

***OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF***  
***MOUNT DORA, FLORIDA***  
***AS THEIR NEXT***  
***CITY MANAGER***







## Introduction

Slavin Management Consultants has been retained by the City Council of Mount Dora, Florida to assist in the recruitment, hiring, and orientation of a new City Manager. This profile has been developed after consultation with the Mayor and City Council. The City Council is unified in its objective to hire a highly-qualified professional based on the interpersonal and professional qualities and skills desired for the position.

## The Community

The City was settled in 1874 by David M. Simpson. In 1880, it was named Royellou by the postmaster, Ross Tremain, after his children Roy, Ella and Louis. In 1883, with the opening of a two story hotel with 10 rooms, the City was renamed Mount Dora to correspond to the adjoining lake and the fact that the City sits on a plateau 184 feet above sea level and has the second highest elevation in the state. On March 25, 1910, it was incorporated as a town and the town was incorporated as a city on April 23, 1953.

The City of Mount Dora is empowered by the State to levy a property tax on both real and personal property within its boundaries. It is also empowered by State Statute to extend its corporate limits by annexation, which it has done from time to time. The City has entered into a Joint Planning Agreement with Lake County that defines the future City limits and the type of land uses that will be utilized in areas annexed in the future. Mount Dora has the potential for future growth spreading from the Orlando-Metro (Orange County) area. Lake County shares its eastern border with Orange County, and the southern portion of Lake County has experienced explosive growth, particularly along the U.S. 27 corridor adjacent to Clermont.

This growth is also felt in the northern portion of Lake County around Mount Dora. The City has approved land area in its joint planning area (JPA) with Lake County that will almost double the effective population of the City when the currently approved projects are finally completed and annexed into the City. In addition to residential growth in Mount Dora, commercial growth along U.S. 441 is expanding with the commercial out-parcels on shopping center property or adjacent property. As expected, this growth will bring significant demands on City services but will not generate revenues commensurate with those demands for several years.

Located approximately 25 miles northwest of Orlando, Mount Dora has retained the flavor of a small town with many historic buildings, a large oak tree canopy, antique stores and numerous special events. Mount Dora is considered “Someplace Special” by its residents and visitors as evidenced by the accolades and recognition given this community such as being in the top 100 towns in “Great Towns of America”, the “Best Antique Shopping in the South” by Southern Living magazine, the “Friendliest Small Town in Florida” by Florida Monthly magazine, and a “Top 20 Visit for 2014” by the Smithsonian.

The City has a robust downtown district with a variety of antique and specialty shops and restaurants. The residential areas in the City range from beautifully restored historic neighborhoods near the downtown to new residential developments of large, single family homes, as well as high-end condominium living and new apartment complexes. Currently there are limited light industrial businesses located within the City limits; however, the City hopes to attract cleaner, light industry to the new Wolf Branch Innovation District.

The City is known as "The Festival City" and hosts multiple special events including nationally recognized events such as the Mount Dora Arts Festival and the Mount Dora Crafts Fair. In addition, the City hosts other popular events such as the Bicycle Festival, Light-Up Mount Dora, Sail Boat Regatta, Plant and Garden Fair, Antique Car Show, Spring Antiques, Collectibles and Craft Show, Children's Christmas in the Park and Mount Dora Music Festival. With our most popular events drawing over 250,000 attendees each year, our cumulative visits to Mount Dora approach one million visitors annually to our quaint but vibrant community.

The City facilities provide opportunities for both citizens and visitors to enjoy a variety of leisure activities. Gilbert Park on the shores of Lake Dora has a large playground for children, picnic pavilions, a large boat ramp and docking facilities, a lighted walkway system and a wetlands garden area. Donnelly Park, located downtown, has tennis courts and a large recently renovated community building across the street.

The W.T. Bland Public Library, with a large collection of printed, audio and visual materials, is a member of the Lake County Library System, which makes available their collection on a lending basis to Mount Dora cardholders. In addition, reciprocal lending agreements are in place with Orange, Seminole and Volusia Counties. The library also hosts the annual Festival of Reading.

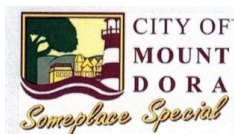
With its old oaks and green landscape, the Pine Forest Cemetery provides an important service to Mount Dora, enhancing the community with its history and continuity. Also, the City offers a public pool and baseball fields at the Lincoln Avenue Park Complex and additional athletic fields at Frank Brown Complex. The City's beautifully renovated Community Building provides a six-hundred seat venue for musical concerts, theatrical performances and a variety of community oriented events.

The City of Mount Dora has four public educational centers administered by the Lake County School Board: Triangle Elementary School, Round Lake Elementary, Mount Dora Middle School and Mount Dora High School in addition to private schools.

The City limits abut Lake Dora, which encompass 14 square miles and approximately 13,000 residents. The service area for water, wastewater and planning purposes incorporates over 16 square miles.

For more information visit Mount Dora at:

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



## Mount Dora Mayor and City Council Members

**Mayor Catherine T. Hoechst**

**Vice Mayor Ryan Donovan, District 1**

**Council Member Cal Rolfson, District 2**

**Council Member Ed Rowlett, District 3**

**Council Member Dennis Wood, District 4**

**Council Member Michael Tedder, Member at Large**

**Council Member Marie Rich, Member at Large**

### VISION STATEMENT

To preserve the quality and unique character of Mount Dora, we envision a City that provides outstanding municipal services for our citizens' well-being; that promotes a healthy and sustainable economy balanced with responsible stewardship of our natural resources and environment; that cooperates with our neighboring jurisdictions for regional benefit; and that engages our citizens as partners in making Mount Dora a great place to live, work and play.

### MISSION STATEMENT

We exist to professionally serve our community and enhance our citizens' well-being by providing the highest level of municipal leadership and services possible per the level of resources available to the City.

### OUR VALUES

We respect the unique value of each person, and listen with compassion, serve without prejudice and, when necessary, challenge without judgment. We work as a team to share resources and coordinate our support for each other to accomplish our goals.

We conduct ourselves with honesty and integrity, accept accountability for our actions, and protect the public trust through our ethical actions.

We care about our community, and commit our dedication and professionalism to enhance the community's future and preserve the unique charm and character of Mount Dora.

## The Organization

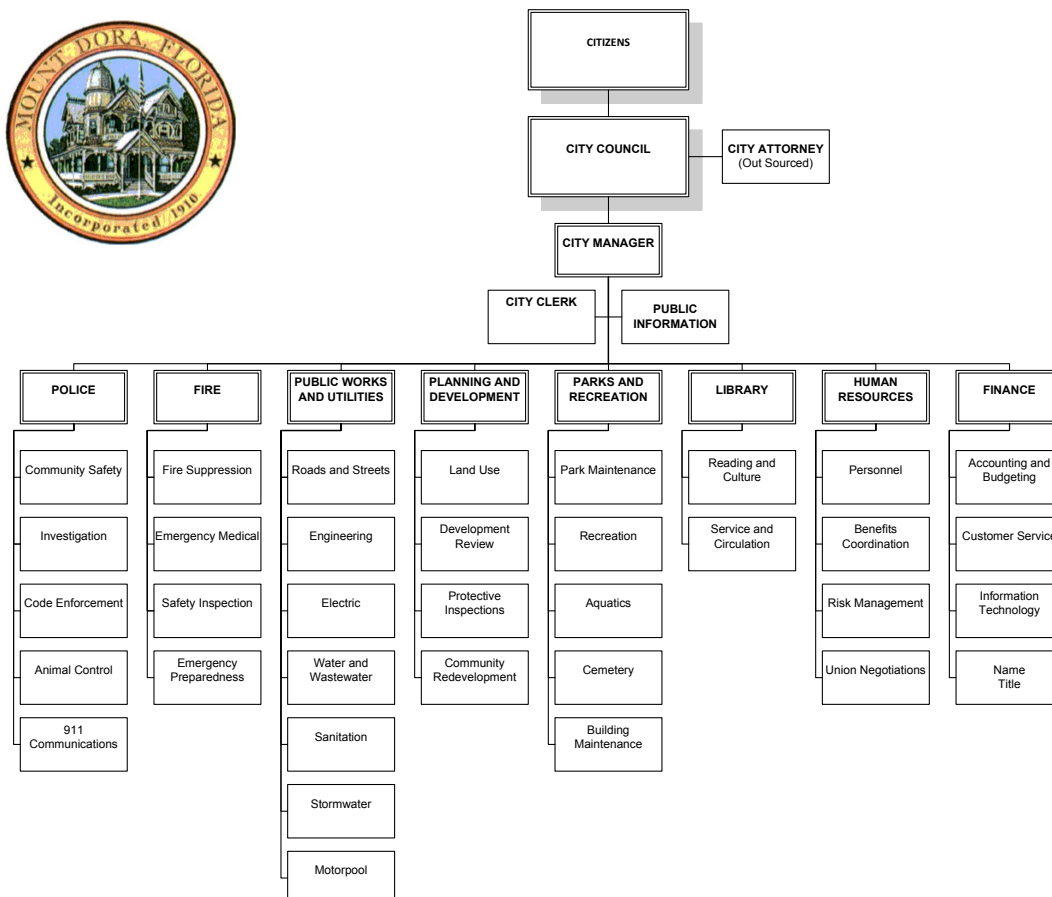
The City Charter provides for a Council/Manager form of government. The mission and direction for the City organization is established by a seven-member City Council. The Mayor and two Council Members are elected at-large, with four Council Members elected by district. Members serve two-year staggered terms with elections every November. Once City Council provides the Vision and Mission Statements for planning purposes, the task of directing resources and activities to achieve those goals falls to the City Manager as the Chief Executive Officer of the City.

It is the responsibility of the City Manager to carry out the mandates and enforce the policies set by the Council within the Budget established by Council. The City Manager has a dedicated staff to assist with fulfilling these duties. City staff is arranged into nine departments: Administration & Legal, Public Works & Utilities, Police, Fire, Parks and Recreation, Library Services, Planning and Development, Finance and Human Resources/Risk Management. Each department is run by a professional from the appropriate field. These department heads, along with their assistants and division managers, comprise the City's management team. The City Manager relies on the expertise of the management team to ensure that the goals and objectives of the City are met efficiently and effectively. The City's projected 2014/15 Budget for total expenditures and other uses is \$45,013,900 with municipal services provided by 206 FTE's.

Annually, the City Council approves the Goals and Objectives as submitted by the City Manager. A Work Plan with scheduled completion dates is developed and projects are prioritized based on these Goals and Objectives. Department Heads then develop their own Goals and Objectives and submit an annual Budget proposal to implement their department's work plan. City Council reviews the Budget during public workshops and approves the Budget at two public hearings in September for the next fiscal year implementation starting October 1.

Based upon the Budget and workforce authorization contained in this document, the following Organization Chart has been developed:

## City of Mount Dora Organizational Chart





## The City Manager

Reporting to the City Council, the City Manager is responsible for coordinating the overall administrative activities and operations of the City, advising, and assisting the City Council in exercising independent judgment and initiative. Responsibilities include but are not limited to direct and indirect supervision of department heads and staff assigned to the City Manager's Office. The City's current City Manager has been in the position since 2005 and has announced his retirement.

### **ESSENTIAL JOB FUNCTIONS (From the City Job Description)**

- Direct and participate in the development and implementation of goals, objectives, policies and procedures.
- Direct and participate, with department head cooperation, in the preparation and administration of the City Budget.
- Prepare long-term plans of capital improvements with plans for appropriate financing.
- Confer with department heads concerning administrative and operational problems, making appropriate decisions or recommendations.
- Prepare and submit to the City Council reports of finances and administrative activities, keep City Council advised of financial conditions, program progress, and present and future needs of the City.
- Oversee the enforcement of all City ordinances.
- Direct the preparation of plans and specifications for work which the City Council orders.
- Interpret, analyze and explain policies, procedures and programs.
- Confer with residents, taxpayers, businesses and other individuals, groups and outside agencies having an interest or potential interest in affairs of City concern.
- Respond to the most difficult complaints and requests for information.
- Represent the City in the community and at professional meetings as required.
- Coordinate City activities with other governmental agencies and outside organizations.
- Select, supervise, train and evaluate staff; perform all duties as may be prescribed in the City code or by City Council action.
- Perform related duties as assigned and as required.

### **MINIMUM EDUCATION AND EXPERIENCE (From the City Job Description)**

#### **Knowledge of:**

- Modern municipal and administrative methods and proce-

dures, organizations and functions.

- Current social, political and economic trends and operating problems of municipal government.
- Applicable federal and state laws, rules and regulations regarding local government operations.
- Principles of effective public relations and interrelationships with administrative and operational staff.
- Employee and labor relations principles and practices.
- Human Resources policies and procedures.
- Principles and practices of Information Technology functions and technological capabilities.

#### **Ability to:**

- Provide effective leadership and coordinate the activities of a large, full-service municipality.
- Organize, analyze, interpret, summarize and present administrative and technical information and data in an effective manner.
- Appraise situations and people accurately and quickly, taking an effective course of action.
- Serve effectively as the administrative agent of the City Council.
- Select, supervise, train and evaluate staff.

#### **Experience and Education:**

Eight years of progressively responsible experience in administrative, managerial, or staff capacity in a large municipal organization, involving the responsibility for the planning, organization, implementation and supervision of varied work programs; equivalent to a Master's Degree from an accredited college or university with major course work in public or business administration or a closely related field.



In addition to requirements prescribed in the Job Description, the City Council strongly prefers a manager who is a skilled local government manager with a solid understanding of all municipal operations. Council members identified the following areas of experience as particularly pertinent to Mount Dora:

- finance and budget
- tourism based economy
- large annual festivals/events
- economic development
- community development
- labor relations
- strategic planning
- some Florida experience is preferred

The City Council's ideal candidate will be a competent professional who will partner with the Council in meeting their high expectations and a skillful leader who is honest and ethical, who inspires confidence and has a very professional demeanor.

Particular leadership traits desired by Mount Dora's City Council Members include:

- a team orientation leader who holds staff accountable,
- an effective listener,
- gracious,
- sensitive,
- diplomatic,
- self-confident without being arrogant,
- a self-starter - proactive,
- a strong commitment to customer service,
- analytical,
- politically savvy,
- visible and accessible,
- eager to embrace Mount Dora's heritage and culture,
- an advocate for personal and staff professional growth.

### City of Mount Dora Goals and Objectives

The adoption of City Council Goals and Objectives, as well as the formulation of Program and Projects Tasks, enables staff to develop a Work Plan, which incorporates the needs of the community into the Budget. Depending upon resources, the City is able to prioritize services and improvements that achieve stated Goals and assures our citizens of the highest standard of municipal services possible. The following Goals are re-stated in this Budget document; however, the Work Plan will be contingent upon the decisions from the Proposed Budget being carried forward to the Final Budget for implementation.

**Financial Strength:** Provide consistent and quality municipal services through the adequacy, stability and development of financial resources that maximize return on investment, leverage outside resources, and create value and equity for our citizens.

**Intergovernmental Cooperation:** Promote communications, legislative influence, service partnerships, and agency cooperation with other public entities.

**Quality Services:** Organize and provide municipal services that are responsive to community concerns, cost-effective in resource utilization, and which improve the community's quality of life.

**Employee Excellence:** Provide programs and policies that enhance the work environment, stimulate employee performance, and promote excellent customer service in preparing our employees for the future challenges of public service.

**Community Development:** Develop policies and implement measures that enact our Comprehensive Plan, preserve the character of our community, and provide the necessary public facilities and infrastructure consistent with our vision for the future.

**Economic Vitality:** Stimulate the community's economy through policies and programs which encourage business diversification and redevelopment, promote a partnership with local businesses to strengthen economic activity and retain a vibrant downtown core, and provide a fertile business climate supportive of a prosperous community.

**Neighborhood Livability:** Protect, preserve and enhance the quality of living within our community, which fosters a commitment toward excellence in providing safe neighborhoods with access to enjoying cultural, social, environmental, and recreational opportunities.

**Community Relations:** Improve citizen-government communication and information in order to promote a more responsive and accountable municipal organization which functions with sensitivity and support for its constituency.

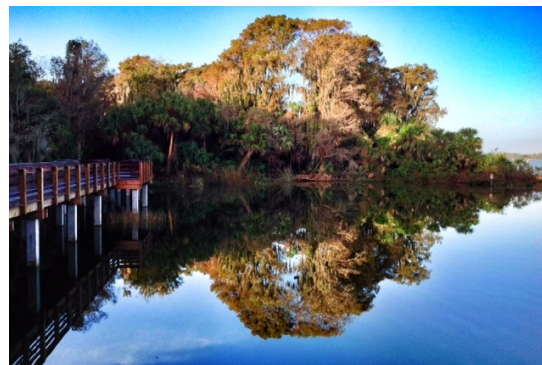
**Environmental Stewardship:** Protect and improve the quality and function of the City's air, land, and water resources as we balance responsible development of the land with the benefits of the natural environment.



## Issues, Challenges and Opportunities

*(Not necessarily in priority order)*

- With the advent of the new Wekiva Parkway and the direct and indirect growth that it will generate, Mount Dora will significantly increase in size within ten years - this is a very crucial time for Mount Dora.
- Consideration is being given to functionally consolidating fire services with neighboring jurisdictions.
- Growing the local economy has increased emphasis upon economic development, and the City Council is supportive of innovative efforts in this area.
- Tourism is vital the City's economy - - currently it is the City's main industry.
- Several of the City's department heads are at or near retirement age. There is limited management depth in most departments - - succession planning is needed.
- While the City has instituted reforms to maintain healthy pension programs, continued diligence is emphasized to assure future fiscal sustainability for the community and future benefits for our valued employees.
- Proper current and future planning and development is critical as the City develops along Highway 441 and the historic downtown enters its third redevelopment phase.
- Enhancing customer service and providing professional support for business development while not lowering the community's development standards is important to the City Council in preserving the community's character.
- Most Mount Dora residents are fiercely proud of the community, and the City seeks efforts to tie the community together and create a sense of place amongst the City's varied neighborhoods and business areas.



## To Apply

The City will provide the City Manager with a competitive salary and an excellent benefit package. Beginning salary will be negotiable DOQ. The City Manager is required to reside in the City.

**To apply**, please submit your resume and cover letter with current salary by January 23, 2015 to:

Robert E. Slavin, President

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



**Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you.**

**The City of Mount Dora is an Equal Opportunity Employer**