The Overall Bond Debt Affordability Which In Turn Will Allow A "Programmed Approach" To Funding and Completion Of Needed Capital Improvements. (Part N Parcel To This Effort Will Be The Funding Of The DPW Campus Plan Improvements)
- The Town will need to continue the annual funding of a Street Improvement Program at a rate of roughly \$3,000,000.00 per year and face the issue of how to fund it, Bond or Pay As You Go that will be in competition with limited revenue sources.
- We will need to complete a formal documentation effort of all sewer lines in an effort to identify areas of high potential for pipe failure. This in turn will be used as an annual budgeting tool for the Wastewater Department and its Rate Structure. This has turned in to an issue regarding funding, since we are not allowed to use the WWMAN Funds for documentation. Another account/project needs to be funded.
- We will need to finalize the creation of a Stormwater Enterprise Fund in an effort to fund the replacement of an aging, and failing, storm drainpipe system. This funding must go hand in hand with the Street Improvement Funding for paving OR we will be faced with paving streets over failing storm drains. That shall not happen. The same reasoning applies to funding in both Water and Wastewater Enterprise Funds for annual allocations of funding to replace piping.
- We will need to finalize discussions currently underway about the condition of the Wastewater Ocean Outfall pipe, its overall age, the condition of the Spiral wire concrete pipe, and any slip lining or reinforcement that may need to be completed.

- We will need to address the feasibility, timing, and funding of extending the 24 inch diameter Raw Water Main from 5102 Coastal Highway north to a new Water Treatment Plant to be sited at 66<sup>th</sup> Street bayside.
- We will need to finalize the overall design, permitting, and funding of the new Water Treatment Plant to be located at 66<sup>th</sup> Street bayside.
- We will need to finalize the overall design, permitting, and funding of the new Water Treatment Plant to be located at 66<sup>th</sup> Street bayside.
- Working with the FAA and MAA, we will need to resolve the design, permitting and funding of the reconstruction of our Primary Runway 14/32 and parallel Taxiway after completion of an extensive EA.

Working with FTA, MDOT and the MTA we will need to complete the funding options for the Department Of Public Works Campus Expansion that is about to undergo design in the fall of 2014.

- Based on the progress of the design, permitting and construction of the 66<sup>th</sup> Street Water Treatment Plant, we will also need to address the closure of the 44<sup>th</sup> Street Water Treatment Plant and options concerning the land it currently resides on.

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Public Works – Administration**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Transportation Development Plan (Master Plan)
- 2 Street Improvement Plan – Infrastructure Upgrades And Planning
- 3 Discussions Pertaining To Succession Planning Relative To Specific Department Heads
- 4 Cellular Lease Upgrades and Amendments At Numerous Sites
- 5 Campus Planning For The Public Works Complex (D/E)
- 6 Water Departments Disinfection By Products Study (Pilot Study)
- 7 Modification To Portions Of The Purchasing Regulations To Refine The Issues Pertaining To Sole Source Use of Engineering Firms, The Concept of Piggybacking Purchases And The Issue Of Unit Price Contracts That Exceed Bid Limits.
- 8 Construction of St. Louis Ave Improvements Phase III: 4th to N. Division Street in conjunction with the installation of the New DPL/PEPCO transmission duct bank being installed in the St. Louis Avenue corridor. Also the incorporation of the new Bayside Park between 3<sup>rd</sup> and 4<sup>th</sup> Streets.
- 9 Design of 1<sup>st</sup> Street Water Storage Tank, construction to begin in Fall 2015.
- 10 Finalizing Cellular Lease on the recently painted 94<sup>th</sup> Street Water Tower.
- 11 Ocean City Airport Property Sub division, recordation, and formal Right Of Way release in accordance with FAA Regulations.
- 12 Construction of a well house at 42<sup>nd</sup> Street and Generator at 38<sup>th</sup> Street Well House.
- 13 Construction of a new Disinfection Process at the WWTP.

- 14 Roof replacement at the 2<sup>nd</sup> Street WW Pumping Station.
- 15 Design and engineering of a secondary clarifier for the Wastewater Treatment Plant
- 16 Funding and implementation of the Diagnostic Computer Stations at the Service Center
- 17 Administrative updates to specific portions of the City Code Book
- 18 Refinement/Rescoping of an EA for the Airport
- 19 Installation of a new 16" Water Main from Philadelphia Avenue via 1<sup>st</sup> Street to the proposed 1<sup>st</sup> Street Water Storage Tower location.
- 20 Evaluation of flood protection at the 2<sup>nd</sup> Street WWPS.
- 21 Design and engineering of the WWTP Main Electric Relocation and Elevation.
- 22 Replacement of both Effluent Valves at the WWTP.

# **INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2014**

## **DEPARTMENT: Public Works – Administration**

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Please list issues or projects that you would like for the town to address for fiscal year 2013 and 2014.

- 1 Ocean City Airport: Central Water and Sewer Connections From Mystic Harbor
- 2 Ocean City Airport: Localizer Siting Study and actual relocation of the Nav Aid
- 3 Continuation of the Funding Of A Citywide Street Improvement Program At A Level Of Approximately \$3,000,000.00 annually.
- 4 Bring Closure To The Discussion About Creating A Stormwater Enterprise Fund To Provide An Annual Funding Mechanism For Storm Drain System Failures.
- 5 Continuation Of The 66<sup>th</sup> Street Water Treatment Plant Planning Efforts And Associated Raw Water Transmission Main.
- 6 Completion of Phase III of the St. Louis Ave Reconstruction Efforts.
- 7 Commencement Of The Design and Engineering Of A New Transportation And Public Works Administration Complex Tied Directly To The Campus Planning Study.
- 8 Replacement of filter media at the 15<sup>th</sup> Street Water Treatment Plant after a successful pilot program.
- 9 To design, permit, and fund the construction of Hangar K at the Airport.
- 10 Numerous other activities as defined on the individual sheets for the Airport, Construction, Fleet Services, Maintenance, Solid Waste, Transportation, Water and Wastewater areas all of which DPW Administration plays a specific role in the planning and decision making.



# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works/ Airport**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Complete Comprehensive EA
- Localizer relocation
- Complete/Negotiate Off-Airport Tree Removal
- Complete Runway 14/32 Rehab Design

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works/Airport**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1     Obstruction Removal Runway 02
- 2     Crack Seal 14/32
- 3     ALP Update
- 4     Localizer Relocation

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works/Airport**

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Please list issues or projects that you would like for the town to address this next year 2015.

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# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works - Construction**

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From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- In the next few years ever increasing numbers of storm drainpipes located throughout Ocean City will exceed their life expectancy. Planning, funding, and replacement will be a challenge not only for the Public Works Construction Department, but also for the policy makers and planners.
- Continuation of our street paving program will require annual funding, planning and continued utility coordination. Strong political support for this effort exists now and needs to be maintained for the foreseeable future.
- The maintenance and repair of all Town facilities and infrastructure with limited staffing will always be a challenge.
- The balancing of special events with our core duties is becoming more and more difficult. Finding this balance is both a policy and operational necessity.
- Succession planning at both the managerial level and our core personnel will require the hiring and training of new employees. Institutional knowledge and the season-to-season adjustment of the workload and the workforce require us to maintain exceptional personnel.
- In the last few years with the downsizing of the Public Works Construction Department, we have stopped replacing our heavy equipment. Over the next few years, we will have to establish and maintain a replacement schedule for all of our essential heavy equipment.

# **PROJECTS AND ISSUES IN PROGRESS**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works - Construction**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Annual street paving program and other street maintenance and emergency repairs.
- 2 200+ hot mix repairs per year.
- 3 Storm water drainage upgrades and repairs.
- 4 Equipment maintenance and heavy equipment replacement.
- 5 Training and certification of our workforce.
- 6 Support for the information technology departments; wiring and electrical needs.
- 7 North End Transit Station, Park N Ride, and Bus Stop Improvements.
- 8 Replacement of Sidewalks and Driveway entrance's to comply with ADA Standards.
- 9 Repairing (25+) Lifeguard stands and building (20+) New lifeguard stands on a yearly basis.
- 10 Inlet Parking Lot concrete and asphalt maintenance.
- 11 Non-project related pavement upgrades and repairs to throughout the city.
- 12 Storm water outfall and catch basin maintenance, repairs, replacements and cleaning.
- 13 Maintaining, inspecting and cleaning of (20+) Sediment traps.
- 14 Phase I & II Ornamental Street Light pole painting.

- 15 Maintenance of Sea gates.
- 16 St. Louis Ave. Phase III installation of New Lighting.
- 17 Replace deteriorating Highway Island services 40<sup>th</sup> Street to the Delaware State line.
- 18 Replace deteriorating Light services from 9<sup>th</sup> Street to 15<sup>th</sup> Street on Baltimore Ave.
- 19 Replacing the picket fencing on the boardwalk around the Life Saving Museum
- 20 Installation of a new ADA complaint ramp existing the South end of the boardwalk by the Life Saving Museum.

# **TARGETS FOR 2015 and 2016: SHORT-TERM ISSUES AND PROJECTS**

## **Ocean City, Maryland**

**March 2014**

### **DEPARTMENT: Public Works - Construction**

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Please list issues or projects that you would like for the town to address for fiscal year 2014 and 2015.

- 1 Continue planning and funding the annual street paving program.
- 2 The creation and funding of the storm water utility required by Maryland State Law will be necessary.
- 3 The current boardwalk ramp handrails, from the street to the boardwalk, are impossible for us to maintain in-house. We need to either change the design or provide funding for their repair and replacement.
- 4 We need to plan for and fund the preservation of the wooden Indian sculpture located in the Inlet park.
- 5 Phase III of the painting, repair and maintenance to the ornamental lights located throughout Town. This should include the re-lamping of the lights were possible for energy savings issues and the replacement of yellow globes that have diminished the lumen levels. Replace lighting with LED fixtures when possible.
- 6 The electrical service islands located in the Inlet Parking Lot, used for special events, need to be replaced.
- 7 The box lights in the south parking lot of the Convention Center are in need of replacement. This project will probably be a joint effort between the Convention Center, the Engineering Department and the Construction Division.
- 8 Continue to replace the electrical services in the islands on Coastal Highway.
- 9 Rebuild Street light services from 1<sup>st</sup> Street and Wicomico Street.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works Maintenance**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- The balancing of our core duties and the demands of special events are becoming increasingly difficult in the Maintenance Division. Limited staffing and constantly growing workloads are creating situations in which our core duties are not being completed. We are currently staffed at a level that is four positions less than five years ago in the Maintenance Division. Without these employees, the managers of the Division must make decisions daily about which parts of the Town will not be cleaned in order to answer the call of special events. While we understand and agree that special events are good for the Town, we must return to the staffing levels of previous years so that cleanliness does not suffer. As a summer resort we have two things to sell to vacationers, clean and safe. We cannot give up on clean.
- The seasonal nature of Ocean City makes staffing issues difficult each year. Finding and training new employees each season is an ever-increasing difficulty. The use of foreign students, who can only work for 90 days, creates additional challenges. Many of the Maintenance Division's jobs are menial and low paying. Turnover and the quality of the workers themselves are constant issues.
- As we grow close to the end of the Dedicated Boardwalk Bench Program, a new funding mechanism will be required to take care of not only the benches but other boardwalk fixtures as well. The Sea Coast Architecture, while very good looking, is very expensive to maintain. For several years we have been able to maintain the benches through the revolving sale and use of the proceeds to purchase the benches. Of the 836 benches on the Boardwalk, 817 are now dedicated. Each bench costs approximately \$800 to refurbish every 5 to 7 years depending on weather conditions.  
  
In the near future, we will need funding of approximately \$100,000 a year to take care of just the benches. In addition, the white vinyl railings and dumpster enclosures, which are also showing signs of age, will need to be repaired and replaced in the near future. Other fixtures and equipment, clocks, garbage cans, planter boxes, and smoking receptacles will add to this expense.
- In the next few years a few key positions in the Maintenance Division will become vacant due to retirement. A great deal of institutional knowledge will be lost. Planning for this transition and filling these positions will be a challenge.



- The possibility of additional paid parking areas, new parking lots or structures, and the advent of “Smart Parking Technology” will require changes in our Parking Division. While policies are set by the Mayor and Council, the operational difficulties are left to the staff.
- This summer we received several complaints about the lack of changing facilities for the general public. Are we going to provide such facilities?
- Due to the reduced number of mechanics in the Service Center, our equipment often is not repaired in a timely manner. In the peak season this sometimes leaves us without the trucks and equipment we need to do our jobs.
- Realizing that the Information Technology Department also has limited staff, our operations are sometimes hampered by lack of timely response to our IT problems.
- Our Janitorial staff has been faced with increasing requests for services in the last few years. Should we expand the service or look for privatization?
- The new regulations restricting part-time working hours to 1560 per year present on-going challenges of filling in temporary positions for completing of daily job duties.
- Inlet Parking Lot:  
Exiting the inlet parking lot continues to be a problem during busy times causing customer dissatisfaction. With the introduction 3 years ago of an unattended “*Credit Card Only*” lane and the removal of the attended booth has exacerbated the problem leading to major back-ups of exiting vehicles during the busy times. Evaluation of the credit card only lane continues to show little customer use therefore should be converted back to an attended booth lane.  
  
Note: Inlet Parking Lot: Conversion of automated credit card lane to attended ticket booth. Council approved 2/19/15 regular session agenda at p.m.
- Night time boardwalk trash collection:  
  
Trash removal process during the day differs greatly from the process of nighttime removal.  
  
Daytime process is as follows:  
Mini trash truck is driven on the boardwalk with a 3-person crew. The mini trash truck only requires one trip to remove trash from all barrels (280).  
  
Night-time process is as follows:  
Pickup truck with dump body is used and must be driven on the sand where there are nightly beach events and activities. Pick-up truck must maneuver in ways to avoid mishaps.  
  
The truck is not capable of holding more than approximately 50 bags before needing to return to a designated dump-off area. Looking for ways to improve the efficiency of nighttime trash removal process
- Difficulty in finding, training and certifying personnel to maintain weed control applications.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Maintenance**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Finding, training and certifying personnel to maintain weed control applications.
- 2 Ongoing – Beach Tractor leaseback program.
- 3 Conversion of automated credit card lane to attended ticket booth.
- 4 Dedicated Boardwalk Bench Program.
- 5 Overlapping special events.
- 6 Limited staff and expanding workload.
- 7 Heads of streets beach rules signs – restoration of all signs.
- 8 Downtown dumpster's enclosure panels – re-installing.
- 9 Street striping – whole Town both white and yellow.
- 10 Curb Painting – same above.
- 11 Keyser yard Clean up – Organize yard and good clean up again.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Maintenance**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 September 2015 – overlapping special events.
- 2 On-going Smoking on the beach and boardwalk.
- 3 The need for reclassification of current maintenance workers positions (4) to HEO
- 4 Anti-littering campaign.
- 5 The need to make private special events self-reliant through the development of a memorandum of understanding, standard for all events and new cost guideline for labor and material reimbursement.
- 6 Installation of electric car charging stations on the streets or in the parking lots.
- 7 We need a public policy as related to the use of the Inlet Parking Lot and other town facilities by the changing demographic now visiting Ocean City (our international community).
- 8 Whiteside building: relocate/rebuilt or replace the facility near the south transit bus station.
- 9 We need to address the loss of revenue in the inlet parking lot due to the numerous and growing use of special events.
- 10 Continue funding for maintaining dedicated boardwalk bench program. Possibilities to institute maintenance fees to offset maintenance cost of lifetime maintenance.
- 11 Remove credit card lane and replaces it with attended booth to eliminate long lines to exit the Inlet parking lot and better serve our visitors.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works – Service Center – Fleet Garage**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- The age of the entire Town fleet and whether the Town will be able to maintain adequate funding for vehicle replacement. This will have a direct effect on the level of maintenance and failures, which equates directly to staffing levels.
- We face technology challenges as new vehicles are acquired. The advancement in technology on those vehicles drives the need for additional staff training and potentially enhanced levels of software for diagnostic repairs.
- In many cases departments make internal decisions relative to desired vehicle purchases and out-fitting of those vehicles. The Service Center needs to be represented in those meetings to make sure the ability to maintain what is selected even exists.
- We will be challenged to maintain vehicle technician "knowledge" of new vehicle mechanical and electronic systems as design advancements happened in the industry.
- As design advancements occur, we will also be faced with the need for update equipment to work on these items.
- Parts Availability: Many warehouses and supply companies are no longer stocking items in bulk. The term "next day availability" is NOT always true. In many cases it will take days if not weeks to obtain essential parts. Further study will need to be completed relative to what we can afford to keep in stock ourselves in the Purchasing Department and what effect that will have on inventory affordability.
- The current Eastern Shore Gas Franchise is being purchased by Chesapeake Utilities. Their planning indicates that the current propane gas system in Ocean City will be converted over to Natural Gas in the next 5 to 7 years. With that comes the ability for the Town to start shifting towards Natural Gas powered equipment such as, but not limited to, Transit Buses, Refuse Trucks, etc. We will need to determine what modifications to the Service Center will be needed to accommodate repairs on Natural Gas powered equipment.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works – Service Center – Fleet Garage**

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 We are continuing the expansion of our use of laptop computers for diagnostic repairs.
- 2 We will be striving to review all hardcopy and electronic service manuals that are currently on hand to determine what is missing and then working to obtain those documents.
- 3 We will be refining specific procedures that the different Vendors require for Warranty Claim submission and eventual expenditure reimbursement. Failure to comply with their rules and regulations then subject us to claim denial.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works – Service Center – Fleet Garage**

Please list issues or projects that you would like for the town to address this next year 2015.

- 1 We will need to address the overall issue of parts availability of parts for vehicle repairs and what should be “stocked” in the Parts Room.
- 2 Personnel: We have been working with very limited staffing. Many of the individuals have many years of service and are starting to face “body part failure”: (auto terminology). Such things as knee surgeries and back surgeries, etc. take a severe toll on the Departments ability to maintain adequate repair times.
- 3 The original Service Center was built in the early 1980’s. The facility is starting to show its age with things such as rusting out overhead doorframes. We will need to address funding to replace such items.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works Solid Waste**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Continue the replacement of the collection vehicles based on our useful life criteria schedule
- Succession planning and training of new employees to replace our employees who are starting to retire.
- To maintain a positive relationship with the communities surrounding the waste transfer station. Try to keep odor and noise to a minimum.
- We need to continue to stay in compliance with all Maryland Department of the Environment regulations, current and in the future
- Still trying to maintain the two old side load collection vehicles that collect the trash at the remaining 26 locations in town. At least one of the trucks will need to be replaced soon.
- We will need to continue Succession planning and training of new employees for replacement of retirees.
- We need to be prepared for any new State regulations for recycle and zero waste.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Solid Waste**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continue cross training for all Solid waste personnel to operate all four types of solid waste vehicles
- 2 Cross training of additional transfer station crane operators.
- 3 Continue working with property owners to provide the proper waste container capacity.
- 4 Updating the solid Waste code to reflect changes made in the last few years.



# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Solid Waste**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Continue to work within approved budget
- 2 Continue to fund replacement of the collection fleet per the useful life criteria schedule.
- 3 We need to fund and address odor control and repair and paint truck shed.
- 4 We need to revisit Master-planning concepts for the Keyser Road facility and the overall viability of the site.
- 5 Continue with the citywide review of all red/yellow curb makings adjoining refuse collection locations.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works Transportation**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- The lack of a dedicated bus lane throughout the entire town
- Increasing oversight of the transit division by state and federal agencies
- New programs being implemented by state and federal agencies
- Grant funding remaining the same or being decreased
- The increase in work load with the same amount of staff
- The lack of funding for a consistent rolling stock replacement plan
- Recruitment and retainment of qualified staff
- Required funding to maintain the equipment and facilities we currently have

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Transportation**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implementation of a bus driver recruitment campaign
- 2 Working to follow the recommendation of the Campus Plan
- 3 Proper training for all employees in the department
- 4 Compliance with federal and state rules and regulations
- 5 Preparing an RFP to purchase new busses
- 6 Preparation of the Annual Transportation Plan (5311 application)
- 7 Working to bring the Transportation Association of Maryland (TAM) annual conference back to Ocean City

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Transportation**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1     Increase in employee wages
- 2     Approval of a fulltime position for federal and state compliance
- 3     Eliminate the MEDTRN Service
- 4     Eliminate or decrease the free rides
- 5     Design and engineer a dedicated bus lane throughout the town
- 6     Replace the Whiteside building, it is not safe
- 7     Increase the purchase price of the Senior Bus Pass and charge for the Non-resident Bus Pass

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works Wastewater**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Sewer Mains – repairs & lining
- Construction of 4<sup>th</sup> Secondary Clarifier
- Successful start-up on new Chlorination / Dechlorination systems
- Testing & lining of Ocean outfall
- Replacement of electrical gear MCCA at the treatment plant
- Replacement of Grit removal unit at the treatment plant
- Move & elevate main electrical gear for the treatment plant
- Replace 28<sup>th</sup> St. pumping station & add stand-by power
- Make improvements to SCADA system at the treatment plant
- Add additional chlorine contact tankage

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Wastewater**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Complete SCADA Master Plan
- 2 Complete construction of new chlorination / dechlorination system
- 3 Complete installation of new odor control equipment at the treatment plant
- 4 Repair ocean outfall valves
- 5 Replace roof at 2<sup>nd</sup> Street Pumping Station
- 6 Replace roof at Effluent bldg.
- 7 Replace one pump at Montego Bay pumping station
- 8 Replace brick on Secondary Influent Bldg.
- 9 Misc. concrete rehab.
- 10 Complete NPDES permit renewal
- 11 Succession planning
- 12 Complete renewal of Risk Management Plan

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Wastewater**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Continue to improve CMOM program
- 2 Maintain all permits & certifications
- 3 Complete yearly parts inventory
- 4 Continue bldg. rehabs
- 5 Sewer Mains – cleaning, upgrades, repairs & lining
- 6 Continue maintenance on all equipment & repair as necessary
- 7 Train all personnel on proper operation & maintenance of new equipment
- 8 Maintain NPDES permit compliance
- 9 Renew Industrial Permits with Breweries
- 10 Remind & educate public on winterizing their dwellings

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Public Works Water Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Still changing process to lower TTHM's (disinfection by-products)
- Keeping up with MDE and EPA changing or adding regulations for water treatment
- Recruitment of experienced staff members
- Meeting consumer expectations for perfection
- Conflicting regulatory demands:  
Compliance with disinfection byproducts limits call for lower chlorine levels versus compliance with microbial disinfection and safeguarding the distribution system calls for higher chlorine levels.



# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Public Works Water Department**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1      Changed filter media in 1 of our filters at the 15<sup>th</sup> Street WTP to GAC (granularly activated carbon) to lower disinfection by-products and still running tests on that filter
- 2      Upgrading SCADA controls at the 15<sup>th</sup> Street WTP
- 3      Replacing 2 booster pumps at the 136<sup>th</sup> Street WTP
- 4      Upgrading main SCADA control panel at the 136<sup>th</sup> Street WTP
- 5      Installing an aeration system at the 100<sup>th</sup> Street storage tank (for lowering disinfection by-products)
- 6      Implementation of a cross connection control program
- 7      Evaluation of chlorine booster station to improve distribution system consistency
- 8      Rehab of 41<sup>st</sup> Street Well House

**INITIATIVES 2015:  
SHORT-TERM ISSUES AND PROJECTS  
Ocean City, Maryland  
March 2015**

**DEPARTMENT: Public Works Water Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1      Begin construction of new 1<sup>st</sup> Street Water Tower
- 2      Projects as listed in the CIP

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Recreation and Parks Administration**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Department Organization: The elimination of the Assistant Director's position, and an evaluation of the Department's current staffing levels and responsibilities, as well as the need for succession planning due to impending retirements, have proven the need for a reorganization and re-staffing of the Department. Buy-in from Town leadership is necessary.
- Finding the new balance of Department's divisional transition, new cooperative partnerships, and required support.
- Identifying and meeting the recreational needs and desires of the community with limited resources and land acquisition opportunities.
- Securing funding for identified projects including Bayside Park redevelopment/construction and the Ocean Bowl Skate Park redesign and expansion.
- Securing funding for the necessary and desired repairs and refurbishment of the Northside Park building.
- Supporting continuing education and training as a priority for the Town's employees to maintain professional certifications and stay current of industry trends and best practices.
- Accomplishing expected tasks, projects and providing vision without being given the necessary tools and support.
- Emergency Service expectations from Departments including COOP, EOC, Recovery, trainings, publications, documents, etc.
- Lack of public property to manage all Town needs.
- Finding viable and practical beach play and/or recreational structures that meet the needs and requirements of all involved Departments.
- Clarity of City Manager responsibilities versus that of Mayor and Council.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks Administration**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Department staffing reorganization and requested funding of such.
- 2 Research of additional beach play structures or alternative beach recreational equipment.
- 3 Bayside park design and development.
- 4 Skate Park expansion design and development
- 5 Continued coordination and support of, as well as finding balance of operational relationship with, Special Events after transition of Division oversight.
- 6 Continued work on Coca-Cola partnership, including management of media support, vendor management and placement, donations, etc.
- 7 Succession planning with all divisions of the Department.
- 8 Obtaining HEAL Cities designation for the Town of Ocean City and recognition at MML.
- 9 Effluent Water Spray Irrigation project partnership with Worcester County.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks Administration**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Planning for Department employee succession due to retirement and departures, as well as fund requested divisional reorganization proposals.
- 2 Review current financial recovery expectations and revenue streams.
- 3 Prepare an action plan in preparation of hiring a consultant to facilitate an encompassing Town-wide park master plan. In addition, work with the Town's Planning Department to revise the parks and recreation component of the Town's Comprehensive Master Plan.
- 4 Support community based health and wellness programs and services provide by Recreation and Parks through the "Get Active. Be Healthy. Have Fun!" position. HEAL Cities designation is a part of this project.
- 5 Begin evaluation of the Town's dog playground and determine need for additional development, expansion and improvement.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Recreation and Parks Golf Operations/Maintenance**

From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Competition. The golf market in Ocean City area is very competitive mostly because of the number of golf courses. Also there are many other golf destinations that are within a few hours of most of our customers.
- Increasing the number of golfers traveling to Ocean City. We need to work closely with the Greater Ocean City Golf Association and with the packagers individually to help market Ocean City as a golf destination.
- Maintaining our facility. Eagle's Landing has been in operation for 23 years and the infrastructure requires constant maintenance and improvements. The rest rooms in the clubhouse need to be renovated and we need to replace the roof on the clubhouse.
- Operating an Enterprise Fund while being managed by a municipality. Eagle's Landing is a business expected to make a profit while the facility must conform to the same requirements of the Town's tax supported Departments. Many of the resources the Town provides the golf course come at a higher cost than private based resources do for the golf courses we compete with.
- Succession planning. Between Operations and Maintenance, there are several key employees who may be retiring in the next 3 – 5 years. It is imperative that the planning and the support for that planning be embraced.
- Weather. Weather has a direct effect on the amount of revenue the golf course generates. A season with colder than average temperatures and high amounts of rainfall can keep the golf course from achieving budgeted revenue numbers.
- Meeting the expectations of our golf customers while remaining affordable
- Managing the golf course with increasing payroll and operational expenses
- Master planning for the golf course. There are a number of issues that will need to be addressed with the FAA that, if unresolved, will drastically affect the course's financial success. Golf course design improvements, property acquisition and renovations are needed.

- Airport/Golf Course property line and fencing dispute. The golf course has already suffered a blow with the tree mitigation project that eliminated the buffer tree line between the golf course and the airport along holes #1 and #2. There is an additional challenge on the horizon where the FAA is requiring the installation of fence along what they have established as their property line. This line runs through our practice green and along the cart path of holes #1 and #2. As noted in the above bullet point, a physical fence adjacent to the cart path will require a complete reconfiguration of holes #1 and #2, requiring a shift to the left (if this can even be done). The solution would be to acknowledge the property line, but move the fence to the existing perceived property line so as not to negatively impact the golf course.
- Humane Society/Dog Pound relocation. A long-established conflict, the Humane Society's presence at the base of hole #9 provides a disservice to the golfers at Eagle's Landing. This property could be effectively used by the golf course if made available.
- Land acquisition for a driving range, and perhaps even a teaching area or necessary golf course shifting/modification.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks Golf Operations/Maintenance**

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Effluent irrigation project with Worcester County, MD
- 2 Maintenance and improvement of golf course conditions
- 3 Golf course drainage installation
- 4 Sand bunker drainage and repair
- 5 Bridge improvements
- 6 Tree program – clearing poor quality trees and planting improved varieties
- 7 Golf course maintenance at a very high quality standard
- 8 Restaurant expansion when we receive capital improvement money from the County for the spray irrigation project
- 9 New tables and chairs in the clubhouse when we receive capital improvement money from the County for the spray irrigation project
- 10 Restroom renovations in the clubhouse (Ladies' and Men's) when we receive capital improvement money from the County for the spray irrigation project
- 11 Replace roof on clubhouse when we receive capital improvement money from the County for the spray irrigation project
- 12 New Golf Car fleet (80 cars) in August 2015



# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks Golf Operations/Maintenance**

Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Finalize bid documents and begin installation of effluent irrigation project
- 2 Complete operational and equipment budget as presented and implement
- 3 Continue to improve the family friendly resort initiatives and marketing plans
- 4 Promote golf and healthy recreation opportunities in the resort
- 5 Address the conflict regarding the airport/golf course property line and fencing project
- 6 Improved phone service. Phone s are an office based system and not what we need for our business operation. Current phone system does not meet the needs of the golf course operations.
- 7 Develop a plan for updating and making improvements in the clubhouse.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Recreation and Parks – Parks Division**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Continue to maintain adequate funding and staffing levels to provide the services and capital improvements the meet the needs of citizens and visitors to Ocean City without continually increasing tax rates.

This includes the development of a master plan for Northside Park and other park areas and well as the challenge of time and the provision of resources. It also includes the addition of amenities to existing parks such as picnic pavilions, restrooms, drinking fountains, etc.

- Construction of the Bayside Park complex. Time, funding, resources, etc.
- Researching, identifying and funding beach play equipment or alternative athletic activity that would be appropriate for the beach that meets all necessary criteria.
- Impact on labor and equipment resources of added responsibilities resulting from increasing public areas to maintain and town events and program growth and expansion.
- Succession planning for the several individuals who are currently eligible to retire and will soon be eligible to retire.
- Current lack of funding of Cost of Living increases for employees. This creates a deflated morale, especially for those at the top of their pay scale. This also compounds the challenge of employees retiring (they can't afford to).
- Increasing funds for maintenance and repair costs of older buildings and the equipment contained within.
- Locating and purchasing of suitable replacement storage trailers for the Winterfest special event.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks – Parks Division**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Sunset Park landscape and hardscape renovations.
- 2 Winterfest breakdown and storage.
- 3 Succession planning.
- 4 Researching the renovation of existing athletic fields, specifically the soccer field at Northside Park.
- 5 Researching beach play equipment or alternative.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation and Parks – Parks Division**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Complete the Northside Park pathway overlay.
- 2 Installation of “Premiere Surface” at the Third street tennis courts.
- 3 Redesign of the Bayside Park project.
- 4 Approving capital funds for the repair and upkeep to the Northside Park Community Center.

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Recreation and Parks/Programs & Seniors Divisions**

From your department's perspective, what are the major challenges facing the town over the next 5 years?

- **Staffing.** With the elimination of the Assistant Director position in our department more work will soon be put on each division to cover the duties that position held. The bulk of that work is expected to fall on the Recreation Division. The need for a reorganization of the division and the addition of at least 1 new staff member is crucial to our operations.
- **Facility Maintenance.** The upkeep of Northside Park Recreation Building is becoming a larger and larger project. We are in desperate need of the East Gym Floor being replaced among other projects that need to be done. The Gym floor is most crucial to our division because we rely on its use to generate revenue. It needs to be a safe surface and visually appealing too!
- **Competition.** More and more recreation opportunities are popping up for people to take advantage of. Many are in more convenient locations for our year round population. We are especially seeing the effect of this in the Fall and Spring seasons.
- **Facility Monitoring.** Our need for facility staff and security grows greater every year. With more and more activities and rentals being scheduled in the building our need to keep a safe environment grows with that.
- **Continuing Education.** This is a yearly challenge to determine who gets continuing education monies when you have a staff of professionals all wanting it.
- **Year round operations at Skate Park and Concessions** being managed by Part Time Managers that are restricted to 1560 hours and no benefits.
- **Being able to offer our year round part time employees some type of benefits package** even if it meant they paid for it. Determining if the 1560 hours law really exists and if the city needs to be adhering to it.
- **Program expansion.** Determining the needs of the community and visitors to successfully expand and increase participation in recreation programs. This is an ongoing challenge that constantly needs to be examined.

- Seniors Division – this division needs to be examined and analyzed for future growth and direction.
- Having full time operations managed by part-time staff continues to be a big challenge for the Ocean Bowl Skate Park and the Northside Park Concession operations. Finding quality staff willing to work based upon outside factors – weather, reservations – without consistency of schedule is very difficult. Concession staff members are among the lowest paid employees in the Town, yet they are among the hardest working. They are responsible for stocking, inventory, food preparation and service, money handling, reporting, heavy lifting and more. In addition, their schedules are based entirely around program offerings and rentals. There is no guarantee of hours at any time, as even if a tournament is scheduled, it could be rained out. Loyalty, buy-in, and quality are huge challenges.
- With the Concession Operation opening only for scheduled programs and tournaments, developing a menu that works is challenging. Not being open daily sometimes results in food not keeping, and being open for different types of customers means that weekend interests may vary from week-day interests. It is also challenging to try and open three different stands – softball, soccer and indoor – with limited staff and equipment.
- The growth of skateboarding over the years has, in fact, hurt the Ocean Bowl. As the oldest operating skate park in the country, the skate park has some valuable history and some “old” operating practices. As one of the few skate parks that charges a fee for entry, and with so many free parks available, skaters are no longer making a special trip to Ocean City to skate. The Ocean Bowl is no longer a “destination” for skating. People can skate in their own neighborhoods at no cost, and in many cases, in a better park. The Ocean Bowl has lost many of its former members to the free skate park in Ocean Pines. Although the park has had a facelift, it really needs to re-establish itself as a destination park.
- Part-time year-round staff would like some sort of benefit package. It would be extremely helpful to keep these valuable managers happy in their positions if we could offer them some sort of benefit.

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Recreation and Parks/Programs & Seniors Divisions**

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Facility Maintenance – we are currently gathering information on the replacement of the gym floor, we have put together a list of maintenance issues for the building and have submitted it as part of our budget.
- 2 Staff Reorganization – we have submitted a plan in the budget process and are hoping to get support for it.
- 3 Partnering with the Worcester County Health Department for worksite wellness programs.
- 4 Working with schools to expand our tournament offerings.
- 5 Examining our recreation programming and trying new locations, times, dates, etc.
- 6 Transition of Concessions and Skatepark Operations to Recreation Superintendent for supervision.
- 7 Merging Facebook pages with Recreation, Golf and Skatepark to reach a larger audience.
- 8 Working with our Boosters Club in a transitional time.
- 9 Evaluation Seniors Division for future growth and direction.

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Recreation & Parks/Programs & Seniors Divisions**

Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Continue to provide cost of living increments for employees and anniversary increments. Think of ways to bring back some employee incentives that wouldn't be too costly.
- 2 Revisit the decision to limit part time employees to 1560 hours when the law has not yet gone into effect.
- 3 Support the maintenance updates to Northside Park and make them a priority in this years' budget and bring this highly used facility to the condition it needs to be.
- 4 Support the re-organization of the Recreation Programs/Administration Divisions to have a more efficiently and effectively run operation.
- 5 Provide funding for the expansion of the Skate Park and Bayside Park
- 6 Continue to support continuing education for employees.
- 7 Evaluate Concession Operation for direction and future growth.
- 8 Evaluate Skatepark Operations for direction and future growth.



# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Risk Management**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Replacing valuable department heads who may be near retirement
- Boardwalk street vendors
- Hiring seasonal bus drivers
- Workers compensations costs
- Wage/salary issues
- Budget restrictions vs. tax rates

# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Risk Management**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continue working on reviewing and making changes to the current health and safety manual
- 2 Researching new software program to replace the current RiskMaster software currently being used.
- 3 Reviewing property insurance schedule, properly evaluating each to be sure it is insured at the proper limits
- 4 Review and implement new training resources for city employees
- 5 Continue to update property and auto policies as necessary

**INITIATIVES 2015:  
SHORT-TERM ISSUES AND PROJECTS  
Ocean City, Maryland  
March 2015**

**DEPARTMENT: Risk Management**

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Please list issues or projects that you would like for the town to address this next year 2015.

- |   |  |
|---|--|
| 1 | Purchase and install new Risk Management software program to replace current Risk system |
|---|--|

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Special Events Department**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Adoption of new Labor and Equipment Guidelines – Knowing we will hit (and punch through) a brick wall of complaints – external and internal. Resistance to change, lack of steadfast support in the black and white, understanding the gray area, focusing on long-term consistency instead of resisting variance and negotiation. New policy took effect January 1, 2015 and we must remain steadfast to retrain promoters.
- ROI Calculations Task and Implementation was on the radar for 2014 as simple indicators of private event value on the front end are subjective at best. This became a formal undertaking in 2015 and continues. This effort runs hand-in-hand with the Labor and Equipment Fees Policy passed in 2014. We need to support these new efforts in actions and decisions. By year three, it will be widely accepted.
- Grounding inflated expectations for the Performing Art Center. We as Special Events will play a role in use of the new facility. Although its booking priorities fall to the Convention Center Staff, the Private Event Coordinator will maintain the processing of non-convention business bookings through the Private Event Application process. Special Events will also assist with Town-produced event efforts with the Convention Center maintaining budget for such undertakings.
- Embracing the west shore and their attractions (all of them, not just some we like) – It was quickly recognized in 2014 that we as a Town embrace certain aspects of West Ocean City such as the variety of golf courses and generally tout them as offerings in our destination marketing. We do not however embrace the need to maintain a good relationship with other entities that may become valuable to our marketing efforts.
- Future competition from formidable markets on the brink of change – Atlantic City, \included Berlin; And are we playing on a regional or national level now as a destination for tourism and conventions?
- Boardwalk Performers – this ongoing issue is being addressed and it is critical that the Town maneuver the obstacles to place controls back on these performers even if through a loop hole and the use of legal counsel with a creative edge.

- Stereotyping motorized vehicle events. 2015 will see the startup of a new promotional effort and events targeting the baby boomer generation (currently 50-69 years of age). This event can utilize a missing motor vehicle event as an attraction if it can bypass the current sigma association with motorized wheeled events due to Cruisin', Bike Week, the import car show and H2O. This missing event type has different characteristics and draws a quieter crowd and needs to be considered.
- Dredging the Bay...The water depth remains an issue blocking other opportunities for attraction vessels to visit the Bayside Park mooring location. This effort needs to become an objective to complete in 2015 so we may increase historic watercraft traffic to our Town over the next several years.
- Reliable computer infrastructure – although the zero-client systems look good on paper, they seem to have created a couple crutches – no recent files available in Microsoft applications and slower load times for operating system and applications (especially over the wireless connection to Recreation & Parks facility at 125<sup>th</sup> Street).

# **MANAGEMENT IN PROGRESS 2015**

## **PROJECTS AND ISSUES**

### **Ocean City, Maryland**

#### **March 2015**

#### **DEPARTMENT: Special Events Department**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 25<sup>th</sup> Anniversary change at Winterfest of Lights
- 2 Evaluation of Art's Alive
- 3 Evaluation of Value-Added Events
- 4 Springfest growth and Anniversary
- 5 Sunfest growth and how do we repeat last year
- 6 Sunset Park Party Nights – absorbing an outside production
- 7 Growing Octoberfest
- 8 The new upstart event – a 50-something's only week
- 9 Winterfest and the new challenges and old infrastructure, no change on displays-again.
- 10 New light display exchange program concept
- 11 Marketing Activations revisited
- 12 Attraction vessels – passing tall ship limitations
- 13 Relocation to Convention Center – now or then
- 14 Time and risk investment into PAC productions
- 15 Partnership opportunities with private event promoters
- 16 Design a working model for ROI indicators as related to private event applications
- 17 Continued training of Department staff

# **INITIATIVES 2015: SHORT-TERM ISSUES AND PROJECTS Ocean City, Maryland March 2015**

## **DEPARTMENT: Special Events Department**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Dredging for ships
- 2 Getting M&CC up to speed and on the same page – Labor and Equipment Guidelines
- 3 Citywide adoption of Rec and Parks slogan/logo – Get Active, Be Healthy, Have Fun!
- 4 Commit to investment in Winterfest revamp NOW for 2017

# **MAJOR CHALLENGES**

## **Ocean City, Maryland**

### **March 2015**

#### **DEPARTMENT: Tourism**

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From your department's perspective, what are the major challenges facing the town over the next 5 years?

- Drawing new attractions to increase tourism base.
- Staffing issues
- Maintaining clean, safe environment to protect town's reputation.



# **MANAGEMENT IN PROGRESS 2015 PROJECTS AND ISSUES Ocean City, Maryland March 2015**

## **DEPARTMENT: Tourism**

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Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Strategic plan for Tourism.
- 2 Regional sports marketing initiative.
- 3 Enhancing tourism website with trip planner tool.
- 4 Offering CVB members an opportunity to reserve website property spotlight.
- 5 Expanding charter bus permits from seasonal to year-round to better track group tour business.
- 6 Advocating for school years to begin after Labor Day.
- 7 State Tourism budget advocacy.
- 8 2015 marketing campaign.

**INITIATIVES 2015:  
SHORT-TERM ISSUES AND PROJECTS  
Ocean City, Maryland  
March 2015**

**DEPARTMENT: Tourism**

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Please list issues or projects that you would like for the town to address this next year 2015.

- 1 Establishing ROI for events.
- 2 Tourism data collection for hotels and condos.

# **SECTION 3**

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## **TOWN OF OCEAN CITY PLAN 2015 – 2020 [Updated: 3/10/15]**

# **Town of Ocean City Goals 2020**

**1<sup>st</sup> Class Resort and Tourist Destination**



**Financially Sound Town Government**



**More Livable Community for Residents**



**Excellent Service through a  
High Performing Town Organization**



**Revitalized Ocean City: Development and Redevelopment**

## Town of Ocean City Goals 2020 Worksheet

1. 1<sup>st</sup> Class Resort and Tourist Destination
2. Financially Sound Town Government
3. More Livable Community for Residents
4. Excellent Service through a High Performing Town Organization
5. Revitalized Ocean City: Development and Redevelopment

IMPORTANCE	
Personal	Team
11	1
14	2
16	3
25	4
30	5

\* The Mayor and City Councilmembers ranked the five goals from “most important” = 1 to “lesser importance” = 5. The number in this column represents the total score for each goal.

## GOAL 1

## 1st CLASS RESORT AND TOURIST DESTINATION

### ► Objectives

1. National reputation as the best beach destination for families along the Mid Atlantic coast/country
2. Increase the number of today's family visitors coming to Ocean City
3. Maintain a safe environment for guests
4. Increase the number of conferences and conventions coming to Ocean City
5. Increase number of athletic tournaments and recreational events
6. Provide better amenities for guests: new attractions that will bring guests back

#### PRIORITY

10  
15  
20  
26  
27  
29

### ► Means to Residents

1. Visitors supporting locally owned businesses
2. Job opportunities near home
3. Less dependence upon the local taxpayer with outside dollars supporting the local economy and Town government
4. Amenities and events for residents to enjoy year round
5. Protection of property values
6. Quality place for family members to stay during a visit

### ► Challenges and Opportunities

1. Understanding who are our guests – their profile, their expectations, their desires
2. Keeping Ocean City a family oriented, affordable destination – including shorter vacation time for families
3. Change the school year
4. Addressing street performers
5. Opportunities to expand sports tourism and new attractions
6. Keeping the face and amenities "fresh and new" for visitors – giving them more reasons to return to Ocean City
7. Cooperation with hotels in marketing and supporting the Convention Center

#### PRIORITY

6  
5  
5  
5  
4  
4  
4

► <b>Challenges and Opportunities</b> <i>(Continued)</i>			<b>PRIORITY</b>
8.	Balancing events/festivals with the family vacationers		3
9.	Improving transportation access to and within Ocean City		3
10.	Minimum night stay requirements in hotels		2
11.	Having adequate seasonal workers and housing		2
12.	Capacity to respond to June events: training staff, earlier hiring's and cost, five month window		1
13.	Increased competition for tourism: Jersey Shore, Virginia Beach, Myrtle Beach, etc.		1
14.	National and global economy impacting family spending and vacations		0
15.	Pricing of hotel rooms at certain times of the year		0
16.	Working with Worcester County on Sports tourism and facilities development		0
17.	Day trippers not supporting local businesses		0
18.	Misinformation about Ocean City		0

► <b>Actions 2015</b>			<b>PRIORITY</b>
	1. School After Labor Day (Statewide): Advocacy	M/C 2014	5
	2. Street Performers Regulation: Town Actions	M/C	5
\$	3. Convention Center Phase III: Parking Facility and Exhibition Space	M/C	5
	4. H2O I Event Planning/Response: Proactive Plan, Public/Business Education	M/C	5
	5. Smoking on the Beach/Boardwalk	M/C 2014	4
	6. Beach Events/Tournaments: Expansion	2014	4
	7. Sports Destination Marketing Program: Expansion	M/C 2014	4
\$	8. Security Cameras on the Boardwalk: Evaluation, Direction, Funding	M/C	3
\$	9. Convention Center "Old Space" Redesign/Renovation, Conceptual Plans, Cost Estimates, Direction, Funding	Mgmt	1
\$	10. Bayside Park Plan Development	M/C 2014	1

► <b>Actions 2015</b> <i>(Continued)</i>			PRIORITY
11.	Town of Ocean City Equipment and Labor Guidelines	Mgmt 2014	0
	<ul style="list-style-type: none"> <li>• Fee Schedule</li> <li>• Cost Recovery</li> <li>• Scope of Support</li> <li>• Discount for "Local Non Profit"</li> </ul>		
\$ 12.	Additional Clocks: Evaluation, Direction, Funding	M/C	0
\$ 13.	Winter Fest Enhancements: Direction, Funding	Mgmt	0
\$ 14.	Beach Play Equipment / "Toys" Expansion: Evaluation, Types, Location, Direction, Funding	Mgmt	0
15.	Sunset Park Master Plan and Use	M/C 2014	0

► <b>Management in Progress 2015</b>		
1.	June Behavior Action Plan: Reports	2014
2.	ROI for Private Events	MIP
3.	Bus Locator App: Development	MIP
4.	New Annual Events	MIP
5.	Visitor Profile: Update	MIP
6.	Tourism Strategic Plan: Reporting, Update	M/C
7.	Tourist Survey: Update	M/C
8.	Trip Planner Tool Website	Mgmt
9.	CVB Member – Reserve Space on Website	Mgmt
10.	Tourism Webcam on Boardwalk	Mgmt
11.	State Tourism Budget: Advocacy	Mgmt
12.	Charter Bus Permit Expansion – Year Round	Mgmt
13.	Special Boomerang Club: Development	Mgmt
14.	Tourism Information Gathering and Tracking System	Mgmt

► <b>Major Projects 2015</b>		
1.	Airport Improvements: Environment Assessment, Tree Removal	MP
2.	Winterfest Tent	Mgmt



► **On the Horizon 2016 – 2020**

- |   |              |
|---|--------------|
| 1. Tall Ships: Expansion  | Mgmt<br>2014 |
| 2. Winterfest Pavilion: Facility Evaluation, Refurbishment                                | MIP          |
| 3. Beach Replenishment Dunes: Funding   | MP           |
| 4. Boardwalk Extension (Bayside to Sunset Park)   | OTH          |
| 5. North County Sports Complex/Showell Park Extension                                     | OTH          |
| 6. Aquatic Center: Needs Assessment/Market Analysis,<br>Direction, Scope, Design, Funding | OTH          |

## GOAL 2

## FINANCIALLY SOUND TOWN GOVERNMENT

### ► Objectives

1. Have a property tax rate based upon defined Town services and levels of service delivered in the most efficient and cost effective manner
2. Increase a larger percentage of tax returned from Worcester County to the Town government
3. Maintain reasonably competitive Town employee compensation and benefits in cost effective manner
4. Expand revenue options for Town government
5. Maintain financial reserves consistent with Town policies and national standards

#### PRIORITY

4  
11  
15  
16  
17

### ► Means to Residents

1. Value for their tax dollars and fees
2. Responsible fiscal stewardship by the Mayor/City Council and City Manager/City Staff
3. Town services delivered in a cost effective manner
4. Town investing in Ocean City's future
5. Town recognized for financial excellence
6. Town looking for ways to reduce the tax burden on year round residents

### ► Challenges and Opportunities

1. Distinguishing "wants" and "needs": residents and businesses
2. Affordability of employee compensation and benefits: pensions, Affordable Care Act – workforce, re-insurance fee, administrative costs
3. Rising costs of doing Town business: benefits, raw materials, supply of basic materials
4. Federal and state mandates and regulatory requirements: TMDL water quality, waste water treatment
5. Maintaining the schedule and funding for aging infrastructure needing maintenance, major repairs or replacement
6. Defining “core services” for Town government

#### PRIORITY

5  
4  
4  
4  
4  
4

► <b>Challenges and Opportunities</b> <i>(Continued)</i>			<b>PRIORITY</b>
7.	Working with Worcester County: services, development coordination, effective working relationship		2
8.	Helping residents to understand Town finances, services and programs		2
9.	Maturing Town workforce with many pending retirements		2
10.	Tax comparison to Delaware		2
11.	Funding for information technology upgrades: customer service, organization productivity		1
12.	Impact of weather events on Town revenues, services and resources: severe winter, sea level rise		1
13.	Few grant opportunities with increased competition and administrative requirements		1
14.	Cost of selecting seasonal employees		1
15.	Uncertain economy impacting all governments: revenues and service demands		0
16.	Increase in interest rates		0

► <b>Actions 2015</b>			<b>PRIORITY</b>
	1. Tax Differential: Resolution/MOU	Mgmt M/C 2014	5
\$	2. Whiteside Facility Replacement	M/C 2014	5
\$	3. Citywide Compensation and Benefits Study and Policy	Mgmt M/C 2014	4
	4. Town-owned Property: Inventory, Use/Potential Use/Sale, Direction	M/C	4
\$	5. Strategic Land Acquisition by Town: Identification of Opportunities, Direction, Funding	M/C	4
\$	6. Public Works Yard and Storage: Relocation, Direction, Concept, Funding	M/C	4
	7. Citywide Comprehensive Study of Part-time Employees	Mgmt 2014	Added by Mgmt
	8. New/Alternative Revenue Sources	M/C 2014	2
	9. Debt Policy: Review, Direction	M/C	2
	10. Town Services Cost Analysis: Evaluation, Report with Recommendations, Direction	M/C	2

► <b>Actions 2015 (Continued)</b>			<b>PRIORITY</b>
	11. Departmental Cost Reduction Plan: Evaluation/Report, Direction	M/C	2
\$	12. Local Roads Paving Program: Needs, Service Level, Projects, Funding	M/C	2
	13. Employee Benefits: Review, Report with Options, Direction	M/C	2
\$	14. Pension Liability: Evaluation, Report, Funding Strategy	M/C	2
\$	15. Comprehensive Town Facility Condition Assessment and Maintenance Plan: Development, Project Direction, Funding	Mgmt	2
\$	16. All America City Award: Information, Direction, Funding, Action Plan	M/C	1
	17. Events Report/Direction: Cost to Government, Degree of Cost Recovery	M/C	1
	18. Shared Services Agreements	Mgmt	1
	A. Fire Marshall		
	B. Planning and Zoning		
	C. Recycling		
	D. Waster Energy		
\$	19. Storm Water Management Program: Review, Funding	Mgmt	1
\$	20. Par 3 Golf Acquisition: Evaluation, Direction, Funding	Mgmt	1
	21. Naming Rights/Sponsorship Direction	Mgmt	1
		Horizon	
\$	22. City Facilities Security Plan	M/C	0
		2014	
	23. Financial Policies: Review, Refinement	M/C	0
\$	24. Equipment Replacement Program: Direction, Funding	Mgmt	0
\$	25. Golf Course Maintenance: Assessment, Short Term Projects, Funding	Mgmt	0
\$	26. Golf Course Long Term Direction: Funding	Mgmt	0

► <b>Management in Progress 2015</b>		
	1. Pension Report (Annual)	MIP
	2. Online/Payment by Phone (Bus/Parking)	MIP
	3. Online Bill Payments: Utilities	MIP
	4. Building Fee Structure: Evaluation, Direction	MIP
	5. Affordable Care Act Impact Analysis and Report	Mgmt

► **Major Projects 2015**

- |    |                              |     |
|----|------------------------------|-----|
| 1. | Downtown Water Storage Tank  |     |
| 2. | Wastewater Facility: Upgrade | M/C |

► **On the Horizon 2016 – 2020**

- |    |    |                                     |      |
|----|----|-------------------------------------|------|
|    | 1. | Three Year Financial Plan           | OTH  |
| \$ | 2. | Open Space Funding                  | OTH  |
|    | 3. | Labor Contracts: Fire (2016)        | M/C  |
|    |    |                                     | OTH  |
| \$ | 4. | Documents Archiving System: Funding | OTH  |
|    | 5. | 800 MHz Radio System Replacement    | M/C  |
|    |    |                                     | 2014 |
|    | 6. | Natural Gas: Evaluation, Direction  | M/C  |

## GOAL 3

## MORE LIVABLE COMMUNITY FOR RESIDENTS

### ► Objectives

1. Maintain a safe community with a low crime rate
2. Increase the number of year round residents
3. More reasons for people and Town employees to make the choice to live in Ocean City
4. Increase arts and cultural programs, performances and events
5. Upgrade Town parks and amenities
6. Provide more leisure activities and recreational programs for residents of all generations

#### PRIORITY

5  
11  
19  
20  
25  
26

### ► Means to Residents

1. More choice for your leisure time in Ocean City
2. Feeling and being safe and secure in Ocean City: any place, any time of day
3. Leisure activities for all family generations
4. Convenience: opportunities near home
5. Quality homes available for all family generations
6. Protection of property values

### ► Challenges and Opportunities

1. Special events with participants impacting the neighborhoods and quality of life of residents
2. Improving the public transportation system
3. Assisting residents to understand the value in living in Ocean City
4. Determining project priority and funding by the Town
5. Turning guests into residents
6. Need for more indoor recreational space
7. Community safety: perception driven by social media vs. reality driven by data and facts
8. Cost and availability of housing
9. Understanding why residents are making the choice to leave Ocean City

#### PRIORITY

6  
6  
5  
4  
4  
4  
2  
2  
2

### ► Challenges and Opportunities (Continued)

10. Need for more outdoor recreational space
11. Changing demands for recreational programming for different ages, interests and schedules
12. Aging population with service needs and facility needs
13. Funding maintenance for new/existing facilities and equipment
14. Competing interests and advocacy groups
15. Lack of land available for parks or recreation space

#### PRIORITY

2  
1  
1  
1  
0  
0

### ► Actions 2015

			PRIORITY
\$	1. Canal Dredging Project: Next Phase	M/C 2014	5
	2. Comprehensive Parks and Recreation Master Plan	Mgmt M/C OTH	5
	3. Bike Safety Plan: Signage, Public Information, Safe Bike Route	Mgmt	4
\$	4. Beach Playground Equipment Replacement: Climber	2014	4
\$	5. Northside Park Building Improvements	2014	4
\$	6. Sidewalk Master Plan	2014	4
\$	7. License Plate Recognition Program for Route 90	M/C 2014	4
\$	8. Amphitheater Northside Park: Evaluation, Direction, Funding	M/C	4
	9. Route 50 Draw Bridge	M/C	Added by Mgmt
\$	10. Town Wide Street Lights Plan	2014	2
	11. Neighborhood Rental/Rental License Enforcement: Evaluation, Direction	M/C	1
	12. 2015 Building Codes: Evaluation, Direction	M/C	1
	13. Sign Ordinance: Review, Revision	M/C	1
	14. Arts and Culture Strategy: Status, Vision, Town Role, Direction	M/C	1
	15. Northside Park Improvements: Direction	Mgmt M/C 2014	0
\$	16. Gateway/Entrance Beautification Plan/Projects	Mgmt OTH	0
\$	17. Jamaica Avenue Parking Lot/Repair and Maintenance	Mgmt OTH	0
\$	18. 3 <sup>rd</sup> /4 <sup>th</sup> Street Park Master Plan/Upgrade	M/C	0

► <b>Actions 2015</b> <i>(Continued)</i>			<b>PRIORITY</b>
\$	19. Skate Park: Evaluation, Direction	M/C	0
\$	20. Highway 50 Entrance Beautification: Concept, Land Acquisition, Direction, Funding	M/C	0
\$	21. Bayside Park Helicopter Pad: Direction, Funding	M/C	0
	22. Sunset Park Master Plan: Needs/Opportunities, Assessment, Direction, Projects, Funding	M/C	0
	23. Neighborhood Noise Ordinance: Regulation Review, Town Role, Direction, Enforcement, Public Education	M/C	0
\$	24. Bayside Park Development: Concept Plan, Direction, Funding	M/C	0
	25. Affordable Housing for Young Families/Adults: Evaluation, Report with Options, Direction	M/C	0
	26. Homeless Strategy: Problem Analysis, Best Practices, Report with Options, Town Role, Direction	Mgmt	0
\$	27. Town/Community-wide Security Master Plan: Evaluation, Plan, Direction (including cameras through community and neighborhoods)	Mgmt	0
\$	28. Dog Park(s): Assessment, Concept/Plan, Direction, Location, Funding	Mgmt	0
\$	29. Swimming Pool/Aquatic Facilities: Needs/Use Analysis, Options, Concept/Plan, Location, Funding – Construction, Maintenance/Operations	Mgmt	0
\$	30. Wave Pool: Evaluation, Concept/Plan, Direction, Funding	Mgmt	0
\$	31. Splash Pad: Evaluation, Concept/Plan, Direction, Funding	Mgmt	0
\$	32. Senior Facility/Programs: Needs Assessment, Options, Direction, Funding	Mgmt	0
	33. Healthy Eating and Living (HEAL) Designation: Direction, Action Steps	Mgmt	0
\$	34. Eagle's Landing Fence (FAA): Direction, Funding	Mgmt	0

► <b>Management in Progress 2015</b>		
1.	Comprehensive Emergency Operations Recovery Plan	MIP
2.	Drug Action Plan	MIP
3.	Joint Use of School Facilities	MIP
4.	Harbor Master Permit	Mgmt



► **Major Projects 2015**

- |  |      |
|--|------|
| 1. Beach Patrol Headquarters Building  | M/C  |
|  | MP   |
| 2. Eagle's Landing Golf Course: Improvements at Club House                         | MP   |
| 3. Public Boat Ramp: Relocation/Expansion; (87 <sup>th</sup> to 65 <sup>th</sup> ) | M/C  |
| Direction on 87 <sup>th</sup>  | MP   |
| 4. Skate Park: Enhancement   | Mgmt |
| 5. Eagle's Landing Golf Course Irrigation (with Worcester County)                  | Mgmt |

► **On the Horizon 2016 – 2020**

- |  |     |
|--|-----|
| \$ 1. Neighborhood Playground Improvements and Equipment | OTH |
| Replacement: Funding                                     |     |
| A. Downtown  |     |
| B. Northside   |     |
| C. Little Salisbury Park                                 |     |

## GOAL 4

## EXCELLENT SERVICE THROUGH A HIGH PERFORMING TOWN ORGANIZATION

### ► Objectives

1. Maintain a high level of customer satisfaction with Town services and service delivery
2. Retain a top quality Town workforce dedicated to serving the Ocean City community
3. Increase manager and employee accountability for performance and outcomes
4. Upgrade and maintain Town information technology
5. Provide training and professional development opportunities for Town workforce
6. Develop a city team reducing negative comments and organizational/departmental silos, and increasing communication, collaboration and resource sharing
7. Recognize and reward top performers for their contributions and goal achievements: teams and individuals

### PRIORITY

6

10

16

23

26

29

30

### ► Means to Residents

1. Customer focused Town services
2. Responsive Town services delivered with a smile
3. Town and employees listening to the comments and concerns of residents
4. Town open to feedback on performance and services
5. Efficient use of resources by the Town organization
6. Employees taking responsibility for the decisions and actions

► **Challenges and Opportunities**

	<b>PRIORITY</b>
1. Maturing Town workforce and the need for succession planning	6
2. Growing public concerns about public employee compensation and benefits	5
3. Town workload and organizational capacity with increasing demands for service	4
4. Increasing requests for information under FOIA	4
5. Finding the next generation of Town technical employees dedicated to public service	4
6. Central message from Town government	4
7. Inequitable salaries and benefits between Public Safety employees and general employees	3
8. Adequate staffing for services and service levels	3
9. Labor negotiations and collective bargaining contracts	2
10. Managing customer expectations in a world desiring an instant response	2
11. Increasing costs of information technology: initial costs, costs of ongoing maintenance	2
12. Impact of social media and desire for instant information	2
13. Negative and personally attacking comments about Town employees and departments	1
14. Developing meaningful, outcome based performance measures and using them to improve Town delivery of services	1
15. Use of part time, seasonal employees to deliver Town services	1
16. Referring questions to one place	1
17. Funding for employee training and development	0
18. Different generations attitude toward work and public service	0
19. Funding for recognizing and rewarding employee performance	0

► Actions 2015			PRIORITY
	1. Town Re-Organization Plan: Evaluation Report, Direction	M/C	5
	2. Planning and Zoning Department Evaluation	2014	4
\$	3. Information Technology Upgrade Plan	Mgmt	4
		M/C	
		2014	
	4. Succession Planning Development	M/C	4
		2014	
	5. Town Services and Staffing Level	Mgmt	4
		M/C	
		OTH	
	6. Overall Police Staffing Deployment: Comprehensive Evaluation, Report with Options	M/C	4
\$	7. Bus Drivers: Evaluation Report, Direction	M/C	4
	8. Building Permit and Development Process: Performance Audit, Developer Feedback, Report with Options	M/C	3
\$	9. National Citizen Survey	Mgmt	1
		M/C	
		OTH	
	10. Code Enforcement and Staffing	Mgmt	1
		M/C	
		OTH	
	11. 9-1-1 Primary Answering Point/3-1-1 Non Emergency Government Information Center	Mgmt	1
		2014	
\$	12. Fire Simulator: Funding, Partners	Mgmt	1
	13. Reward System for Top Performers	2014	0
	14. Network Backbone Replacement	2014	0
	15. Phone System Replacement	M/C	0
		2014	
	16. Seasonal Police Comprehensive Evaluation	M/C	0
		2014	
	17. Performance Measurement System Development (ICMA)	2014	0
	18. Personnel Rules and Regulations	2014	0
\$	19. Enterprise Learning Systems: Development	Mgmt	0
		OTH	
\$	20. Fire Staff Model: Evaluation, Direction, Funding	Mgmt	0

► **Management in Progress 2015**

- |  |      |
|--|------|
| 1. City Properties Insurance Review                | MIP  |
| 2. Town Policy and Procedures Manual: Completion   | MIP  |
| 3. Health and Safety Manual/Training/Policy Review | MIP  |
| 4. Chamber Audio Video Upgrade                     | MIP  |
| 5. Water Quality Administrative Consent Decree     | MIP  |
| 6. Safety Hazard Training Program                  | MIP  |
| 7. Disaster Recovery Plan: Update                  | Mgmt |
| 8. Continuity of Operation Plan: Update            | Mgmt |
| 9. Tablets for Fire Department                     | Mgmt |
| 10. Utility Billing Online                         | Mgmt |
| 11. Server Consolidation                           | Mgmt |
| 12. Integrated Training System Online              | Mgmt |

► **Major Projects 2015**

- |                               |     |
|-------------------------------|-----|
| 1. Fire Headquarters Building | M/C |
|                               | MP  |

► **On The Horizon 2015 – 2020**

- |                    |     |
|--------------------|-----|
| 1. CNG for Fleet   | OTH |
| 2. GIS Development | OTH |

## GOAL 5

## REVITALIZED OCEAN CITY: DEVELOPMENT AND REDEVELOPMENT

### ► Objectives

1. More pedestrian friendly and walkable community with public transportation options
2. Attractive and personally inviting Boardwalk with a variety of retail shops and quality restaurants
3. Attract private sector investments to Ocean City
4. Revitalize "Downtown" through improved infrastructure, expanded business investment and more events
5. Attract quality retail businesses: national chains and locally owned unique shops
6. Easy access and convenient parking

#### PRIORITY

12

13

21

24

27

29

### ► Means to Residents

1. Protection and enhancement of property values
2. More attractive and beautiful Ocean City community
3. More retail and restaurant choices-less need to leave Ocean City
4. Easier travel with predictable, acceptable travel times
5. Expanding Town tax base reducing the burden on year round residents
6. Opportunities to start and grow a business in Ocean City

### ► Challenges and Opportunities

1. Auto dependence and not pedestrian friendly street designs
2. Revitalizing Downtown and working with property/business owners
3. Attracting private investments to Ocean City
4. Developing public-private partnerships that better the community
5. Attracting more year round population in Downtown area
6. Defining Town's role in redevelopment

#### PRIORITY

6

5

5

5

5

4

► **Challenges and Opportunities** (*Continued*)

7. Lack of coordinated redevelopment within Ocean City
8. Aging commercial centers and buildings; mall
9. Underutilized properties with no desire or incentive to upgrade buildings or properties
10. Property and business owners not investing in the maintenance or upgrade of their commercial centers or buildings
11. Expanding open space for park type settings
12. Defining and agreeing upon "Downtown": vision, goals, direction
13. Potential impacts on sea level rise
14. Business leases blocking redevelopment

**PRIORITY**

3  
1  
1  
0  
0  
0  
0  
0

► **Actions 2015**

1. Dualization of Route 90: Advocacy
2. Ocean Plaza Mall Strategy: Town's Role, Working with Developer
3. Comprehensive Plan: Update
4. Downtown "Model Block" Development
- \$ 5. Downtown Parking Solution: Evaluation, Report, Direction
6. Redevelopment Policy
7. Parking Requirements: Rezoning
- \$ 8. Road Resurfacing Plan/Projects
- \$ 9. Undergrounding Utilities: Direction, Next Steps, Funding
- \$ 10. Caine Woods Street Improvement: Direction
- \$ 11. Concrete Plant Acquisition: Evaluation, Direction, Funding (Showell)
- \$ 12. Baltimore Avenue (to 15<sup>th</sup>) Redevelopment: Vision, Direction, Projects, Town's Role, Streetscape Project, Funding
13. Downtown One Way Pairs (1<sup>st</sup> and 2<sup>nd</sup>): Direction

M/C  
2014  
Mgmt  
M/C  
2014  
Mgmt  
M/C  
2014  
Mgmt  
M/C  
2014  
M/C  
M/C  
M/C  
M/C  
M/C  
Mgmt  
OTH  
M/C  
M/C  
Mgmt  
2014

**PRIORITY**

5  
5  
5  
4  
4  
4  
2  
2  
1  
1  
1  
1  
0

Added by  
Mgmt

► <b>Actions 2015 (Continued)</b>			<b>PRIORITY</b>
14.	Land Acquisition/Disposal Strategy	M/C 2014	0
\$ 15.	Alley Way Paving/Improvement: Direction, Funding	Mgmt OTH	0
16.	Blighted Structures Strategy: Assessment, Location/Properties, Goals, Town Role, Direction	Mgmt	0

► <b>Major Projects 2015</b>		
1.	St. Louis Improvements: Phase III	M/C MP

► <b>On the Horizon 2016 – 2020</b>		
1.	Zoning Ordinance: Update	Mgmt OTH



# **SECTION 4**

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## **ACTION AGENDA 2015 [Update: 3/13/15]**

# **Town of Ocean City Policy Agenda 2015 Targets for Action**

## **TOP PRIORITY**

**Tax Differential: Resolution/MOU**

**Smoking on the Beach/Boardwalk Policy and Implementation**

**School After Labor Day (Statewide): Advocacy**

**Convention Center Phase III/Old Space Funding**

**Canal Dredging Project: Next Phase**

**Comprehensive Parks and Recreation Master Plan**

**Dualization of Route 90: Advocacy**

## **HIGH PRIORITY**

**Street Performers Regulation: Town Actions**

**Town Services and Staffing Level**

**Route 50 Draw Bridge**

**Strategic Land Acquisition by Town: Identification of Opportunities**

**Parking Requirements/Zoning Ordinance: Revision**

**Downtown “Model Block” Development**

**Comprehensive Plan: Update**

**Amphitheater Northside Park: Evaluation, Direction, Funding**

# Town of Ocean City Policy Agenda 2015

## ► Targets for Action

	PRIORITY	PRIORITY	
		TOP	HIGH
1. Tax Differential: Resolution/MOU	Top	7	-
2. Smoking on the Beach/Boardwalk Policy and Implementation	Top	6	-
3. School After Labor Day (Statewide): Advocacy	Top	6	-
4. Convention Center Phase III/Old Space Funding	Top	4	-
5. Canal Dredging Project: Next Phase	Top	4	-
6. Comprehensive Parks and Recreation Master Plan	Top	4	-
7. Dualization of Route 90: Advocacy	Top	4	-
8. Street Performers Regulation: Town Actions	High	1	6
9. Town Services and Staffing Level	High	3	4
10. Route 50 Draw Bridge	High	2	4
11. Strategic Land Acquisition by Town: Identification of Opportunities	High	1	4
12. Parking Requirements/Zoning Ordinance: Revision	High	1	4
13. Downtown "Model Block" Development	High	0	4
14. Comprehensive Plan: Update	High	0	4
15. Amphitheater Northside Park: Evaluation, Direction, Funding	High	0	4
16. Town-owned Properties: Inventory, Use/Potential Use/Sale, Direction		1	2
17. Citywide Compensation and Benefits Study, Policy, Funding		0	2
18. Beach Playground Equipment Replacement: Climber		0	2
19. Northside Park Building Improvements		0	2
20. Ocean Plaza Mall Strategy		0	0
21. Town Redevelopment Policy and Tools		0	0

# **Town of Ocean City Management Agenda 2015 Targets for Action**

## **TOP PRIORITY**

**Overall Police Staffing and Deployment**  
**H2O I Event Planning/Response**  
**Whiteside Facility Replacement**  
**Planning and Zoning Department Evaluation**  
**Bus Drivers: Evaluation Report, Direction**

## **HIGH PRIORITY**

**Succession Planning Development**  
**Town Re-Organization Plan**  
**Sports Destination Marketing Program: Expansion**  
**Building Permit and Development Process Improvements**  
**Town of Ocean City Equipment and Labor Guidelines**  
**Network Backbone Replacement Funding**

# Town of Ocean City Management Agenda 2015

## ► Targets for Action

Targets for Action		PRIORITY		
		PRIORITY	TOP	HIGH
1.	Overall Police Staffing and Deployment	Top	6	-
2.	H2O I Event Planning/Response	Top	5	-
3.	Whiteside Facility Replacement	Top	5	-
4.	Planning and Zoning Department Evaluation	Top	5	-
5.	Bus Drivers: Evaluation Report, Direction	Top	4	-
6.	Succession Planning Development	High	3	5
7.	Town Re-Organization Plan	High	0	5
8.	Sports Destination Marketing Program: Expansion	High	2	4
9.	Building Permit and Development Process Improvements	High	2	4
10.	Town of Ocean City Equipment and Labor Guidelines	High	1	4
11.	Network Backbone Replacement Funding	High	1	4
12.	Neighborhood Rental/Rental License Enforcement		3	3
13.	National Citizen Survey		2	3
14.	Eagle’s Landing Fence/Golf Course Direction		2	2
15.	Beach Events/Tournaments: Expansion		0	2
16.	Information Technology Upgrade Plan		0	2
17.	License Plate Recognition Program for Route 90		1	1
18.	Local Roads Paving Program: Funding		1	0
19.	Training and Development: Assessment, Plan Funding		0	1
20.	Downtown One Way Pairs		0	1

# **Town of Ocean City Action Outlines 2015**

<b>GOAL 1</b>	<b>1st CLASS RESORT AND TOURIST DESTINATION</b>
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<b>ACTION: SMOKING ON THE BEACH/BOARDWALK POLICY AND IMPLEMENTATION</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<b>PRIORITY</b> <i>Policy – Top</i>
	1. Council Decision: Ordinance Adoption	4 <sup>th</sup> Q 15
	2. Implement “Designated Smoking Area Plan”	4 <sup>th</sup> Q 15
	3. Conduct public education	4 <sup>th</sup> Q 15
	4. Prepare Evaluation Report	2 <sup>nd</sup> Q 16
	5. Council Workshop: Direction	2 <sup>nd</sup> Q 16
Responsibility: City Manager		

<b>ACTION: SCHOOL AFTER LABOR DAY (STATEWIDE): ADVOCACY</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<b>PRIORITY</b> <i>Policy – Top</i>
	1. Monitor activities/legislation	3 <sup>rd</sup> Q 15
	2. Lobbying state of Maryland	3 <sup>rd</sup> Q 15
Responsibility: City Manager		

**ACTION: CONVENTION CENTER PHASE III/OLD SPACE FUNDING**

**PRIORITY**

*Policy – Top*

Key Issues

Milestones/Activities

Time

- |  |                      |
|--|----------------------|
| 1. Define Scope of Marketing Study                     | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Funding                           | 4 <sup>th</sup> Q 15 |
| 3. Prepare Report on Short Term: ScECIAL Events Office | 4 <sup>th</sup> Q 15 |
| 4. Complete “Marketing Study”                          | 1 <sup>st</sup> Q 15 |
| 5. Review “Marketing Study” by Committee               | 2 <sup>nd</sup> Q 16 |
| 6. Complete Design Concept and Cost Estimate           | 3 <sup>rd</sup> Q 16 |

Responsibility: Engineering/Convention Center

**ACTION: STREET PERFORMERS REGULATION: TOWN ACTIONS**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |                                      |                      |
|--------------------------------------|----------------------|
| 1. Prepare Final Report (Task Force) | 3 <sup>rd</sup> Q 15 |
| 2. Council Workshop: Final Report    | 4 <sup>th</sup> Q 15 |
| 3. Draft legislation (Law Firm)      | 4 <sup>th</sup> Q 15 |
| 4. Modigy ordinance                  | 4 <sup>th</sup> Q 15 |
| 5. Council Decision: Ordinance       | 4 <sup>th</sup> Q 15 |

Responsibility: Police/City Manager

**ACTION: H<sub>2</sub>O I EVENT PLANNING/RESPONSE**

**PRIORITY**

*Mgmt – Top*

Key Issues

Activities/Milestones

Time

- |                                |                      |
|--------------------------------|----------------------|
| 1. Finalize plan               | 4 <sup>th</sup> Q 15 |
| 2. Implement plan              | 1 <sup>st</sup> Q 16 |
| 3. Prepare “After Event Report | 2 <sup>nd</sup> Q 16 |

Responsibility: Police



<b>ACTION: SPORTS DESTINATION MARKETING PROGRAM: EXPANSION</b>		<b>PRIORITY</b>
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Amend agreement with Wicomico County to include Worcester County	4 <sup>th</sup> Q 15
	2. Council Decision: Agreement Adoption	4 <sup>th</sup> Q 15
	3. Develop action plan (based upon plan)	1 <sup>st</sup> Q 16
	4. Pursue targeted events	2 <sup>nd</sup> Q 16
	5. County Decision: Funding for Sport Complex	4 <sup>th</sup> Q 16
	6. Advocate for North County Sports Complex	
Responsibility: Tourism		

<b>ACTION: TOWN OF OCEAN CITY EQUIPMENT AND LABOR GUIDELINES</b>		<b>PRIORITY</b>
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Evaluate rate structure and cost recovery	4 <sup>th</sup> Q 15
	2. Prepare report with options	4 <sup>th</sup> Q 15
	3. Council Decision: Direction	4 <sup>th</sup> Q 15
Responsibility: Special Events		

<b>ACTION: BEACH EVENTS/TOURNAMENTS EXPANSION</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Inventory existing events	1 <sup>st</sup> Q 16
	2. Explore options/alternatives	1 <sup>st</sup> Q 16
	3. Prepare report	2 <sup>nd</sup> Q 16
	4. Council Presentation: Report, Target Events	3 <sup>rd</sup> Q 16
Responsibility: Tourism/Special Events		

### ► Management in Progress 2015

		TIME
1. Charter Bus Permit Expansion – Year Round	Mgmt	3 <sup>rd</sup> Q 15
2. June Behavior Action Plan: Reports	2014	4 <sup>th</sup> Q 15
3. Trip Planner Tool Website	Mgmt	4 <sup>th</sup> Q 15
4. Tourism Webcam on Boardwalk	Mgmt	4 <sup>th</sup> Q 15
5. State Tourism Budget: Advocacy	Mgmt	4 <sup>th</sup> Q 15
6. Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds		4 <sup>th</sup> Q 15
7. ROI for Private Events	MIP	1 <sup>st</sup> Q 16
8. New Annual Event/Halloween Expansion	MIP	1 <sup>st</sup> Q 16
9. Special Boomerang Club: Development	Mgmt	1 <sup>st</sup> Q 16
10. Tourism Information Gathering and Tracking System	Mgmt	1 <sup>st</sup> Q 16
11. Tourism Strategic Plan: Reporting, Update	M/C	2 <sup>nd</sup> Q 16
12. Tourist Survey: Update	M/C	2 <sup>nd</sup> Q 16
13. Bus Locator App: Development	MIP	4 <sup>th</sup> Q 16
14. CVB Member – Reserve Space on Website	Mgmt	Ongoing

### ► Major Projects 2015

	TIME
1. Winter Fest Tent	1 <sup>st</sup> Q 16
2. Convention Center: Restroom	2 <sup>nd</sup> Q 16
3. Airport Improvements: Environment Assessment	FY 17

## GOAL 2

## FINANCIALLY SOUND TOWN GOVERNMENT

### ACTION: TAX DIFFERENTIAL: RESOLUTION/MOU

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

- |   |                      |
|---|----------------------|
| 1. Continue discussion: Worcester County on agreement – MOU                           | 3 <sup>rd</sup> Q 15 |
| 2. Council Decision: MOU  | 4 <sup>th</sup> Q 15 |
| 3. Evaluate options and actions   | 2 <sup>nd</sup> Q 16 |
| 4. Council Workshop: Direction  | 2 <sup>nd</sup> Q 16 |
| 5. Continue advocacy for state legislation – “Tax Set Offs for Municipal Corporation” | Ongoing              |

Responsibility: City Manager

### ACTION: STRATEGIC LAND ACQUISITION BY TOWN: IDENTIFICATION OF OPPORTUNITIES

#### PRIORITY

*Policy – High*

#### Key Issues

#### Milestones/Activities

#### Time

- |  |                      |
|--|----------------------|
| 1. Identify significant key properties | 2 <sup>nd</sup> Q 16 |
| 2. Prepare report                      | 2 <sup>nd</sup> Q 16 |
| 3. Council Presentation: Direction     | 3 <sup>rd</sup> Q 16 |

Responsibility: Public Works/OCDC

### ACTION: TOWN-OWNED PROPERTIES: INVENTORY, USE/POTENTIAL USE/SALE, DIRECTION

#### PRIORITY

*Policy*

#### Key Issues

#### Milestones/Activities

#### Time

- |                                     |                      |
|-------------------------------------|----------------------|
| 1. Complete inventory, uses and map | 2 <sup>nd</sup> Q 16 |
| 2. Council Presentation: Direction  | 3 <sup>rd</sup> Q 16 |

Responsibility: City Engineer/Public Works

<b>ACTION: CITYWIDE COMPENSATION AND BENEFITS STUDY, POLICY, FUNDING</b>		
		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete report with recommendations	4 <sup>th</sup> Q 15
	2. Council Presentation and Decision: Direction, Funding	4 <sup>th</sup> Q 15
Responsibility: Human Resources		

<b>ACTION: WHITESIDE FACILITY REPLACEMENT</b>		
		<b>PRIORITY</b>
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop report: site options and challenges (link land)	2 <sup>nd</sup> Q 16
	2. Council Decision: Direciton on site	2 <sup>nd</sup> Q 16
	3. Develop 35% Design and cost estimate	2 <sup>nd</sup> Q 16
	4. Council Decision: Funding Mechansim for FY 17	4 <sup>th</sup> Q 15
Responsibility: Public Works/Engineering		

<b>ACTION: LOCAL ROADS PAVING PROGRAM: FUNDING</b>		
		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Presentation: Projects Schedule and Timing	2 <sup>nd</sup> Q 16
	2. Council Decision: Service Level, Funding	2 <sup>nd</sup> Q 16
Responsibility: Public Works		

**ACTION: KEEZER POINT PUBLIC WORKS YARD AND  
STORAGE: RELOCATION, DIRECTION,  
CONCEPT, FUNDING**

**PRIORITY**

*Mgmt*

Key Issues

Milestones/Activities

Time

- |                                       |                      |
|---------------------------------------|----------------------|
| 1. Complete appraisal of Keezer Point | 1 <sup>st</sup> Q 16 |
| 2. Identify relocation site options   | 2 <sup>nd</sup> Q 16 |
| 3. Prepare report                     | 2 <sup>nd</sup> Q 16 |
| 4. Council Decision: Direction        | 2 <sup>nd</sup> Q 16 |

Responsibility: Public Works/Engineering

► **Management in Progress 2015**

- |   |      | <b>TIME</b>                   |
|---|------|-------------------------------|
| 1. Online/Payment by Phone (Bus/Parking)          | MIP  | 4 <sup>th</sup> Q 15          |
| 2. SCADA Master Plan                              |      | 4 <sup>th</sup> Q 15          |
| 3. Pension Report (Annual)                        | MIP  | 1 <sup>st</sup> Q 16          |
| 4. Cross Connection Control Program: Presentation |      | 1 <sup>st</sup> Q 16          |
| 5. Building Fee Structure: Evaluation, Direction  | MIP  | 2 <sup>nd</sup> Q 16          |
| 6. Affordable Care Act Impact Analysis and Report | Mgmt | 2 <sup>nd</sup> Q 16          |
| 7. Purchasing Policy: Review                      |      | 2 <sup>nd</sup> Q 16          |
| 8. Online Bill Payments: Utilities                | MIP  | Start<br>4 <sup>th</sup> Q 16 |
| 9. 800 MHz Radio System Replacement               |      | Ongoing                       |

► **Major Projects 2015**

- |   | <b>TIME</b>          |
|---|----------------------|
| 1. Wastewater Facility: Chlorination System, Electrical Upgrade | 1 <sup>st</sup> Q 16 |
| 2. Downtown Water Storage Tank                                  | 4 <sup>th</sup> Q 16 |

## GOAL 3

## MORE LIVABLE COMMUNITY FOR RESIDENTS

### ACTION: CANAL DREDGING PROJECT: NEXT PHASE

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

- |                             |                      |
|-----------------------------|----------------------|
| 1. Identify Phase III       | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Budget | 4 <sup>th</sup> Q 15 |
| 3. Begin construction       | 2 <sup>nd</sup> Q 16 |

Responsibility: Engineering

### ACTION: COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

- |   |                      |
|---|----------------------|
| 1. Complete inventory, uses, assessment and location (internal) | 2 <sup>nd</sup> Q 16 |
| 2. Complete community needs assessment (internal)               | 2 <sup>nd</sup> Q 16 |
| 3. Prepare report with recommendations                          | 2 <sup>nd</sup> Q 16 |
| 4. Council Presentation and Direction                           | 3 <sup>rd</sup> Q 16 |

Responsibility: Recreation

### ACTION: ROUTE 50 DRAW BRIDGE

#### PRIORITY

*Policy – High*

#### Key Issues

#### Activities/Milestones

#### Time

- |   |         |
|---|---------|
| 1. Work with State Highway – Advocacy – Maintenance Funding and Replacement Project | Ongoing |
|---|---------|

Responsibility: Engineering/Public Works

<b>ACTION: AMPHITHEATER NORTHSIDE PARK: EVALUATION, DIRECTION, FUNDING</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop conceptual plan, location alternatives	2 <sup>nd</sup> Q 16
	2. Council Presentation and Direction	3 <sup>rd</sup> Q 16
	3. Council Decision: Funding	4 <sup>th</sup> Q 16
Responsibility: Recreation		

<b>ACTION: BEACH PLAYGROUND EQUIPMENT REPLACEMENT: CLIMBER</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare RFP	4 <sup>th</sup> Q 15
	2. Council Decision: Funding	4 <sup>th</sup> Q 15
	3. Order equipment	1 <sup>st</sup> Q 16
	4. Install equipment	4 <sup>th</sup> Q 16
Responsibility: Recreation/Public Works		

<b>ACTION: NORTHSIDE PARK BUILDING IMPROVEMENTS</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Evaluate list of improvements	4 <sup>th</sup> Q 15
	2. Finalize improvements with priorities	1 <sup>st</sup> Q 16
	3. Council Decision: Direction, Funding Mechanism	1 <sup>st</sup> Q 16
	4. Go to Bond Market	2 <sup>nd</sup> Q 16
Responsibility: Recreation		

<p><b>ACTION: NEIGHBORHOOD RENTAL/RENTAL LICENSE ENFORCEMENT</b></p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;"><u>Key Issues</u></div> <div style="width: 35%;"><u>Activities/Milestones</u></div> <div style="width: 30%;"><u>Time</u></div> </div> <div style="margin-top: 10px;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 65%;">1. Review regulations/with rental agencies</div> <div style="width: 30%; text-align: right;">4<sup>th</sup> Q 15</div> </div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;">             Responsibility: Planning and Zoning         </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="text-align: center;">PRIORITY</th></tr> <tr><td style="text-align: center;">Mgmt</td></tr> </table>	PRIORITY	Mgmt
PRIORITY			
Mgmt			

<p><b>ACTION: EAGLE'S LANDING FENCE/GOLF COURSE DIRECTION</b></p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;"><u>Key Issues</u></div> <div style="width: 35%;"><u>Activities/Milestones</u></div> <div style="width: 30%;"><u>Time</u></div> </div> <div style="margin-top: 10px;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 65%;">1. Council Presentation</div> <div style="width: 30%; text-align: right;">2<sup>nd</sup> Q 16</div> </div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;">             Responsibility: Public Works/Recreation         </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="text-align: center;">PRIORITY</th></tr> <tr><td style="text-align: center;">Mgmt</td></tr> </table>	PRIORITY	Mgmt
PRIORITY			
Mgmt			

<p><b>ACTION: LICENSE PLATE RECOGNITION PROGRAM FOR ROUTE 90</b></p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;"><u>Key Issues</u></div> <div style="width: 35%;"><u>Activities/Milestones</u></div> <div style="width: 30%;"><u>Time</u></div> </div> <div style="margin-top: 10px;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 65%;">1. Final Approval – State Highway</div> <div style="width: 30%; text-align: right;">4<sup>th</sup> Q 15</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">2. Install Equipment</div> <div style="width: 30%; text-align: right;">4<sup>th</sup> Q 15</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">3. Follow up Report</div> <div style="width: 30%; text-align: right;">2<sup>nd</sup> Q 16</div> </div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;">             Responsibility: Police         </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="text-align: center;">PRIORITY</th></tr> <tr><td style="text-align: center;">Mgmt</td></tr> </table>	PRIORITY	Mgmt
PRIORITY			
Mgmt			

<p><b>► Management in Progress 2015</b></p> <div style="margin-top: 10px;"> <div style="display: flex; justify-content: space-between;"> <div style="width: 65%;">1. Healthy Eating and Living (HEAL) Designation</div> <div style="width: 25%; text-align: right;">Mgmt</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">2. Comprehensive Emergency Operations Recovery Plan</div> <div style="width: 25%; text-align: right;">MIP</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">3. Drug Action Plan Report</div> <div style="width: 25%; text-align: right;">MIP</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">4. 2015 Building Code</div> <div style="width: 25%; text-align: right;">MIP</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 65%;">5. Bike Safety Master Plan: Signage, Public Information, Safe Route map</div> <div style="width: 25%; text-align: right;"></div> </div> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th style="text-align: center;">TIME</th></tr> <tr><td style="text-align: center;">4<sup>th</sup> Q 15</td></tr> <tr><td style="text-align: center;">2<sup>nd</sup> Q 16</td></tr> <tr><td style="text-align: center;">2<sup>nd</sup> Q 16</td></tr> <tr><td style="text-align: center;">2<sup>nd</sup> Q 16</td></tr> <tr><td style="text-align: center;">3<sup>rd</sup> Q 16</td></tr> </table>	TIME	4 <sup>th</sup> Q 15	2 <sup>nd</sup> Q 16	2 <sup>nd</sup> Q 16	2 <sup>nd</sup> Q 16	3 <sup>rd</sup> Q 16
TIME							
4 <sup>th</sup> Q 15							
2 <sup>nd</sup> Q 16							
2 <sup>nd</sup> Q 16							
2 <sup>nd</sup> Q 16							
3 <sup>rd</sup> Q 16							



► **Major Projects 2015**

		TIME
1. Beach Patrol Headquarters Building	M/C MP	4 <sup>th</sup> Q 15
2. Skate Park: Enhancements		3 <sup>rd</sup> Q 16
3. Eagle's Landing Golf Course: Improvements at Club House	MP	4 <sup>th</sup> Q 16
4. Public Boat Ramp: Relocation/Expansion; (87 <sup>th</sup> to 65 <sup>th</sup> ) Direction on 87 <sup>th</sup>	M/C MP	4 <sup>th</sup> Q 16
5. Eagle's Landing Golf Course: Irrigation (with Worcester County)		4 <sup>th</sup> Q 16

## GOAL 4

## EXCELLENT SERVICE THROUGH A HIGH PERFORMING TOWN ORGANIZATION

### ACTION: TOWN SERVICES AND STAFFING LEVEL

#### PRIORITY

*Policy – High*

#### Key Issues

#### Activities/Milestones

#### Time

- |  |                      |
|--|----------------------|
| 1. Complete assessment – historical data on attendance/numbers hours | 2 <sup>nd</sup> Q 16 |
| 2. Prepare Council Report  | 2 <sup>nd</sup> Q 16 |

Responsibility: Human Resources/City Manger

### ACTION: OVERALL POLICE STAFFING AND DEPLOYMENT

#### PRIORITY

*Mgmt – Top*

#### Key Issues

#### Milestones/Activities

#### Time

- |  |                      |
|--|----------------------|
| 1. Prepare report with fundng          | 4 <sup>th</sup> Q 15 |
| 2. Complete work ananalysis            | 1 <sup>st</sup> Q 16 |
| 3. Prepare overall report (consultant) | 2 <sup>nd</sup> Q 16 |
| 4. Council Presentation                | 3 <sup>rd</sup> Q 16 |

Responsibility: Police Chief

### ACTION: PLANNING AND ZONING DEPARTMENT EVALUATION

#### PRIORITY

*Mgmt – Top*

#### Key Issues

#### Milestones/Activities

#### Time

- |               |                      |
|---------------|----------------------|
| 1. Completion | 4 <sup>th</sup> Q 15 |
|---------------|----------------------|

Responsibility: City Manager

**ACTION: BUS DRIVERS: EVALUATION REPORT, DIRECTION**

**PRIORITY**

*Mgmt – Top*

Key Issues

Milestones/Activities

Time

1. Recruit bus drivers

4<sup>th</sup> Q 15

2. Train bus drivers

4<sup>th</sup> Q 15

Responsibility: Public Works

**ACTION: SUCCESSION PLANNING DEVELOPMENT**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Prepare plan/report

2<sup>nd</sup> Q 16

Responsibility: Human Resources

**ACTION: TOWN RE-ORGANIZATION PLAN**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Prepare report

2<sup>nd</sup> Q 16

2. Implement reorganization plan

2<sup>nd</sup> Q 16

Responsibility: City Manager

**ACTION: BUILDING PERMIT AND DEVELOPMENT PROCESS IMPROVEMENTS**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Complete process restructure

4<sup>th</sup> Q 15

Responsibility: Building

## ACTION: NETWORK BACKBONE REPLACEMENT

**PRIORITY**

*Mgmt - High*

### Key Issues

- Band Width
- Equipment: End of Life
- Funding

### Activities/Milestones

- A. Phase 1 – Initiation and Planning
  1. Decision: Project Direction, Funding
  2. Assemble a planning committee
  3. Survey conditions of current system
  4. Identify current point-to-point and point-to-multipoint topology
  5. Determine backhaul bandwidth requirements
  6. Develop backhaul requirements design
  7. Develop a scalability plan for the backhaul
- B. Phase 2 – Design Development
  1. Determine bandwidth requirements for the remaining twelve satellite sites
  2. Develop a scalability plan for our satellite sites
  3. Evaluate different design and technology options as a committee
  4. Review design development deliverables
  5. Submit final design requirements and scalability plan.
- C. Phase 3 – Procurement
  1. Conduct bid process for construction and installation
  2. Submit proposals to Mayor and Council for financial approval
  3. Award contract
- D. Phase 4 – Construction and Installation
  1. Begin installation of chosen design and technology
  2. Test, label, and terminate the new cabling
  3. Remove obsolete infrastructure
  4. Cut over voice services as appropriate
  5. Cut over data services to new technology solution
- E. Phase 5 – Project Closeout
  1. Close out administrative tasks
  2. Conduct project reviews
  3. Formally sign off on the project

Time  
2<sup>nd</sup> Q 15

3<sup>rd</sup> Q 15

4<sup>th</sup> Q 15

1<sup>st</sup> Q 16

2<sup>nd</sup> Q 16

\$ \$

Responsibility: Information Technology

## ACTION: NATIONAL CITIZEN SURVEY

<b>PRIORITY</b>
<i>Mgmt</i>

### Key Issues

### Activities/Milestones

Time

1. Prepare budget proposal with cost estimate 4<sup>th</sup> Q 15
2. Council Decision: Budget Funding 4<sup>th</sup> Q 15

Responsibility: City Manager

## ACTION: INFORMATION TECHNOLOGY UPGRADE PLAN

<b>PRIORITY</b>
<i>Mgmt</i>

### Key Issues

- Long Term Strategy
- Funding

### Milestones/Activities

1. Prepare Comprehensive Report with Priorities, Cost Analysis (Short Term/Long Term) Funding and Recommendations 2<sup>nd</sup> Q 16
2. Council Decision: Direction, Funding 2<sup>nd</sup> Q 16

**\$**

Responsibility: Information Technology

**ACTION: TRAINING AND DEVELOPMENT: ASSESSMENT, PLAN FUNDING**

<b>PRIORITY</b>
<i>Mgmt</i>

### Key Issues

### Activities/Milestones

## Time

- |   |                      |
|---|----------------------|
| 1. Review assessment of training needs<br>(Town wide) | 4 <sup>th</sup> Q 15 |
| 2. Develop comprehensive training plan with options   | 4 <sup>th</sup> Q 15 |
| 3. Prepare report/budget recommendations              | 4 <sup>th</sup> Q 15 |
| 4. Council Decision: Direction, Funding               | 4 <sup>th</sup> Q 15 |

Responsibility: Human Resources

► **Management in Progress 2015**

		TIME
1. City Properties Insurance Review	MIP	4 <sup>th</sup> Q 15
2. Health and Safety Manual/Training/Policy Review	MIP	4 <sup>th</sup> Q 15
3. Chamber Audio Video Upgrade: Presentation	MIP	4 <sup>th</sup> Q 15
4. Strategic Plan: Annual Update		4 <sup>th</sup> Q 15
5. Phone System: Budget Decision		4 <sup>th</sup> Q 15
6. Safety Hazard Training Program	MIP	1 <sup>st</sup> Q 16
7. Town Policy and Procedures Manual: Completion	MIP	2 <sup>nd</sup> Q 16
8. Disaster Recovery Plan: Update	Mgmt	2 <sup>nd</sup> Q 16
9. Continuity of Operation Plan: Update	Mgmt	2 <sup>nd</sup> Q 16
10. Fire Department Technology: Upgrade	Mgmt	2 <sup>nd</sup> Q 16
11. 9-1-1/3-1-1 System: Development		TBD
12. Personal Rules and Regulations		TBD
13. Water Quality Administrative Consent Decree	MIP	Ongoing

► **Major Projects 2015**

		TIME
1. Fire Headquarters Building	M/C MP	TBD

## GOAL 5

## REVITALIZED OCEAN CITY: DEVELOPMENT AND REDEVELOPMENT

### ACTION: DUALIZATION OF ROUTE 90: ADVOCACY

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

1. Lobby State Highway – inclusion in Master Plan

Ongoing

Responsibility: Engineering

### ACTION: PARKING REQUIREMENTS/ZONING ORDINANCE: REVISION

#### PRIORITY

*Policy – High*

#### Key Issues

#### Activities/Milestones

#### Time

1. Evaluate specified land use and parking requirements
2. Prepare report with options
3. Council Decision: Direction
4. Revise ordinance
5. Planning and Zoning Commission: Review
6. Council Decision: Ordinance

1<sup>st</sup> Q 16

1<sup>st</sup> Q 16

2<sup>nd</sup> Q 16

3<sup>rd</sup> Q 16

3<sup>rd</sup> Q 16

Responsibility: Planning and Zoning

**ACTION: DOWNTOWN “MODEL BLOCK” DEVELOPMENT**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Complete acquisition of parcel (2)   | 4 <sup>th</sup> Q 15 |
| 2. Issue RFP                            | 4 <sup>th</sup> Q 15 |
| 3. Complete demolition (9)              | 2 <sup>nd</sup> Q 16 |
| 4. Select Developer                     | 2 <sup>nd</sup> Q 16 |
| 5. Finalize developer agreement         | 3 <sup>rd</sup> Q 16 |
| 6. Council Decision: Agreement Approval | 3 <sup>rd</sup> Q 16 |

Responsibility: OCDC

**ACTION: COMPREHENSIVE PLAN: UPDATE**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |                             |                      |
|-----------------------------|----------------------|
| 1. Complete report – statue | 3 <sup>rd</sup> Q 15 |
| 2. Schedule for completion  | 3 <sup>rd</sup> Q 15 |
| 3. Progress report          | 1 <sup>st</sup> Q 16 |

Responsibility: Planning and Zoning

**ACTION: OCEAN PLAZA MALL STRATEGY**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |                                      |     |
|--------------------------------------|-----|
| 1. Receive plan from developer group | TBD |
|--------------------------------------|-----|

Responsibility: City Manager



<p><b>ACTION: TOWN REDEVELOPMENT POLICY AND TOOLS</b></p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;"><u>Key Issues</u></div> <div style="width: 30%;"><u>Activities/Milestones</u></div> <div style="width: 30%;"><u>Time</u></div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 20px; text-align: center;">             Responsibility: City Manager         </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px 5px;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center; padding: 2px 5px;"><i>Policy</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy</i>
<b>PRIORITY</b>			
<i>Policy</i>			

<p><b>ACTION: DOWNTOWN ONE-WAY STREET PAIRS (1<sup>ST</sup> AND 2<sup>ND</sup>)</b></p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;"><u>Key Issues</u></div> <div style="width: 30%;"><u>Activities/Milestones</u></div> <div style="width: 30%;"><u>Time</u></div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 20px; text-align: center;">             Responsibility: Engineering         </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px 5px;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center; padding: 2px 5px;"><i>Mgmt</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Mgmt</i>
<b>PRIORITY</b>			
<i>Mgmt</i>			

<p>► <b>Major Projects 2015</b></p> <ol style="list-style-type: none"> <li>1. St. Louis Avenue – Phase III</li> </ol>	M/C MP	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px 5px;"><b>TIME</b></td> </tr> <tr> <td style="text-align: center; padding: 2px 5px;">4<sup>th</sup> Q 15</td> </tr> </table>	<b>TIME</b>	4 <sup>th</sup> Q 15
<b>TIME</b>				
4 <sup>th</sup> Q 15				

# **Policy Calendar: 4<sup>th</sup> Q 15 – 4<sup>th</sup> Q 16**

## **Town of Ocean City**

### ***4th Quarter 2015***

- 1. Council Decision: Street Performers Ordinance**
- 2. Council Decision: Smoking Ordinance**
- 3. Council Decision: Convention Center Phase III/Old Space Funding**
- 4. Council Decision: Town Equipment and Labor Guidelines and Rate Structure**
- 5. Council Decision: Sports Agreement adding Worcester County**
- 6. Council Decision: MOU with Worcester County – Tax Differential**
- 7. Council Presentation and Decision: Citywide Compensation and Benefit Study, Policy, Funding**
- 8. Council Decision: Beach Playground Equipment Replacement**
- 9. Council Decision: Canal Dredging Project Next Phase, Funding**
- 10. Council Decision: National Citizen Survey Funding**

<p><b><i>4th Quarter 2015</i></b> <b><i>(Continued)</i></b></p>
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- 11. Council Decision: Training and Development Direction and Funding**
  
- 12. Council Decision: Comprehensive Plan Update**

***1st Quarter 2016***

- 1. Council Decision: Northside Park Building Improvements Direction and Funding Mechanism**

<b><i>2<sup>nd</sup> Quarter 2016</i></b>
---

- 1. Council Workshop: Report on Smoking Ordinance Implementation**
- 2. Council Report: H2O I Event**
- 3. Council Decision: Keiser Point Public Works Yard and Storage Relocation**
- 4. Council Presentation and Decision: Local Roads Paving Projects and Funding**
- 5. Council Presentation and Direction: Eagle's Landing Course/Golf Course Redesign**
- 6. Council Report: Town Services and Staffing**
- 7. Council Presentation: Town Reorganization Plan**
- 8. Council Presentation and Direction: Parking Requirements Zoning Ordinance Revision**

<b><i>3rd Quarter 2016</i></b>
--------------------------------

- 1. Council Presentation: Beach Events/Tournaments Expansion Report and Targeted Events**
- 2. Council Presentation: Town Owned Property Report**
- 3. Council Presentation: Strategic Land Acquisition by Town**
- 4. Council Presentation and Direction: Comprehensive Parks and Recreation Master Plan**
- 5. Council Presentation: Amphitheater Northside Park**
- 6. Council Presentation: Overall Police Staffing and Deployment Report**
- 7. Council Decision: Developer Agreement for “Model Block”**

***4<sup>th</sup> Quarter 2016***

**1. Council Decision: Amphitheater Northside Park – Funding**

# ***ACTION AGENDA 2015***

Mayor and City Council



Ocean City, Maryland  
March 2015



Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137-3373

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)



# **Town of Ocean City Policy Agenda 2015 Targets for Action**

## **TOP PRIORITY**

**Tax Differential: Resolution/MOU**

**Smoking on the Beach/Boardwalk Policy and Implementation**

**School After Labor Day (Statewide): Advocacy**

**Convention Center Phase III/Old Space Funding**

**Canal Dredging Project: Next Phase**

**Comprehensive Parks and Recreation Master Plan**

**Dualization of Route 90: Advocacy**

## **HIGH PRIORITY**

**Street Performers Regulation: Town Actions**

**Town Services and Staffing Level**

**Route 50 Draw Bridge**

**Strategic Land Acquisition by Town: Identification of Opportunities**

**Parking Requirements/Zoning Ordinance: Revision**

**Downtown “Model Block” Development**

**Comprehensive Plan: Update**

**Amphitheater Northside Park: Evaluation, Direction, Funding**

# **Town of Ocean City Management Agenda 2015 Targets for Action**

## **TOP PRIORITY**

**Overall Police Staffing and Deployment**  
**H2O I Event Planning/Response**  
**Whiteside Facility Replacement**  
**Planning and Zoning Department Evaluation**  
**Bus Drivers: Evaluation Report, Direction**

## **HIGH PRIORITY**

**Succession Planning Development**  
**Town Re-Organization Plan**  
**Sports Destination Marketing Program: Expansion**  
**Building Permit and Development Process Improvements**  
**Town of Ocean City Equipment and Labor Guidelines**  
**Network Backbone Replacement Funding**

# **Town of Ocean City Action Outlines 2015**

<b>GOAL 1</b>	<b>1st CLASS RESORT AND TOURIST DESTINATION</b>
---------------	---

<b>ACTION: SMOKING ON THE BEACH/BOARDWALK POLICY AND IMPLEMENTATION</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>PRIORITY</u> <i>Policy – Top</i>
	1. Council Decision: Ordinance Adoption	4 <sup>th</sup> Q 15
	2. Implement “Designated Smoking Area Plan”	4 <sup>th</sup> Q 15
	3. Conduct public education	4 <sup>th</sup> Q 15
	4. Prepare Evaluation Report	2 <sup>nd</sup> Q 16
	5. Council Workshop: Direction	2 <sup>nd</sup> Q 16
Responsibility: City Manager		

<b>ACTION: SCHOOL AFTER LABOR DAY (STATEWIDE): ADVOCACY</b>		
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>PRIORITY</u> <i>Policy – Top</i>
	1. Monitor activities/legislation	3 <sup>rd</sup> Q 15
	2. Lobbying state of Maryland	3 <sup>rd</sup> Q 15
Responsibility: City Manager		

**ACTION: CONVENTION CENTER PHASE III/OLD SPACE FUNDING**

**PRIORITY**

*Policy – Top*

Key Issues

Milestones/Activities

Time

- |  |                      |
|--|----------------------|
| 1. Define Scope of Marketing Study                     | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Funding                           | 4 <sup>th</sup> Q 15 |
| 3. Prepare Report on Short Term: ScECIAL Events Office | 4 <sup>th</sup> Q 15 |
| 4. Complete “Marketing Study”                          | 1 <sup>st</sup> Q 15 |
| 5. Review “Marketing Study” by Committee               | 2 <sup>nd</sup> Q 16 |
| 6. Complete Design Concept and Cost Estimate           | 3 <sup>rd</sup> Q 16 |

Responsibility: Engineering/Convention Center

**ACTION: STREET PERFORMERS REGULATION: TOWN ACTIONS**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |                                      |                      |
|--------------------------------------|----------------------|
| 1. Prepare Final Report (Task Force) | 3 <sup>rd</sup> Q 15 |
| 2. Council Workshop: Final Report    | 4 <sup>th</sup> Q 15 |
| 3. Draft legislation (Law Firm)      | 4 <sup>th</sup> Q 15 |
| 4. Modigy ordinance                  | 4 <sup>th</sup> Q 15 |
| 5. Council Decision: Ordinance       | 4 <sup>th</sup> Q 15 |

Responsibility: Police/City Manager

**ACTION: H<sub>2</sub>O I EVENT PLANNING/RESPONSE**

**PRIORITY**

*Mgmt – Top*

Key Issues

Activities/Milestones

Time

- |                                |                      |
|--------------------------------|----------------------|
| 1. Finalize plan               | 4 <sup>th</sup> Q 15 |
| 2. Implement plan              | 1 <sup>st</sup> Q 16 |
| 3. Prepare “After Event Report | 2 <sup>nd</sup> Q 16 |

Responsibility: Police

**ACTION: SPORTS DESTINATION MARKETING  
PROGRAM: EXPANSION**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

- |   |                      |
|---|----------------------|
| 1. Amend agreement with Wicomico County to include Worcester County | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Agreement Adoption                             | 4 <sup>th</sup> Q 15 |
| 3. Develop action plan (based upon plan)                            | 1 <sup>st</sup> Q 16 |
| 4. Pursue targeted events   | 2 <sup>nd</sup> Q 16 |
| 5. County Decision: Funding for Sport Complex                       | 4 <sup>th</sup> Q 16 |
| 6. Advocate for North County Sports Complex                         |                      |

Responsibility: Tourism

**ACTION: TOWN OF OCEAN CITY EQUIPMENT AND  
LABOR GUIDELINES**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

- |  |                      |
|--|----------------------|
| 1. Evaluate rate structure and cost recovery | 4 <sup>th</sup> Q 15 |
| 2. Prepare report with options               | 4 <sup>th</sup> Q 15 |
| 3. Council Decision: Direction               | 4 <sup>th</sup> Q 15 |

Responsibility: Special Events

**ACTION: BEACH EVENTS/TOURNAMENTS EXPANSION**

**PRIORITY**

*Mgmt*

Key Issues

Milestones/Activities

Time

- |  |                      |
|--|----------------------|
| 1. Inventory existing events                   | 1 <sup>st</sup> Q 16 |
| 2. Explore options/alternatives                | 1 <sup>st</sup> Q 16 |
| 3. Prepare report                              | 2 <sup>nd</sup> Q 16 |
| 4. Council Presentation: Report, Target Events | 3 <sup>rd</sup> Q 16 |

Responsibility: Tourism/Special Events

► **Management in Progress 2015**

		TIME
1. Charter Bus Permit Expansion – Year Round	Mgmt	3 <sup>rd</sup> Q 15
2. June Behavior Action Plan: Reports	2014	4 <sup>th</sup> Q 15
3. Trip Planner Tool Website	Mgmt	4 <sup>th</sup> Q 15
4. Tourism Webcam on Boardwalk	Mgmt	4 <sup>th</sup> Q 15
5. State Tourism Budget: Advocacy	Mgmt	4 <sup>th</sup> Q 15
6. Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds		4 <sup>th</sup> Q 15
7. ROI for Private Events	MIP	1 <sup>st</sup> Q 16
8. New Annual Event/Halloween Expansion	MIP	1 <sup>st</sup> Q 16
9. Special Boomerang Club: Development	Mgmt	1 <sup>st</sup> Q 16
10. Tourism Information Gathering and Tracking System	Mgmt	1 <sup>st</sup> Q 16
11. Tourism Strategic Plan: Reporting, Update	M/C	2 <sup>nd</sup> Q 16
12. Tourist Survey: Update	M/C	2 <sup>nd</sup> Q 16
13. Bus Locator App: Development	MIP	4 <sup>th</sup> Q 16
14. CVB Member – Reserve Space on Website	Mgmt	Ongoing

► **Major Projects 2015**

	TIME
1. Winter Fest Tent	1 <sup>st</sup> Q 16
2. Convention Center: Restroom	2 <sup>nd</sup> Q 16
3. Airport Improvements: Environment Assessment	FY 17

## GOAL 2

## FINANCIALLY SOUND TOWN GOVERNMENT

### ACTION: TAX DIFFERENTIAL: RESOLUTION/MOU

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

- |   |                      |
|---|----------------------|
| 1. Continue discussion: Worcester County on agreement – MOU                           | 3 <sup>rd</sup> Q 15 |
| 2. Council Decision: MOU  | 4 <sup>th</sup> Q 15 |
| 3. Evaluate options and actions   | 2 <sup>nd</sup> Q 16 |
| 4. Council Workshop: Direction  | 2 <sup>nd</sup> Q 16 |
| 5. Continue advocacy for state legislation – “Tax Set Offs for Municipal Corporation” | Ongoing              |

Responsibility: City Manager

### ACTION: STRATEGIC LAND ACQUISITION BY TOWN: IDENTIFICATION OF OPPORTUNITIES

#### PRIORITY

*Policy – High*

#### Key Issues

#### Milestones/Activities

#### Time

- |  |                      |
|--|----------------------|
| 1. Identify significant key properties | 2 <sup>nd</sup> Q 16 |
| 2. Prepare report                      | 2 <sup>nd</sup> Q 16 |
| 3. Council Presentation: Direction     | 3 <sup>rd</sup> Q 16 |

Responsibility: Public Works/OCDC

### ACTION: TOWN-OWNED PROPERTIES: INVENTORY, USE/POTENTIAL USE/SALE, DIRECTION

#### PRIORITY

*Policy*

#### Key Issues

#### Milestones/Activities

#### Time

- |                                     |                      |
|-------------------------------------|----------------------|
| 1. Complete inventory, uses and map | 2 <sup>nd</sup> Q 16 |
| 2. Council Presentation: Direction  | 3 <sup>rd</sup> Q 16 |

Responsibility: City Engineer/Public Works



**ACTION: CITYWIDE COMPENSATION AND BENEFITS  
STUDY, POLICY, FUNDING**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Complete report with recommendations                     | 4 <sup>th</sup> Q 15 |
| 2. Council Presentation and Decision:<br>Direction, Funding | 4 <sup>th</sup> Q 15 |

Responsibility: Human Resources

**ACTION: WHITESIDE FACILITY REPLACEMENT**

**PRIORITY**

*Mgmt – High*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Develop report: site options and challenges<br>(link land) | 2 <sup>nd</sup> Q 16 |
| 2. Council Decision: Direciton on site                        | 2 <sup>nd</sup> Q 16 |
| 3. Develop 35% Design and cost estimate                       | 2 <sup>nd</sup> Q 16 |
| 4. Council Decision: Funding Mechansim for<br>FY 17           | 4 <sup>th</sup> Q 15 |

Responsibility: Public Works/Engineering

**ACTION: LOCAL ROADS PAVING PROGRAM: FUNDING**

**PRIORITY**

*Mgmt*

Key Issues

Activities/Milestones

Time

- |  |                      |
|--|----------------------|
| 1. Council Presentation: Projects Schedule<br>and Timing | 2 <sup>nd</sup> Q 16 |
| 2. Council Decision: Service Level, Funding              | 2 <sup>nd</sup> Q 16 |

Responsibility: Public Works

**ACTION: KEEZER POINT PUBLIC WORKS YARD AND  
STORAGE: RELOCATION, DIRECTION,  
CONCEPT, FUNDING**

**PRIORITY**

*Mgmt*

Key Issues

Milestones/Activities

Time

- |                                       |                      |
|---------------------------------------|----------------------|
| 1. Complete appraisal of Keezer Point | 1 <sup>st</sup> Q 16 |
| 2. Identify relocation site options   | 2 <sup>nd</sup> Q 16 |
| 3. Prepare report                     | 2 <sup>nd</sup> Q 16 |
| 4. Council Decision: Direction        | 2 <sup>nd</sup> Q 16 |

Responsibility: Public Works/Engineering

► **Management in Progress 2015**

- |   |      | <b>TIME</b>          |
|---|------|----------------------|
| 1. Online/Payment by Phone (Bus/Parking)          | MIP  | 4 <sup>th</sup> Q 15 |
| 2. SCADA Master Plan                              |      | 4 <sup>th</sup> Q 15 |
| 3. Pension Report (Annual)                        | MIP  | 1 <sup>st</sup> Q 16 |
| 4. Cross Connection Control Program: Presentation |      | 1 <sup>st</sup> Q 16 |
| 5. Building Fee Structure: Evaluation, Direction  | MIP  | 2 <sup>nd</sup> Q 16 |
| 6. Affordable Care Act Impact Analysis and Report | Mgmt | 2 <sup>nd</sup> Q 16 |
| 7. Purchasing Policy: Review                      |      | 2 <sup>nd</sup> Q 16 |
| 8. Online Bill Payments: Utilities                | MIP  | Start                |
|   |      | 4 <sup>th</sup> Q 16 |
| 9. 800 MHz Radio System Replacement               |      | Ongoing              |

► **Major Projects 2015**

- |   | <b>TIME</b>          |
|---|----------------------|
| 1. Wastewater Facility: Chlorination System, Electrical Upgrade | 1 <sup>st</sup> Q 16 |
| 2. Downtown Water Storage Tank                                  | 4 <sup>th</sup> Q 16 |

## GOAL 3

## MORE LIVABLE COMMUNITY FOR RESIDENTS

### ACTION: CANAL DREDGING PROJECT: NEXT PHASE

#### PRIORITY

Policy – Top

#### Key Issues

#### Activities/Milestones

#### Time

- |                             |                      |
|-----------------------------|----------------------|
| 1. Identify Phase III       | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Budget | 4 <sup>th</sup> Q 15 |
| 3. Begin construction       | 2 <sup>nd</sup> Q 16 |

Responsibility: Engineering

### ACTION: COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

#### PRIORITY

Policy – Top

#### Key Issues

#### Activities/Milestones

#### Time

- |   |                      |
|---|----------------------|
| 1. Complete inventory, uses, assessment and location (internal) | 2 <sup>nd</sup> Q 16 |
| 2. Complete community needs assessment (internal)               | 2 <sup>nd</sup> Q 16 |
| 3. Prepare report with recommendations                          | 2 <sup>nd</sup> Q 16 |
| 4. Council Presentation and Direction                           | 3 <sup>rd</sup> Q 16 |

Responsibility: Recreation

### ACTION: ROUTE 50 DRAW BRIDGE

#### PRIORITY

Policy – High

#### Key Issues

#### Activities/Milestones

#### Time

- |   |         |
|---|---------|
| 1. Work with State Highway – Advocacy – Maintenance Funding and Replacement Project | Ongoing |
|---|---------|

Responsibility: Engineering/Public Works

**ACTION: AMPHITHEATER NORTHSIDE PARK:  
EVALUATION, DIRECTION, FUNDING**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Develop conceptual plan, location alternatives | 2 <sup>nd</sup> Q 16 |
| 2. Council Presentation and Direction             | 3 <sup>rd</sup> Q 16 |
| 3. Council Decision: Funding                      | 4 <sup>th</sup> Q 16 |

Responsibility: Recreation

**ACTION: BEACH PLAYGROUND EQUIPMENT  
REPLACEMENT: CLIMBER**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |                              |                      |
|------------------------------|----------------------|
| 1. Prepare RFP               | 4 <sup>th</sup> Q 15 |
| 2. Council Decision: Funding | 4 <sup>th</sup> Q 15 |
| 3. Order equipment           | 1 <sup>st</sup> Q 16 |
| 4. Install equipment         | 4 <sup>th</sup> Q 16 |

Responsibility: Recreation/Public Works

**ACTION: NORTHSIDE PARK BUILDING  
IMPROVEMENTS**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Evaluate list of improvements                  | 4 <sup>th</sup> Q 15 |
| 2. Finalize improvements with priorities          | 1 <sup>st</sup> Q 16 |
| 3. Council Decision: Direction, Funding Mechanism | 1 <sup>st</sup> Q 16 |
| 4. Go to Bond Market                              | 2 <sup>nd</sup> Q 16 |

Responsibility: Recreation

**ACTION: NEIGHBORHOOD RENTAL/RENTAL LICENSE ENFORCEMENT**

**PRIORITY**

*Mgmt*

Key Issues

Activities/Milestones

Time

1. Review regulations/with rental agencies

4<sup>th</sup> Q 15

Responsibility: Planning and Zoning

**ACTION: EAGLE'S LANDING FENCE/GOLF COURSE DIRECTION**

**PRIORITY**

*Mgmt*

Key Issues

Activities/Milestones

Time

1. Council Presentation

2<sup>nd</sup> Q 16

Responsibility: Public Works/Recreation

**ACTION: LICENSE PLATE RECOGNITION PROGRAM FOR ROUTE 90**

**PRIORITY**

*Mgmt*

Key Issues

Activities/Milestones

Time

1. Final Approval – State Highway
2. Install Equipment
3. Follow up Report

4<sup>th</sup> Q 15

4<sup>th</sup> Q 15

2<sup>nd</sup> Q 16

Responsibility: Police

► **Management in Progress 2015**

1. Healthy Eating and Living (HEAL) Designation
2. Comprehensive Emergency Operations Recovery Plan
3. Drug Action Plan Report
4. 2015 Building Code
5. Bike Safety Master Plan: Signage, Public Information, Safe Route map

Mgmt

MIP

MIP

MIP

**TIME**

4<sup>th</sup> Q 15

2<sup>nd</sup> Q 16

2<sup>nd</sup> Q 16

2<sup>nd</sup> Q 16

3<sup>rd</sup> Q 16

► **Major Projects 2015**

		TIME
1. Beach Patrol Headquarters Building	M/C MP	4 <sup>th</sup> Q 15
2. Skate Park: Enhancements		3 <sup>rd</sup> Q 16
3. Eagle's Landing Golf Course: Improvements at Club House	MP	4 <sup>th</sup> Q 16
4. Public Boat Ramp: Relocation/Expansion; (87 <sup>th</sup> to 65 <sup>th</sup> ) Direction on 87 <sup>th</sup>	M/C MP	4 <sup>th</sup> Q 16
5. Eagle's Landing Golf Course: Irrigation (with Worcester County)		4 <sup>th</sup> Q 16

## GOAL 4

## EXCELLENT SERVICE THROUGH A HIGH PERFORMING TOWN ORGANIZATION

### ACTION: TOWN SERVICES AND STAFFING LEVEL

#### PRIORITY

*Policy – High*

#### Key Issues

#### Activities/Milestones

#### Time

- |  |                      |
|--|----------------------|
| 1. Complete assessment – historical data on attendance/numbers hours | 2 <sup>nd</sup> Q 16 |
| 2. Prepare Council Report  | 2 <sup>nd</sup> Q 16 |

Responsibility: Human Resources/City Manger

### ACTION: OVERALL POLICE STAFFING AND DEPLOYMENT

#### PRIORITY

*Mgmt – Top*

#### Key Issues

#### Milestones/Activities

#### Time

- |  |                      |
|--|----------------------|
| 1. Prepare report with fundng          | 4 <sup>th</sup> Q 15 |
| 2. Complete work ananalysis            | 1 <sup>st</sup> Q 16 |
| 3. Prepare overall report (consultant) | 2 <sup>nd</sup> Q 16 |
| 4. Council Presentation                | 3 <sup>rd</sup> Q 16 |

Responsibility: Police Chief

### ACTION: PLANNING AND ZONING DEPARTMENT EVALUATION

#### PRIORITY

*Mgmt – Top*

#### Key Issues

#### Milestones/Activities

#### Time

- |               |                      |
|---------------|----------------------|
| 1. Completion | 4 <sup>th</sup> Q 15 |
|---------------|----------------------|

Responsibility: City Manager

**ACTION: BUS DRIVERS: EVALUATION REPORT, DIRECTION**

**PRIORITY**

*Mgmt – Top*

Key Issues

Milestones/Activities

Time

1. Recruit bus drivers

4<sup>th</sup> Q 15

2. Train bus drivers

4<sup>th</sup> Q 15

Responsibility: Public Works

**ACTION: SUCCESSION PLANNING DEVELOPMENT**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Prepare plan/report

2<sup>nd</sup> Q 16

Responsibility: Human Resources

**ACTION: TOWN RE-ORGANIZATION PLAN**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Prepare report

2<sup>nd</sup> Q 16

2. Implement reorganization plan

2<sup>nd</sup> Q 16

Responsibility: City Manager

**ACTION: BUILDING PERMIT AND DEVELOPMENT PROCESS IMPROVEMENTS**

**PRIORITY**

*Mgmt – High*

Key Issues

Milestones/Activities

Time

1. Complete process restructure

4<sup>th</sup> Q 15

Responsibility: Building



**ACTION: NETWORK BACKBONE REPLACEMENT****PRIORITY***Mgmt - High*Key Issues

- Band Width
- Equipment: End of Life
- Funding

Activities/MilestonesTime

- |    |  |                      |
|----|--|----------------------|
| A. | Phase 1 – Initiation and Planning  | 2 <sup>nd</sup> Q 15 |
|    | 1. Decision: Project Direction, Funding                                      |                      |
|    | 2. Assemble a planning committee   |                      |
|    | 3. Survey conditions of current system                                       |                      |
|    | 4. Identify current point-to-point and point-to-multipoint topology          |                      |
|    | 5. Determine backhaul bandwidth requirements                                 |                      |
|    | 6. Develop backhaul requirements design                                      |                      |
|    | 7. Develop a scalability plan for the backhaul                               |                      |
| B. | Phase 2 – Design Development   | 3 <sup>rd</sup> Q 15 |
|    | 1. Determine bandwidth requirements for the remaining twelve satellite sites |                      |
|    | 2. Develop a scalability plan for our satellite sites                        |                      |
|    | 3. Evaluate different design and technology options as a committee           |                      |
|    | 4. Review design development deliverables                                    |                      |
|    | 5. Submit final design requirements and scalability plan.                    |                      |
| C. | Phase 3 – Procurement  | 4 <sup>th</sup> Q 15 |
|    | 1. Conduct bid process for construction and installation                     |                      |
|    | 2. Submit proposals to Mayor and Council for financial approval              |                      |
|    | 3. Award contract  |                      |
| D. | Phase 4 – Construction and Installation                                      | 1 <sup>st</sup> Q 16 |
|    | 1. Begin installation of chosen design and technology                        |                      |
|    | 2. Test, label, and terminate the new cabling                                |                      |
|    | 3. Remove obsolete infrastructure  |                      |
|    | 4. Cut over voice services as appropriate                                    |                      |
|    | 5. Cut over data services to new technology solution                         |                      |
| E. | Phase 5 – Project Closeout   | 2 <sup>nd</sup> Q 16 |
|    | 1. Close out administrative tasks  |                      |
|    | 2. Conduct project reviews   |                      |
|    | 3. Formally sign off on the project  |                      |

\$ \$

Responsibility: Information Technology

Responsibility: Human Resources

► **Management in Progress 2015**

		TIME
1. City Properties Insurance Review	MIP	4 <sup>th</sup> Q 15
2. Health and Safety Manual/Training/Policy Review	MIP	4 <sup>th</sup> Q 15
3. Chamber Audio Video Upgrade: Presentation	MIP	4 <sup>th</sup> Q 15
4. Strategic Plan: Annual Update		4 <sup>th</sup> Q 15
5. Phone System: Budget Decision		4 <sup>th</sup> Q 15
6. Safety Hazard Training Program	MIP	1 <sup>st</sup> Q 16
7. Town Policy and Procedures Manual: Completion	MIP	2 <sup>nd</sup> Q 16
8. Disaster Recovery Plan: Update	Mgmt	2 <sup>nd</sup> Q 16
9. Continuity of Operation Plan: Update	Mgmt	2 <sup>nd</sup> Q 16
10. Fire Department Technology: Upgrade	Mgmt	2 <sup>nd</sup> Q 16
11. 9-1-1/3-1-1 System: Development		TBD
12. Personal Rules and Regulations		TBD
13. Water Quality Administrative Consent Decree	MIP	Ongoing

► **Major Projects 2015**

		TIME
1. Fire Headquarters Building	M/C MP	TBD

## GOAL 5

## REVITALIZED OCEAN CITY: DEVELOPMENT AND REDEVELOPMENT

### ACTION: DUALIZATION OF ROUTE 90: ADVOCACY

#### PRIORITY

*Policy – Top*

#### Key Issues

#### Activities/Milestones

#### Time

1. Lobby State Highway – inclusion in Master Plan

Ongoing

Responsibility: Engineering

### ACTION: PARKING REQUIREMENTS/ZONING ORDINANCE: REVISION

#### PRIORITY

*Policy – High*

#### Key Issues

#### Activities/Milestones

#### Time

1. Evaluate specified land use and parking requirements
2. Prepare report with options
3. Council Decision: Direction
4. Revise ordinance
5. Planning and Zoning Commission: Review
6. Council Decision: Ordinance

1<sup>st</sup> Q 16

1<sup>st</sup> Q 16

2<sup>nd</sup> Q 16

3<sup>rd</sup> Q 16

3<sup>rd</sup> Q 16

Responsibility: Planning and Zoning

**ACTION: DOWNTOWN “MODEL BLOCK”  
DEVELOPMENT**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |   |                      |
|---|----------------------|
| 1. Complete acquisition of parcel (2)   | 4 <sup>th</sup> Q 15 |
| 2. Issue RFP                            | 4 <sup>th</sup> Q 15 |
| 3. Complete demolition (9)              | 2 <sup>nd</sup> Q 16 |
| 4. Select Developer                     | 2 <sup>nd</sup> Q 16 |
| 5. Finalize developer agreement         | 3 <sup>rd</sup> Q 16 |
| 6. Council Decision: Agreement Approval | 3 <sup>rd</sup> Q 16 |

Responsibility: OCDC

**ACTION: COMPREHENSIVE PLAN: UPDATE**

**PRIORITY**

*Policy – High*

Key Issues

Activities/Milestones

Time

- |                             |                      |
|-----------------------------|----------------------|
| 1. Complete report – statue | 3 <sup>rd</sup> Q 15 |
| 2. Schedule for completion  | 3 <sup>rd</sup> Q 15 |
| 3. Progress report          | 1 <sup>st</sup> Q 16 |

Responsibility: Planning and Zoning

**ACTION: OCEAN PLAZA MALL STRATEGY**

**PRIORITY**

*Policy*

Key Issues

Activities/Milestones

Time

- |                                      |     |
|--------------------------------------|-----|
| 1. Receive plan from developer group | TBD |
|--------------------------------------|-----|

Responsibility: City Manager

<b>ACTION: TOWN REDEVELOPMENT POLICY AND TOOLS</b>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Policy</i></td> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Time</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy</i>	<i>Time</i>
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Responsibility: City Manager					

<b>ACTION: DOWNTOWN ONE-WAY STREET PAIRS (1<sup>ST</sup> AND 2<sup>ND</sup>)</b>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Mgmt</i></td> </tr> <tr> <td style="text-align: center; padding: 2px;"><i>Time</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Mgmt</i>	<i>Time</i>
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<b>► Major Projects 2015</b>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 2px;"><b>TIME</b></td> </tr> <tr> <td style="text-align: center; padding: 2px;">4<sup>th</sup> Q 15</td> </tr> </table>	<b>TIME</b>	4 <sup>th</sup> Q 15
<b>TIME</b>				
4 <sup>th</sup> Q 15				
1. St. Louis Avenue – Phase III	M/C MP			

# **Policy Calendar: 4<sup>th</sup> Q 15 – 4<sup>th</sup> Q 16**

## **Town of Ocean City**

### ***4th Quarter 2015***

- 1. Council Decision: Street Performers Ordinance**
- 2. Council Decision: Smoking Ordinance**
- 3. Council Decision: Convention Center Phase III/Old Space Funding**
- 4. Council Decision: Town Equipment and Labor Guidelines and Rate Structure**
- 5. Council Decision: Sports Agreement adding Worcester County**
- 6. Council Decision: MOU with Worcester County – Tax Differential**
- 7. Council Presentation and Decision: Citywide Compensation and Benefit Study, Policy, Funding**
- 8. Council Decision: Beach Playground Equipment Replacement**
- 9. Council Decision: Canal Dredging Project Next Phase, Funding**
- 10. Council Decision: National Citizen Survey Funding**

<p><b><i>4th Quarter 2015</i></b> <b><i>(Continued)</i></b></p>
---

- 11. Council Decision: Training and Development Direction and Funding**
  
- 12. Council Decision: Comprehensive Plan Update**



***1st Quarter 2016***

- 1. Council Decision: Northside Park Building Improvements Direction and Funding Mechanism**

<b><i>2<sup>nd</sup> Quarter 2016</i></b>
---

- 1. Council Workshop: Report on Smoking Ordinance Implementation**
- 2. Council Report: H2O I Event**
- 3. Council Decision: Keiser Point Public Works Yard and Storage Relocation**
- 4. Council Presentation and Decision: Local Roads Paving Projects and Funding**
- 5. Council Presentation and Direction: Eagle's Landing Course/Golf Course Redesign**
- 6. Council Report: Town Services and Staffing**
- 7. Council Presentation: Town Reorganization Plan**
- 8. Council Presentation and Direction: Parking Requirements Zoning Ordinance Revision**

<b><i>3rd Quarter 2016</i></b>
--------------------------------

- 1. Council Presentation: Beach Events/Tournaments Expansion Report and Targeted Events**
- 2. Council Presentation: Town Owned Property Report**
- 3. Council Presentation: Strategic Land Acquisition by Town**
- 4. Council Presentation and Direction: Comprehensive Parks and Recreation Master Plan**
- 5. Council Presentation: Amphitheater Northside Park**
- 6. Council Presentation: Overall Police Staffing and Deployment Report**
- 7. Council Decision: Developer Agreement for “Model Block”**

***4<sup>th</sup> Quarter 2016***

**1. Council Decision: Amphitheater Northside Park – Funding**

# STRATEGIC PLAN

## 2015 → 2020 → 2030



**Ocean City, Maryland**  
**March 2015**



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# STRATEGIC PLANNING

# Strategic Planning Model for the Town of Ocean City

Value-based principles that  
describe the preferred  
future in 15 years

## VISION

Destination  
“You Have Arrived”

Strategic goals that focus  
outcome-base objectives and  
potential actions for 5 years

## PLAN

Map  
“The Right Route”

Focus for one year – a work  
program: policy agenda for  
Mayor and Council,  
management agenda for staff;  
major projects

## EXECUTION

Itinerary  
“The Right Direction”

Principles that define the  
responsibility of town  
government and frame the  
primary services – core service  
businesses

## MISSION

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”



# VISION 2030

# ***Ocean City Vision 2030***

## **OCEAN CITY 2030**

is a ***Vibrant Coastal Resort Community*** <sup>(1)</sup>  
with a ***World Class Public Beach and Waterways*** <sup>(2)</sup>  
and an ***Authentic Historic Boardwalk*** <sup>(3)</sup>  
-- the ***Choice of Today's Families.*** <sup>(4)</sup>

---

---

## **OCEAN CITY 2030**

is ***Safe and Clean,*** <sup>(5)</sup> has  
***Quality Neighborhoods for Residents,*** <sup>(6)</sup>  
is ***Accessible and Easy Travel,*** <sup>(7)</sup>  
and is a place for ***Enjoyable Experiences for All.*** <sup>(8)</sup>

# ***Ocean City Vision 2030***

## **PRINCIPLE 1**

### **VIBRANT COASTAL RESORT COMMUNITY**

#### **► Means**

1. Guests enjoy their stay and return to Ocean City in the future
2. Expanded, diverse retail opportunities with specialty, marine supply, basic retail and grocery stores (national and locally owned) throughout the city
3. Ability to serve the year round guests
4. Visitors treated as our guests
5. Active conference and convention destination with year round business
6. Events and festivals drawing regional and national guests with top quality talent
7. Quality services to attract our guests and meet the needs of residents
8. Arts District with studios, galleries and entertainment attracting guests to Ocean City
9. Wide range of accommodation options: short/long term, price, life style, locations

## **PRINCIPLE 2**

### **WORLD CLASS PUBLIC BEACH AND WATERWAYS**

#### **► Means**

1. Great wide public beach with ongoing and funded replenishment program
2. Navigable waterways and canals
3. Quality water meeting federal and state standards
4. Free public access to the beach and waterways
5. Bayside Boardwalk for pedestrians and bicycles
6. Ocean activities including surfing, body boarding, surf fishing, swimming, etc.
7. Full service marina(s) with permanent and transient docking
8. Smoking free beach
9. Oceanfront resorts with restaurants serving food and beverages on the adjacent beach

### **PRINCIPLE 3**

#### **AUTHENTIC HISTORIC BOARDWALK**

##### **► Means**

1. Major community destination for residents and guests
2. Daytime and evening activities for people enjoying their experience
3. Attractive, well maintained two and a half mile Boardwalk that is personally inviting
4. Variety of quality restaurants offering a range of choices: casual to gourmet, indoor to outdoor, affordable to expensive
5. Easy access transit and convenient parking
6. Quality, locally owned retail shops along corridors to the Boardwalk
7. National recognition as the “Nation’s Boardwalk” – a truly unique destination along the beach
8. Opportunities for bicycling on the Boardwalk

### **PRINCIPLE 4**

#### **CHOICE OF TODAY’S FAMILIES**

##### **► Means**

1. Families making the decision to return to Ocean City
2. New family venues and activities that keep Ocean City fresh and inviting
3. Diverse day and night time activities for all
4. Vacation destination focusing on today’s family and their animal companions
5. All family generations feeling welcome and included
6. Affordable venues, activities and programs for intergenerational interaction and learning

**PRINCIPLE 5**  
**SAFE AND CLEAN**

► **Means**

1. Timely response to an emergency call for service
2. Quality emergency medical response and delivery to a quality hospital
3. Roads safe for pedestrians, bicycles and vehicles
4. Residents and guests feeling safe and secure in any place in Ocean City
5. Visible police presence and partnerships throughout the community, at community destinations and during events
6. Positive curb appeal without trash or litter
7. Well maintained public spaces and facilities
8. Safe, clean beach and waterway to enjoy

**PRINCIPLE 6**  
**QUALITY NEIGHBORHOODS  
FOR RESIDENTS**

► **Means**

1. Range of housing choices: type, price and life style
2. Availability of retail, professional services and restaurants serving the daily needs of residents
3. Variety of year round recreation programs, activities and services
4. Well maintained neighborhood infrastructure: streets, sidewalks, green spaces
5. Town working with community organizations and the faith community for community benefit
6. Availability of cultural and performing arts throughout the year
7. Convenient access to medical and health care services
8. Access to “Blue Ribbon” schools and educational programs

## **PRINCIPLE 7**

### **ACCESSIBLE FOR EASY TRAVEL**

#### **► Means**

1. Strategic locations for parking
2. Non automobile choices after you arrive in Ocean City
3. Selected narrow corridors with parking promoting biking and walking in the area
4. Effective public transportation for residents and guests serving key community destinations
5. Ability to bike throughout community: bike lanes, bike sharing and paths
6. Safe and well maintained streets and sidewalks
7. More bridge connections to the mainland
8. Well maintained highways and bridges providing easy access to Ocean City

## **PRINCIPLE 8**

### **ENJOYABLE EXPERIENCES FOR ALL**

#### **► Means**

1. Well designed, well maintained parks with diverse venues, green spaces and beach
2. Range of quality restaurants: diverse types of food, prices, locations
3. Boating, fishing, surfing, sailing and other water sports experiences available for residents and guests
4. Entertainment venues and activities for all to enjoy
5. Reputation: a great place to enjoy year round
6. Performing arts programs and cultural experiences throughout the year
7. Variety of fitness and exercise opportunities indoor, in parks, along the beach
8. Recreational programs, activities and services throughout the city

# **MISSION AND SERVICES**

# ***Ocean City Town Government: Our Mission***

## **The MISSION OF TOWN GOVERNMENT**

is to provide **Personal Caring Municipal Services** <sup>(1)</sup>

and to serve as a

**Responsive Host to Our Guests and Residents** <sup>(2)</sup>

while acting in a **Financially Responsible Manner** <sup>(3)</sup>

delivered by a **Professional Town Workforce.** <sup>(4)</sup>



# ***Ocean City Town Government***

## ***Our Mission***

### **PRINCIPLE 1**

#### **PERSONAL CARING MUNICIPAL SERVICES**

##### **► Means**

1. Returning communications with the customer in a timely manner
2. Listening to and understanding your customer
3. Taking pride in the services and facilities
4. Treating the customer in a respectful and equitable manner
5. Taking time to explain to the customer your decisions or actions and in a manner that they understand the message
6. Putting your name on the services that you are providing
7. Going the extra mile to help the customer
8. Seeking and using feedback from your customers

### **PRINCIPLE 2**

#### **RESPONSIVE HOST FOR OUR GUESTS AND RESIDENTS**

##### **► Means**

1. Representing the Town in a positive manner
2. Helping others to enjoy their stay in Ocean City
3. Wanting others to leave with positive image and memories
4. If you cannot help them, getting them to a responsible person who can help them
5. Recognizing the importance of being a "gracious host"
6. Saying "No" through creative and flexible, fair and consistent actions
7. Providing a uniform response with City policies
8. Engaging and involving residents as partners in governance and service delivery

### **PRINCIPLE 3**

#### **FINANCIALLY RESPONSIBLE MANNER**

##### **► Means**

1. Delivering the services in the most efficient, cost effective manner
2. Maintaining the highest possible bond rating
3. Having off island non resident customers paying their fair share of service delivery costs
4. Being a good financial steward of the Town's resources
5. Providing adequate tax rate and revenue resources to support the defined services and level of services
6. Providing residents and guests value for their taxes and fees
7. Investing in the maintenance and upgrade of Town facilities and infrastructure
8. Maintaining financial reserves consistent with Town policies and national standards

### **PRINCIPLE 4**

#### **PROFESSIONAL TOWN WORKFORCE**

##### **► Means**

1. Investing in the training and development of Town employees
2. Developing and maintaining a safe and positive work environment
3. Recognizing and rewarding Town employees for their performance and service
4. Hiring and retaining the best employees who are dedicated to serving the Ocean City community
5. Providing competitive, market rate compensation and benefits
6. Planning for manager and employee succession
7. Evaluating performance and work activities

# ***Town of Ocean City***

## ***Core Services***

### **NO CHOICE SERVICES**

**Govern, Inform and Engage the Community**

**Provide Public Notices and Information**

**Plan, Manage and Maintain Stormwater Management System**

### **CORE SERVICES**

**Enforce Laws, Ordinances and Standards**

**Secure, Treat and Distribute Water**

**Collect, Treat and Dispose Wastewater**

**Support Tourism Development and Marketing Ocean City**

**Collect and Dispose of Solid Waste**

**Prepare For, Respond To and Recovery From a Disaster or Major  
Emergency Situation**

**Respond to Medical Emergency and Transport to the Hospital**

## **QUALITY OF LIFE SERVICES**

**Design, Build and Maintain Streets and Sidewalk**

**Plan for the Town's Future**

**Manage, Maintain Parking Structures, Surface Parking and Overall  
Parking Management**

**Operate Convention Center**

**Maintain, Patrol the Beach**

**Operate Public Transportation System**

**Inspect Buildings and Homes for Safety**

**Facilitate Economic Growth and Business Investment**

## **ADD ON SERVICES**

**Sponsor and Support Community Events and Festivals**

**Design, Build and Maintain Parks Including Venues and Open Spaces**

**Develop, Provide Recreation and Educational Programs and Activities**

## **OTHER SERVICES**

**Regulate Land Use and Development**

**Plan, Manage and Maintain the Municipal Airport**

**Patrol the Community**

# ***Town of Ocean City***

## ***Our Customers***

### **PRIMARY CUSTOMERS**

**Residents (year round)**

**Residents (part time)**

**Visitors (first time)**

**Visitors (returning)**

**Property Owners**

**Day Trippers**

**Local Business Owners**

## **OTHER KEY CUSTOMERS**

**National Businesses**

**Event Sponsors**

**Conventioneers**

**Families**

**Foreign Students**

**Prospective Businesses**

**Tournament Teams and Participants**

**Recreation Participants**

# **TOWN OF OCEAN CITY PLAN 2015 – 2020**

# ***Town of Ocean City Goals 2020***

**1<sup>st</sup> Class Resort and Tourist Destination**



**Financially Sound Town Government**



**More Livable Community for Residents**



**Excellent Service through a High Performing Town Organization**



**Revitalized Ocean City: Development and Redevelopment**



# **Goal 1**

## **1<sup>st</sup> Class Resort and Tourist Destination**

### **OBJECTIVES**

1. National reputation as the best beach destination for families along the Mid Atlantic coast/country
2. Increase the number of today's family visitors coming to Ocean City
3. Maintain a safe environment for guests
4. Increase the number of conferences and conventions coming to Ocean City
5. Increase number of athletic tournaments and recreational events
6. Provide better amenities for guests: new attractions that will bring guests back

### **MEANS TO RESIDENTS**

1. Visitors supporting locally owned businesses
2. Job opportunities near home
3. Less dependence upon the local taxpayer with outside dollars supporting the local economy and Town government
4. Amenities and events for residents to enjoy year round
5. Protection of property values
6. Quality place for family members to stay during a visit

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Understanding who are our guests – their profile, their expectations, their desires
2. Keeping Ocean City a family oriented, affordable destination – including shorter vacation time for families
3. Change the school year
4. Addressing street performers
5. Opportunities to expand sports tourism and new attractions
6. Keeping the face and amenities "fresh and new" for visitors – giving them more reasons to return to Ocean City
7. Cooperation with hotels in marketing and supporting the Convention Center

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Balancing events/festivals with the family vacationers
2. Improving transportation access to and within Ocean City
3. Minimum night stay requirements in hotels
4. Having adequate seasonal workers and housing
5. Capacity to respond to June events: training staff, earlier hiring's and cost, five month window
6. Increased competition for tourism: Jersey Shore, Virginia Beach, Myrtle Beach, etc.

### **POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Smoking on the Beach/Boardwalk Policy and Implementation	Top Priority
2. School After Labor Day (Statewide): Advocacy	Top Priority
3. Convention Center Phase III/Old Space Funding	Top Priority
4. Street Performers Regulation: Town Actions	High Priority

### **MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. H2O I Event Planning/Response	Top Priority
2. Sports Destination Marketing Program: Expansion	High Priority
3. Town of Ocean City Equipment and Labor Guidelines	High Priority
4. Beach Events/Tournaments: Expansion	

### **MANAGEMENT IN PROGRESS 2015**

1. Charter Bus Permit Expansion – Year Round
2. June Behavior Action Plan: Reports
3. Trip Planner Tool Website
4. Tourism Webcam on Boardwalk
5. State Tourism Budget: Advocacy
6. Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds
7. ROI for Private Events
8. New Annual Event/Halloween Expansion
9. Special Boomerang Club: Development
10. Tourism Information Gathering and Tracking System
11. Tourism Strategic Plan: Reporting, Update
12. Tourist Survey: Update
13. Bus Locator App: Development
14. CVB Member – Reserve Space on Website

### **MAJOR PROJECTS 2015**

1. Winter Fest Tent
2. Convention Center: Restroom
3. Airport Improvements: Environment Assessment

### **ON THE HORIZON 2016 – 2020**

1. Tall Ships: Expansion
2. Winterfest Pavilion: Facility Evaluation, Refurbishment
3. Beach Replenishment Dunes: Funding
4. Boardwalk Extension (Bayside to Sunset Park)
5. North County Sports Complex/Showell Park Extension
6. Aquatic Center: Needs Assessment/Market Analysis, Direction, Scope, Design, Funding
7. Security Cameras on the Boardwalk: Evaluation, Direction, Funding
8. Convention Center “Old Space” Redesign/Renovation, Conceptual Plans, Cost Estimates, Direction, Funding
9. Bayside Park Plan Development
10. Additional Clocks: Evaluation, Direction, Funding
11. Winter Fest Enhancements: Direction, Funding
12. Beach Play Equipment / “Toys” Expansion: Evaluation, Types, Location, Direction, Funding
13. Sunset Park Master Plan and Use

## **Goal 2**

# **Financially Sound Town Government**

### **OBJECTIVES**

1. Have a property tax rate based upon defined Town services and levels of service delivered in the most efficient and cost effective manner
2. Increase a larger percentage of tax returned from Worcester County to the Town government
3. Maintain reasonably competitive Town employee compensation and benefits in cost effective manner
4. Expand revenue options for Town government
5. Maintain financial reserves consistent with Town policies and national standards

### **MEANS TO RESIDENTS**

1. Value for their tax dollars and fees
2. Responsible fiscal stewardship by the Mayor/City Council and City Manager/City Staff
3. Town services delivered in a cost effective manner
4. Town investing in Ocean City's future
5. Town recognized for financial excellence
6. Town looking for ways to reduce the tax burden on year round residents

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Distinguishing "wants" and "needs": residents and businesses
2. Affordability of employee compensation and benefits: pensions, Affordable Care Act – workforce, re-insurance fee, administrative costs
3. Rising costs of doing Town business: benefits, raw materials, supply of basic materials
4. Federal and state mandates and regulatory requirements: TMDL water quality, waste water treatment
5. Maintaining the schedule and funding for aging infrastructure needing maintenance, major repairs or replacement
6. Defining “core services” for Town government

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Working with Worcester County: services, development coordination, effective working relationship
2. Helping residents to understand Town finances, services and programs
3. Maturing Town workforce with many pending retirements
4. Tax comparison to Delaware
5. Funding for information technology upgrades: customer service, organization productivity
6. Impact of weather events on Town revenues, services and resources: severe winter, sea level rise
7. Few grant opportunities with increased competition and administrative requirements
8. Cost of selecting seasonal employees

### **POLICY ACTIONS 2015**

1. Tax Differential: Resolution/MOU
2. Strategic Land Acquisition by Town:  
Identification of Opportunities
3. Town-owned Properties: Inventory,  
Use/Potential Use/Sale, Direction
4. Citywide Compensation and Benefits Study,  
Policy, Funding

#### **PRIORITY**

Top Priority
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High Priority
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### **MANAGEMENT ACTIONS 2015**

1. Whiteside Facility Replacement
2. Local Roads Paving Program: Funding
3. Keezer Point Public Works Yard and  
Storage: Relocation, Direction, Concept,  
Funding

#### **PRIORITY**

Top Priority
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### **MANAGEMENT IN PROGRESS 2015**

1. Online/Payment by Phone (Bus/Parking)
2. SCADA Master Plan
3. Pension Report (Annual)
4. Cross Connection Control Program: Presentation
5. Building Fee Structure: Evaluation, Direction
6. Affordable Care Act Impact Analysis and Report
7. Purchasing Policy: Review
8. Online Bill Payments: Utilities
9. 800 MHz Radio System Replacement

### **MAJOR PROJECTS 2015**

1. Wastewater Facility: Chlorination System, Electrical  
Upgrade
2. Downtown Water Storage Tank

### **ON THE HORIZON 2016 – 2020**

1. Three Year Financial Plan
2. Open Space Funding
3. Labor Contracts: Fire (2016)
4. Documents Archiving System: Funding
5. 800 MHz Radio System Replacement
6. Natural Gas: Evaluation, Direction
7. Public Works Yard and Storage: Relocation, Direction, Concept, Funding
8. Citywide Comprehensive Study of Part-time Employees
9. New/Alternative Revenue Sources
10. Debt Policy: Review, Direction
11. Town Services Cost Analysis: Evaluation, Report with Recommendations, Direction
12. Departmental Cost Reduction Plan: Evaluation/Report, Direction
13. Employee Benefits: Review, Report with Options, Direction
14. Pension Liability: Evaluation, Report, Funding Strategy
15. Comprehensive Town Facility Condition Assessment and Maintenance Plan: Development, Project Direction, Funding
16. All America City Award: Information, Direction, Funding, Action Plan
17. Events Report/Direction: Cost to Government, Degree of Cost Recovery
18. Shared Services Agreements
19. Storm Water Management Program: Review, Funding
20. Par 3 Golf Acquisition: Evaluation, Direction, Funding
21. Naming Rights/Sponsorship Direction
22. City Facilities Security Plan
23. Financial Policies: Review, Refinement
24. Equipment Replacement Program: Direction, Funding
25. Golf Course Maintenance: Assessment, Short Term Projects, Funding
26. Golf Course Long Term Direction: Funding



# **Goal 3**

## **More Livable Community for Residents**

### **OBJECTIVES**

1. Maintain a safe community with a low crime rate
2. Increase the number of year round residents
3. More reasons for people and Town employees to make the choice to live in Ocean City
4. Increase arts and cultural programs, performances and events
5. Upgrade Town parks and amenities
6. Provide more leisure activities and recreational programs for residents of all generations

### **MEANS TO RESIDENTS**

1. More choice for your leisure time in Ocean City
2. Feeling and being safe and secure in Ocean City: any place, any time of day
3. Leisure activities for all family generations
4. Convenience: opportunities near home
5. Quality homes available for all family generations
6. Protection of property values

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Special events with participants impacting the neighborhoods and quality of life of residents
2. Improving the public transportation system
3. Assisting residents to understand the value in living in Ocean City
4. Determining project priority and funding by the Town
5. Turning guests into residents
6. Need for more indoor recreational space

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Community safety: perception driven by social media vs. reality driven by data and facts
2. Cost and availability of housing
3. Understanding why residents are making the choice to leave Ocean City
4. Need for more outdoor recreational space
5. Changing demands for recreational programming for different ages, interests and schedules
6. Aging population with service needs and facility needs
7. Funding maintenance for new/existing facilities and equipment

### **POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Canal Dredging Project: Next Phase	Top Priority
2. Comprehensive Parks and Recreation Master Plan	Top Priority
3. Route 50 Draw Bridge	High Priority
4. Amphitheater Northside Park: Evaluation, Direction, Funding	High Priority
5. Beach Playground Equipment Replacement: Climber	
6. Northside Park Building Improvements	

### **MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. Neighborhood Rental/Rental License Enforcement	
2. Eagle's Landing Fence/Golf Course Direction	
3. License Plate Recognition Program for Route 90	

### **MANAGEMENT IN PROGRESS 2015**

1. Healthy Eating and Living (HEAL) Designation
2. Comprehensive Emergency Operations Recovery Plan
3. Drug Action Plan Report
4. 2015 Building Code
5. Bike Safety Master Plan: Signage, Public Information, Safe Route map

### **MAJOR PROJECTS 2015**

1. Beach Patrol Headquarters Building
2. Skate Park: Enhancements
3. Eagle's Landing Golf Course: Improvements at Club House
4. Public Boat Ramp: Relocation/Expansion; (87<sup>th</sup> to 65<sup>th</sup>) Direction on 87<sup>th</sup>
5. Eagle's Landing Golf Course: Irrigation (with Worcester County)

### **ON THE HORIZON 2016 – 2020**

1. Neighborhood Playground Improvements and Equipment Replacement: Funding
  - A. Downtown
  - B. Northside
  - C. Little Salisbury Park
2. Bike Safety Plan: Signage, Public Information, Safe Bike Route

**ON THE HORIZON 2016 – 2020**  
*(Continued)*

3. Sidewalk Master Plan
4. Town Wide Street Lights Plan
5. 2015 Building Codes: Evaluation, Direction
6. Sign Ordinance: Review, Revision
7. Arts and Culture Strategy: Status, Vision, Town Role, Direction
8. Northside Park Improvements: Direction
9. Gateway/Entrance Beautification Plan/Projects
10. Jamaica Avenue Parking Lot/Repair and Maintenance
11. 3<sup>rd</sup>/4<sup>th</sup> Street Park Master Plan/Upgrade
12. Skate Park: Evaluation, Direction
13. Highway 50 Entrance Beautification: Concept, Land Acquisition, Direction, Funding
14. Bayside Park Helicopter Pad: Direction, Funding
15. Sunset Park Master Plan: Needs/Opportunities, Assessment, Direction, Projects, Funding
16. Neighborhood Noise Ordinance: Regulation Review, Town Role, Direction, Enforcement, Public Education
17. Bayside Park Development: Concept Plan, Direction, Funding
18. Affordable Housing for Young Families/Adults: Evaluation, Report with Options, Direction
19. Homeless Strategy: Problem Analysis, Best Practices, Report with Options, Town Role, Direction
20. Town/Community-wide Security Master Plan: Evaluation, Plan, Direction (including cameras through community and neighborhoods)
21. Dog Park(s): Assessment, Concept/Plan, Direction, Location, Funding
22. Swimming Pool/Aquatic Facilities: Needs/Use Analysis, Options, Concept/Plan, Location, Funding – Construction, Maintenance/Operations
23. Wave Pool: Evaluation, Concept/Plan, Direction, Funding
24. Splash Pad: Evaluation, Concept/Plan, Direction, Funding
25. Senior Facility/Programs: Needs Assessment, Options, Direction, Funding
26. Healthy Eating and Living (HEAL) Designation: Direction, Action Steps

# **Goal 4**

## **Excellent Service Through a High Performing Town Organization**

### **OBJECTIVES**

1. Maintain a high level of customer satisfaction with Town services and service delivery
2. Retain a top quality Town workforce dedicated to serving the Ocean City community
3. Increase manager and employee accountability for performance and outcomes
4. Upgrade and maintain Town information technology
5. Provide training and professional development opportunities for Town workforce
6. Develop a city team reducing negative comments and organizational/departmental silos, and increasing communication, collaboration and resource sharing
7. Recognize and reward top performers for their contributions and goal achievements: teams and individuals

### **MEANS TO RESIDENTS**

1. Customer focused Town services
2. Responsive Town services delivered with a smile
3. Town and employees listening to the comments and concerns of residents
4. Town open to feedback on performance and services
5. Efficient use of resources by the Town organization
6. Employees taking responsibility for the decisions and actions

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Maturing Town workforce and the need for succession planning
2. Growing public concerns about public employee compensation and benefits
3. Town workload and organizational capacity with increasing demands for service
4. Increasing requests for information under FOIA
5. Finding the next generation of Town technical employees dedicated to public service
6. Central message from Town government

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Inequitable salaries and benefits between Public Safety employees and general employees
2. Adequate staffing for services and service levels
3. Labor negotiations and collective bargaining contracts
4. Managing customer expectations in a world desiring an instant response
5. Increasing costs of information technology: initial costs, costs of ongoing maintenance
6. Impact of social media and desire for instant information
7. Negative and personally attacking comments about Town employees and departments
8. Developing meaningful, outcome based performance measures and using them to improve Town delivery of services
9. Use of part time, seasonal employees to deliver Town services
10. Referring questions to one place

### **POLICY ACTIONS 2015**

1. Town Services and Staffing Level

#### **PRIORITY**

High Priority
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### **MANAGEMENT ACTIONS 2015**

1. Overall Police Staffing and Deployment
2. Planning and Zoning Department Evaluation
3. Bus Drivers: Evaluation Report, Direction
4. Succession Planning Development
5. Town Re-Organization Plan
6. Building Permit and Development Process Improvements
7. Network Backbone Replacement Funding
8. National Citizen Survey
9. Information Technology Upgrade Plan
10. Training and Development: Assessment, Plan Funding

#### **PRIORITY**

Top Priority
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Top Priority
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Top Priority
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High Priority
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High Priority
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High Priority
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High Priority
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### **MANAGEMENT IN PROGRESS 2015**

1. City Properties Insurance Review
2. Health and Safety Manual/Training/Policy Review
3. Chamber Audio Video Upgrade: Presentation
4. Strategic Plan: Annual Update
5. Phone System: Budget Decision
6. Safety Hazard Training Program
7. Town Policy and Procedures Manual: Completion
8. Disaster Recovery Plan: Update
9. Continuity of Operation Plan: Update
10. Fire Department Technology: Upgrade
11. 9-1-1/3-1-1 System: Development
12. Personal Rules and Regulations
13. Water Quality Administrative Consent Decree

### **MAJOR PROJECTS 2015**

1. Fire Headquarters Building

### **ON THE HORIZON 2016 – 2020**

1. CNG for Fleet
2. GIS Development
3. Performance Measurement System
4. Code Enforcement and Staffing
5. 9-1-1 Primary Answering Point/3-1-1 Non Emergency Government Information Center
6. Fire Simulator: Funding, Partners
7. Reward System for Top Performers
8. Phone System Replacement
9. Seasonal Police Comprehensive Evaluation
10. Performance Measurement System Development (ICMA)
11. Personnel Rules and Regulations
12. Enterprise Learning Systems: Development
13. Fire Staff Model: Evaluation, Direction, Funding



# **Goal 5**

## **Revitalized Ocean City: Development and Redevelopment**

### **OBJECTIVES**

1. More pedestrian friendly and walkable community with public transportation options
2. Attractive and personally inviting Boardwalk with a variety of retail shops and quality restaurants
3. Attract private sector investments to Ocean City
4. Revitalize "Downtown" through improved infrastructure, expanded business investment and more events
5. Attract quality retail businesses: national chains and locally owned unique shops
6. Easy access and convenient parking

### **MEANS TO RESIDENTS**

1. Protection and enhancement of property values
2. More attractive and beautiful Ocean City community
3. More retail and restaurant choices-less need to leave Ocean City
4. Easier travel with predictable, acceptable travel times
5. Expanding Town tax base reducing the burden on year round residents
6. Opportunities to start and grow a business in Ocean City

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Auto dependence and not pedestrian friendly street designs
2. Revitalizing Downtown and working with property/business owners
3. Attracting private investments to Ocean City
4. Developing public-private partnerships that better the community
5. Attracting more year round population in Downtown area
6. Defining Town's role in redevelopment

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Lack of coordinated redevelopment within Ocean City
2. Aging commercial centers and buildings; mall
3. Underutilized properties with no desire or incentive to upgrade buildings or properties

### **POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Dualization Route 90: Advocacy	Top Priority
2. Parking Requirements/Zoning Ordinance: Review	High Priority
3. Downtown “Model Block” Development	High Priority
4. Comprehensive Plan: Update	High Priority
5. Ocean Plaza Mall Strategy	
6. Town Redevelopment Policy and Tools	

### **MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. Downtown One Way Pairs	

### **MAJOR PROJECTS 2015**

1. St. Louis Avenue – Phase III

### **ON THE HORIZON 2016 – 2020**

1. Zoning Ordinance: Update
2. Downtown Parking Solution: Evaluation, Report, Direction
3. Road Resurfacing Plan/Projects
4. Undergrounding Utilities: Direction, Next Steps, Funding
5. Caine Woods Street Improvement: Direction
6. Concrete Plant Acquisition: Evaluation, Direction, Funding (Showell)
7. Baltimore Avenue (to 15<sup>th</sup>) Redevelopment: Vision, Direction, Projects, Town’s Role, Streetscape Project, Funding
8. Land Acquisition/Disposal Strategy
9. Alley Way Paving/Improvement: Direction, Funding
10. Blighted Structures Strategy: Assessment, Location/Properties, Goals, Town Role, Direction

# **ACTION AGENDA 2015**

# ***Town of Ocean City Policy Agenda 2015***

## **TOP**

**Tax Differential: Resolution/MOU**

**Smoking on the Beach/Boardwalk Policy and Implementation**

**School After Labor Day (Statewide): Advocacy**

**Convention Center Phase III/Old Space Funding**

**Canal Dredging Project: Next Phase**

**Comprehensive Parks and Recreation Master Plan**

**Dualization of Route 90: Advocacy**

## **HIGH PRIORITY**

**Street Performers Regulation: Town Actions**

**Town Services and Staffing Level**

**Route 50 Draw Bridge**

**Strategic Land Acquisition by Town: Identification of Opportunities**

**Parking Requirements/Zoning Ordinance: Revision**

**Downtown “Model Block” Development**

**Comprehensive Plan: Update**

**Amphitheater Northside Park: Evaluation, Direction, Funding**

# ***Town of Ocean City Management Agenda 2015***

## **TOP PRIORITY**

**Overall Police Staffing and Deployment**

**H2O I Event Planning/Response**

**Whiteside Facility Replacement**

**Planning and Zoning Department Evaluation**

**Bus Drivers: Evaluation Report, Direction**

## **HIGH PRIORITY**

**Succession Planning Development**

**Town Re-Organization Plan**

**Sports Destination Marketing Program: Expansion**

**Building Permit and Development Process Improvements**

**Town of Ocean City Equipment and Labor Guidelines**

**Network Backbone Replacement Funding**

# ***Town of Ocean City Management in Progress 2015***

**Charter Bus Permit Expansion – Year Round**

**June Behavior Action Plan: Reports**

**Trip Planner Tool Website**

**Tourism Webcam on Boardwalk**

**State Tourism Budget: Advocacy**

**Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds**

**ROI for Private Events**

**New Annual Event/Halloween Expansion**

**Special Boomerang Club: Development**

**Tourism Information Gathering and Tracking System**

**Tourism Strategic Plan: Reporting, Update**

**Tourist Survey: Update**

**Bus Locator App: Development**

**CVB Member – Reserve Space on Website**

**Online/Payment by Phone (Bus/Parking)**

**SCADA Master Plan**  
**Pension Report (Annual)**  
**Cross Connection Control Program: Presentation**  
**Building Fee Structure: Evaluation, Direction**  
**Affordable Care Act Impact Analysis and Report**  
**Purchasing Policy: Review**  
**Online Bill Payments: Utilities**  
**800 MHz Radio System Replacement**  
**Healthy Eating and Living (HEAL) Designation**  
**Comprehensive Emergency Operations Recovery Plan**  
**Drug Action Plan Report**  
**2015 Building Code**  
**Bike Safety Master Plan: Signage, Public Information, Safe Route map**  
**City Properties Insurance Review**  
**Health and Safety Manual/Training/Policy Review**  
**Chamber Audio Video Upgrade: Presentation**  
**Strategic Plan: Annual Update**  
**Phone System: Budget Decision**  
**Safety Hazard Training Program**



**Town Policy and Procedures Manual: Completion**

**Disaster Recovery Plan: Update**

**Continuity of Operation Plan: Update**

**Fire Department Technology: Upgrade**

**9-1-1/3-1-1 System: Development**

**Personal Rules and Regulations**

**Water Quality Administrative Consent Decree**

# ***Town of Ocean City Major Projects 2015***

**Winter Fest Tent**

**Safety Hazard Training Program**

**Convention Center: Restroom**

**Airport Improvements: Environment Assessment**

**Wastewater Facility: Chlorination System, Electrical Upgrade**

**Downtown Water Storage Tank**

**Beach Patrol Headquarters Building**

**Skate Park: Enhancements**

**Eagle's Landing Golf Course: Improvements at Club House**

**Public Boat Ramp: Relocation/Expansion; (87<sup>th</sup> to 65<sup>th</sup>) Direction on 87<sup>th</sup>**

**Eagle's Landing Golf Course: Irrigation (with Worcester County)**

**Fire Headquarters Building**

**St. Louis Avenue – Phase III**



# Town of Ocean City: Strategic Plan

## VISION 2030

OCEAN CITY 2030  
is a *Vibrant Coastal Resort Community*  
with a *World Class Public Beach and Waterways*  
and an *Authentic Historic Boardwalk -- the Choice*  
*of Today's Families.*

OCEAN CITY 2030  
is *Safe and Clean*, has  
*Quality Neighborhoods for Residents*,  
is *Accessible and Easy Travel*,  
and is a place for *Enjoyable Experiences for All.*

## GOALS 2020



1<sup>st</sup> Class Resort and Tourist Destination



Financially Sound Town Government



More Livable Community  
for Residents



Excellent Service through a  
High Performing Town Organization



Revitalized Ocean City:  
Development and Redevelopment

## POLICY AGENDA 2015

### Top Priority

Tax Differential: Resolution/MOU  
Smoking on the Beach/Boardwalk Policy  
and Implementation  
School After Labor Day (Statewide): Advocacy  
Convention Center Phase III/Old Space Funding  
Canal Dredging Project: Next Phase  
Comprehensive Parks and Recreation Master Plan  
Dualization of Route 90: Advocacy

### High Priority

Street Performers Regulation: Town Actions  
Town Services and Staffing Level  
Route 50 Draw Bridge  
Strategic Land Acquisition by Town:  
Identification of Opportunities  
Parking Requirements/Zoning  
Ordinance: Revision  
Downtown "Model Block" Development  
Comprehensive Plan: Update  
Amphitheater Northside Park: Evaluation,  
Direction, Funding

## MANAGEMENT AGENDA 2015

### Top Priority

Overall Police Staffing and Deployment  
H2O I Event Planning/Response  
Whiteside Facility Replacement  
Planning and Zoning Department Evaluation  
Bus Drivers: Evaluation Report, Direction

### High Priority

Succession Planning Development  
Town Re-Organization Plan  
Sports Destination Marketing Program: Expansion  
Building Permit and Development Process  
Improvements  
Town of Ocean City Equipment and Labor  
Guidelines  
Network Backbone Replacement Funding

## MANAGEMENT IN PROGRESS 2015

Charter Bus Permit Expansion – Year Round	Purchasing Policy: Review
June Behavior Action Plan: Reports	Online Bill Payments: Utilities
Trip Planner Tool Website	800 MHz Radio System Replacement
Tourism Webcam on Boardwalk	Healthy Eating and Living (HEAL) Designation
State Tourism Budget: Advocacy	Comprehensive Emergency Operations Recovery Plan
Pedestrian Safety/Coastal Highway Median: Reallocation of Design Funds	Drug Action Plan Report
ROI for Private Events	2015 Building Code
New Annual Event/Halloween Expansion	Bike Safety Master Plan: Signage, Public Information, Safe Route map
Special Boomerang Club: Development	City Properties Insurance Review
Tourism Information Gathering and Tracking System	Health and Safety Manual/Training/Policy Review
Tourism Strategic Plan: Reporting, Update	Chamber Audio Video Upgrade: Presentation
Tourist Survey: Update	Strategic Plan: Annual Update
Bus Locator App: Development	Phone System: Budget Decision
CVB Member – Reserve Space on Website	Safety Hazard Training Program
Online/Payment by Phone (Bus/Parking)	Town Policy and Procedures Manual: Completion
SCADA Master Plan	Disaster Recovery Plan: Update
Pension Report (Annual)	Continuity of Operation Plan: Update
Cross Connection Control Program: Presentation	Fire Department Technology: Upgrade
Building Fee Structure: Evaluation, Direction	9-1-1/3-1-1 System: Development
Affordable Care Act Impact Analysis and Report	Personal Rules and Regulations
	Water Quality Administrative Consent Decree

## MAJOR PROJECTS 2015

Winter Fest Tent	Skate Park: Enhancements
Safety Hazard Training Program	Eagle's Landing Golf Course: Improvements at Club House
Convention Center: Restroom	Public Boat Ramp: Relocation/Expansion; (87 <sup>th</sup> to 65 <sup>th</sup> ) Direction on 87 <sup>th</sup>
Airport Improvements: Environment Assessment	Eagle's Landing Golf Course: Irrigation (with Worcester County)
Wastewater Facility: Chlorination System, Electrical Upgrade	Fire Headquarters Building
Downtown Water Storage Tank	St. Louis Avenue – Phase III
Beach Patrol Headquarters Building	

## TOWN GOVERNMENT MISSION

The MISSION OF TOWN GOVERNMENT  
is to provide Personal Caring Municipal Services  
and to serve as a  
Responsive Host to Our Guests and Residents  
while acting in a Financially Responsible Manner  
delivered by a Professional Town Workforce.