



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 and experienced 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 a “Home Rule” city 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 Coun-

ty has experienced significant 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 housing developments in its joint planning area (JPA) with Lake County that will potentially 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 place significant demand on City services but will not generate revenues commensurate with these 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, 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. See more Mount Dora accolades on Page 6.

The City limits about Lake Dora encompass 14 square miles. However, the service area for water, wastewater and planning purposes incorporates over 16 square miles.

The City has a robust downtown district with a variety of specialty shops and restaurants. The residential options 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 eight major annual events beginning with the Mount Dora Arts Festival. This popular event attracts over 250,000 attendees each year and has been ranked among the top 200 art shows in the country. Other popular events are the Craft Fair, Light Up Mount Dora, Sail Boat Regatta, Plant and Garden Fair, Blueberry Festival, Spring Antiques, Collectibles, Craft Show plus Children's Christmas in the Park. There are many more throughout the year.

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 Pickle Ball and a large recently renovated community building across the street.

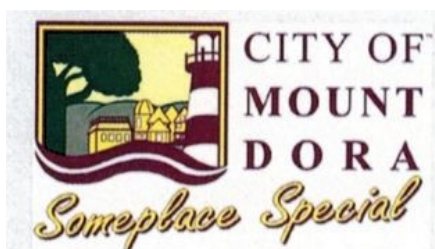
The W.T. Bland Public Library, with a large collection of printed, audio and visual materials, is a member of the Lake County Library System which makes available their collection on a lending basis to Mount Dora cardholders. In addition, reciprocal lending agreements are in place with Orange, Seminole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

With its old oaks and green landscape, the Pine Forest Cemetery provides an important service to Mount Dora, while enhancing the community with its history and continuity. Mount Dora 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 Charter School, Mount Dora Middle School and Mount Dora High School in addition to private schools.

For more information visit Mount Dora at:

www.cityofmoundora.com



Mount Dora Mayor and City Council Members

Mayor Catherine T. Hoechst

Vice Mayor Harmon Massey, Member At Large

Council Member Doug Bryant, Member at Large

Council Member Pam Burnett, District 1

Council Member Cal Rolfson, District 2

Council Member Austin Guenther, District 3

Council Member Marc Crail, District 4

VISION STATEMENT

Our vision is 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.

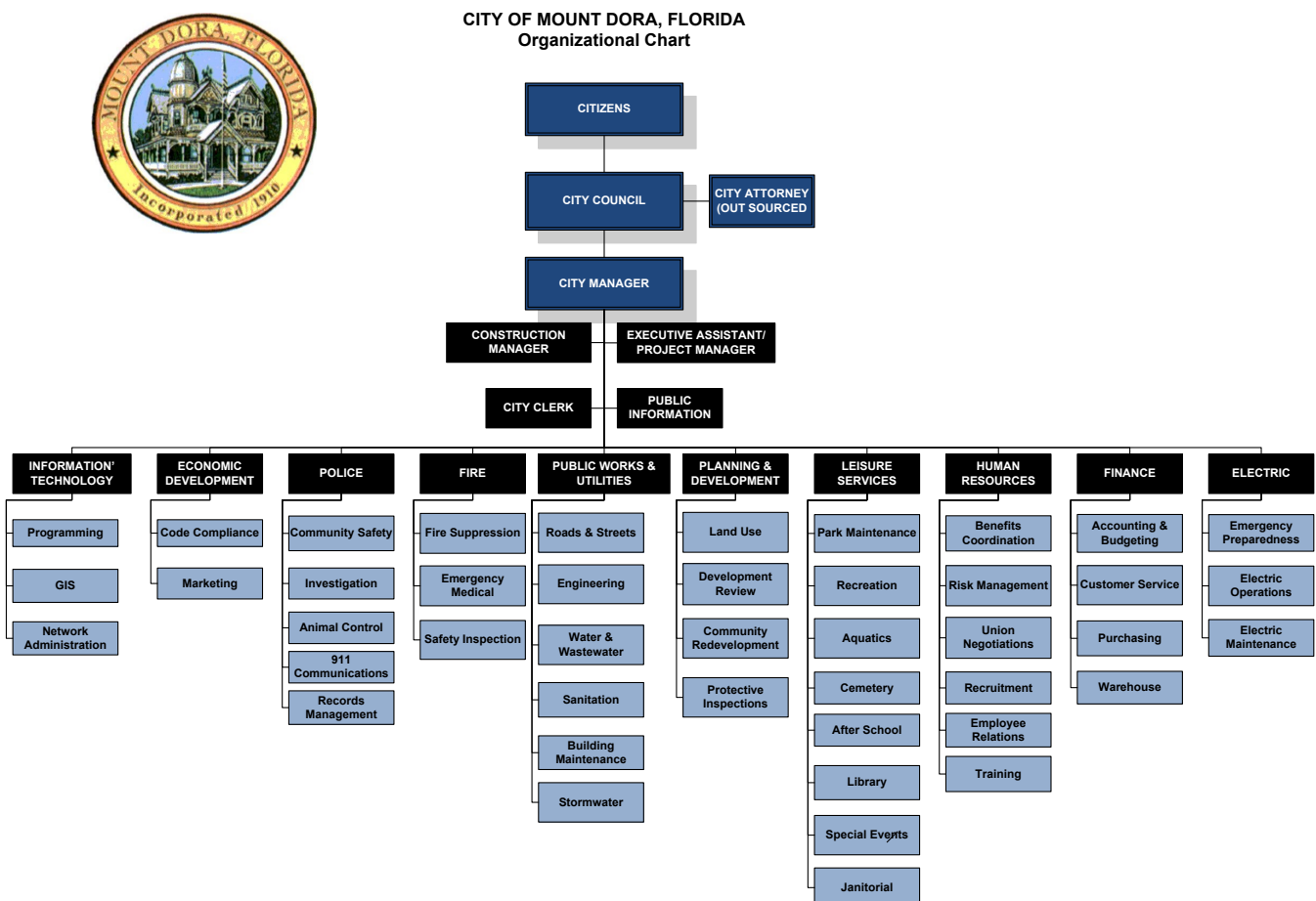
We care about our community and commit our dedication and professionalism to enhance the community's future and preserve the unique charm and character of Mount Dora.

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 is elected at large and serves as council president. There are two councilmembers elected at large and four councilmembers elected by district. The city manager is appointed by the City Council. 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 ten departments: Information Technology, Economic Development, Police, Fire, Public Works and Utilities, Planning and Development, Leisure Services, Human Resources, Finance and Electric. 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 2020/21 Budget for total expenditures and other uses is \$126,227,375. The General Fund is \$21,689,397. Municipal services are provided by 237 full-time and 83 part-time employees.

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 with implementation starting October 1.



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.

ESSENTIAL JOB FUNCTIONS (From the City Job Description)

- Direct and participate in the development and implementation of goals, objectives, policies and procedures set by the City Council.
- 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, and 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 procedures, organizations and functions.
- Current social, political and economic trends and operating problems of municipal government.
- Applicable 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:

Requires eight years of progressively responsible experience in administrative, managerial, or staff capacity in a large or comparable local government, 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 proscribed 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
- 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 oriented leader who empowers staff and holds them accountable without micro-managing them,
- firm but fair,
- thinks strategically, focuses on big picture but stays aware of what is going on,
- a coalition builder,
- writes and speaks well—adept at public speaking.
- an effective listener who considers all sides of issues and is flexible,
- a self-starter - proactive,
- a strong commitment to customer service,
- politically savvy but apolitical,
- Visible, accessible, and transparent,
- eager to embrace Mount Dora's heritage and culture,
- an advocate for personal and staff professional growth,
- a strong work ethic.

MOUNT DORA ACCOLADES INCLUDE:

Trips to Discover - [9 Beautiful Towns that are Rich in History; 10 Best Farmer's Markets in Florida](#)

Travel Awaits Online - [4 Hidden Gems in Central Florida You Must Visit](#)

Southern Living Magazine - [The South's Best Small Towns 2020; Take a Trip to Mount Dora for Christmas!](#)

Chamber of Commerce - [100 Best Cities to Live in Florida](#)

Country Living Magazine - [16 Best Small Towns in Florida](#)

ClickOrlando.com (WKMG Ch 6) - [5 Historic Lighthouses in Florida you should visit](#)

Vacation Idea - [25 Best Small Towns in Florida](#)

Culture Trip - [10 Most Beautiful Towns in Florida](#)

Travel and Leisure Magazine - [10 Charming American Towns](#)

Currency Exchange International - [Florida's Best Kept Travel Tips and Secrets in Orlando](#)

Touropia - [15 Most Charming Small Towns in Florida](#)

Safest Cities in Florida - [Mount Dora ranked in the Top 100 safest cities in Florida](#)

Expedia.com - [20 Best Places for Snowbirds this Winter](#)

Florida Rentals - [5 Charming Florida Small Towns You Need to Visit Right Now](#)

Orlando Insider Vacations - [Mount Dora: This Small Town Near Orlando Is The Perfect Addition to Any Vacation](#)

Travel and Leisure Top 10 List - [10 Charming American Towns That Aren't Famous Yet \(But Will Be Soon!\)](#)

Mount Dora Ranked as a Top 10 Lake Town in America by Realtor.com - [Mount Dora #7 Top Lake Town](#)

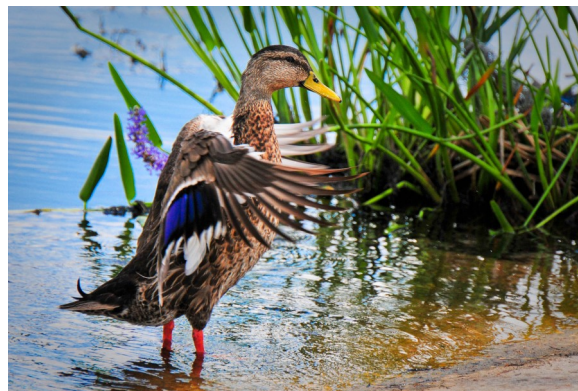
Millenial Personal Finance voted Mount Dora as one of the most Pet-Friendly cities

Voted one of the best small towns for retirement by USA today

Issues, Challenges and Opportunities

(Not necessarily in priority order)

- With the recent advent of the Wekiva Parkway and the direct and indirect growth that it generates, Mount Dora may double in size within ten years - this is a very crucial time for Mount Dora.
- Currently there are between 1,100 and 1,200 new housing permits.
- Construction of a new municipal services facility and a new fire station (possibly two).
- Mount Dora's participation in the Rails-to-Trails project along with the State, Lake County and Tavares.
- Tourism is vital to the City's economy - - currently it is the City's only industry.
- There is an interest in attracting younger residents to the City.
- Completion and implementation of an employee Pay and Classification Study.
- A comprehensive City-wide Parks Plan is underway.
- There is limited management depth in most departments - - departmental succession planning is needed.
- Proper current and future planning and development in Mount Dora is critical so that the City can continue to grow responsibly and the highly valued historic parts of the City are preserved.
- Mount Dora's development standards have caused some developers to take their projects to neighboring communities - - there is an interest in changing the perception that Mount Dora is unfriendly to developers without lowering development standards.
- Almost all Mount Dora residents are fiercely proud of the community; however, the City is geographically and culturally divided and stronger efforts should be made to make it more cohesive.



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.

The position will remain open until filled. To apply, please email your resume and cover letter with current salary without delay to:

Robert E. Slavin, President

SLAVIN MANAGEMENT CONSULTANTS



3040 Holcomb Bridge Road,
Suite A-1



Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

E-mail: slavin@bellsouth.net

Web site: 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.