



Welcome to the city of Groveland, Florida

City Manager Position Available
Apply by January 19th, 2018

Tucked away in Lake County in the center of the peninsula between Orlando and the Gulf of Mexico, Groveland is Florida's fastest growing city.

A combination of rural greenspace and residential, it is a thriving paradise, situated among and surrounded by many beautiful inland lakes. The city's motto is "Watch Us Grow," and it is appropriate. Per the U.S. Census Bureau, between the years 2000 and 2016, the city's population grew from 2,360 to 12,493, or 530%. And the 2016 population estimate is probably low. Approximately 450 roof tops have been and are being added each year! Groveland truly is a land ripe with opportunity and a bright future. So if you are up for a challenge and are ready to help lead a dynamic community, please dust off your resume and apply!



Groveland is first and foremost a community. Neighbors know their neighbors and help them. After a recent tropical storm, a local builder noticed a family's home whose roof had been destroyed. He offered to replace it at no charge only to realize that the structure needed work as well. The bottom line is the family will soon have a new home at no cost.

Events are popular in Groveland and create a warm atmosphere for newcomers and citizens alike. This year, the city had its 26th annual Christmas Parade. The monthly Food Truck and Movie Nights are a huge hit as is the annual 5K Juice Jog. Residents are proud of their past. The Groveland Historical Museum records the city's history and is operated by a team of dedicated, passionate individuals. There is, you see, no shortage of love for Groveland in the community.

If you are an outdoor enthusiast, Groveland has much to offer. The city's parks (among them, John Wesley Griffin Park, Sefton Ronald Gaffney Memorial Park, J.T. Memorial Park, the Lake David Park, the Veterans Park, and the David Blanks Park, as well as the community center) provide excellent recreational opportunities. Three bike trails are located in the city and quite a few more lie nearby. In the not too distant future, the Coast to Coast Connector Bike Trail (which starts in St. Petersburg, traverses the central part of the state and ends near Cape Canaveral) will be completed and pass through Groveland. The parks and trails (and the area generally) offer wonderful opportunities for bird watching, viewing butterflies, and spotting other local wildlife.

Groveland's numerous lakes rival any in the state and many are connected by canals. These water bodies provide venues for boating and water skiing. The lakes also teem with Kissimmee grass, eel grass, lily pads, reeds and bulrushes. Some of the biggest largemouth

bass in Florida are caught here on a regular basis. Speckled perch (crappie), blue gills, and redear sunfish (shellcracker) abound. So be sure to pack your fishing pole when you come.

Agriculture remains prominent here. Blueberries are grown locally and you can pick them. Cherrylake Tree Farm covers over 1,800 acres and strives to be a good neighbor. It is Groveland's number 2 employer and hosts community social events. Further, it is one of the largest tree farms in the eastern half of the United States.

Nearby lie many of Florida's theme parks and some of the most visited vacation resorts in the world. Walt Disney World (drawing an average of 52 million people a year and hosting the Magic Kingdom, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, and two water parks) is 40 miles southeast. 40 minutes east by car is Universal Studios with its Islands of Adventure and the Wizarding World of Harry Potter World. 45 minutes southeast is SeaWorld and one hour to the south lies LEGOLAND in Winter Haven.

Settling in Groveland is affordable—the median home value is \$195,100, with a healthy market. A diversity of homes is available to the buyer, and Groveland is expanding and building rapidly. It is an extremely safe community, where serious crime occurs only very rarely. The city council is dedicated to the community's growth and safety—its budgets routinely include new equipment for police officers (such as thermal imaging cameras). Medical care in the area is excellent.

Groveland is part of the Lake County School system, the 19th largest public-school district in Florida with 50 schools. Groveland is home to Groveland Elementary School, Cecil E. Gray Lake Middle School



and South Lake High School. A multitude of opportunities for higher education are nearby. Ten miles away in Clermont is a campus of Lake-Sumter State College. It provides dual enrollment opportunities for high school students. One of its programs is a Collegiate Health Science Academy for high school students starting in 9th grade and continuing through 12th which allows a student to receive a 2 year college degree simultaneously with their high school diploma. A bit further away is the University of Central Florida. It is a public research university and the largest university in the United States, with students from all 50 states and over 157 countries. Ranked as the 13th most innovative school by U.S News & World Report, 42nd best value in public colleges by Kiplinger, and a “Best Southeastern College” by The Princeton Review, it clearly has much to offer prospective students. Many of its graduate programs have received top-100 rankings. There’s more—The 2014 Academic Ranking of World Universities list assessed the University of Central Florida among the top 300 world universities and the top 109 in the United States. Best of all, it is less than an hour away from Groveland. Other prominent learning venues nearby are Florida A&M University’s College of Law, Valencia College, Seminole State College of Florida, Keiser University, and Le Cordon Bleu College of Culinary Arts.

Travelling from Groveland is not difficult. State Road 19 and State Road 33/50 cross here while Highway 27 and the Florida Turnpike run through the northeastern part

of the city. The Orlando International Airport is 45 minutes to the southeast and is the 13th busiest airport in the country. A bit further away is Orlando Sanford International Airport which offers low cost flights within the U.S. principally on Allegiant and Via Air. International travel is offered to Mexico on Interjet and Europe on TUI. Florida is known for its cruise ports—in fact the three busiest in the world lie here. Port Canaveral is an hour and 30 minutes east and the second busiest in the world. The Port of Miami (the busiest) is 4 hours southeast and Port Everglades (the third busiest) is three hours and 30 minutes southeast.

Groveland is a land of opportunity—a blank canvas ready to be painted. The city retains small-town charm

Table 1: Population Growth

Census	Population
1930	470
1940	411
1950	1,028
1960	1,747
1970	1,928
1980	1,992
1990	2,300
2000	2,360
2010	8,729
2016	12,493

Source: U.S. Census Bureau

HISTORY

Groveland likely got its name due to the citrus groves on the east and south sides. The community’s original name, however, was Taylorville.

while having access to big city attractions and a collection of the best family entertainment in America. It is simply looking for a strong leader to help the city council guide it into the future. It is an ideal location, with a bright future, and no shortage of great weather and beautiful scenery. It is definitely the place for you.

At about the turn of the 20th century, the Taylor brothers began producing turpentine. A severe drought in 1906-07 killed thousands of acres of turpentine-producing pine trees and ended their operation.

The Arnold brothers then built a sawmill to salvage the pine timber. Their facility employed hundreds of local people and soon gained a reputation as the largest sawmill in the Southeast. When it closed in 1932, most of the community was left jobless.

Throughout its history, Groveland has had citrus groves. Periodic freezes , however, eventually led to the

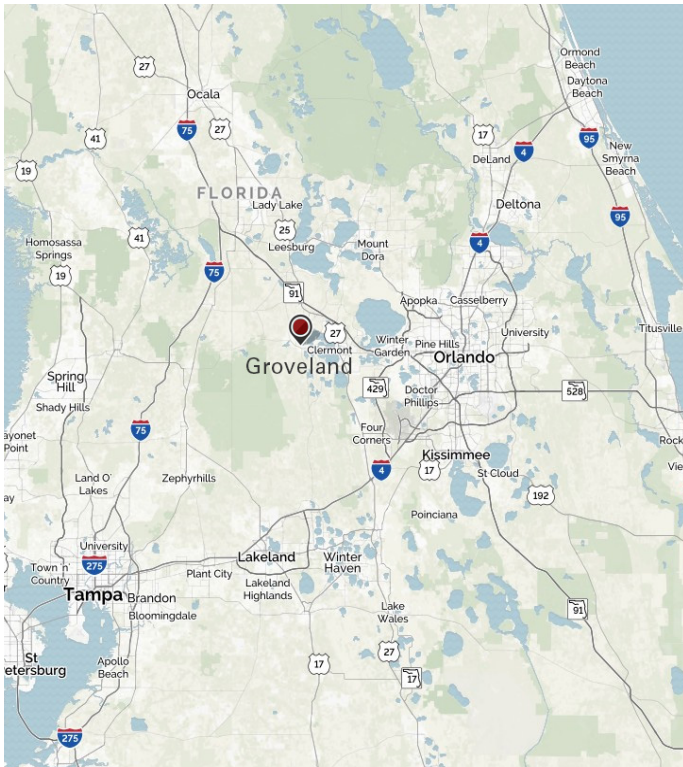
Table 2: Groveland Demographics

Estimated 2016 Population: 12,493			
Distribution by Race		Distribution by Age	
Caucasian	73.1%	0 to 15	20.5%
African American	20.7%	15 to 25	10.0%
Asian	2.5%	25 to 45	29.65%
Native American	0.7%	45 to 65	25.0%
Two or More Races	3.0%	65 to 85	14.8%
Total	100%	85 and Older	0.1%
Hispanic (all races)	25.6%		

Educational Achievement (over age 25)	
High School or Higher	86.5%
Bachelor’s Degree or Higher	21.6%

Other Statistics	
Median Age-Groveland	39.3
Median Age-U.S.	37.4
Poverty Rate	11.1%

Source: U.S. Census Bureau



decimation of the industry. The most recent serious freezes occurred thirty years ago and culminated with the Christmas Eve Freeze of 1989. As a result, citrus acreage in Lake County was reduced from 117,000 acres to approximately 10,000 acres. Developers jumped at the opportunity to purchase inexpensive land and development in Groveland, Clermont, and the surrounding area began in earnest.

Historically, the area grew very slowly (see Table 1) until the turn of the 21st century. At that point, the building industry arrived in Groveland and the city's growth has been phenomenal ever since. The 20-year population projection is the city will reach almost 40,000.

DEMOGRAPHICS

Groveland is a diverse, accepting community where everyone is welcome. Table 2 (on page 4) provides some information on the Groveland's demographics.

CLIMATE

Groveland enjoys a humid subtropical climate with two main seasons: the hot and rainy season (from May to September), and the mild and dry season (from October to April). The high temperatures are typically in the 90s during the summer and rarely fall below the mid-70s. The afternoons often bring short bursts of rain and thunder. During the winter months, the average temperatures are in the 60s, with lows in the 40's. The average annual rainfall is 50 inches and snow is exceptionally rare here.

Hurricanes strike Florida from time to time, though they are relatively rare and their impact is limited, particularly this far from the coast. Further, if you are



more than 50 miles from the hurricane's center, it will probably not materially affect you.

GEOGRAPHY

Located in Central Florida, Groveland has a total area of 21.48 square miles, of which 16.03 square miles is land and 5.45 square miles is water. Lakes dot the region and the terrain is characterized by gently rolling hills. Much of the land is rural / pastoral and quite scenic. The city is an average of 102 feet above sea level.

Groveland is a 45-minute drive west of Orlando, 3 hours south of Jacksonville, 1.5 hours north of Tampa, and 4 hours north of Miami.

COMMERCE

While Groveland is almost exclusively residential, it does have a very small downtown core on the south end of the city along U.S. Route 50. It is characterized by a few small shops and some very good and relatively inexpensive restaurants (Krispy's and James BBQ). Hardees also has a location here. Residents generally commute to work outside the city—particularly, Orlando—and do their shopping in nearby Clermont. That is expected to change as the city grows.

THE GOVERNMENT

Groveland's goal is to become a "Premier City," by adopting a continuing improvement business model and firm principles to guide the direction of the government. These basic principles include 1) sound and sustainable government, 2) open, agile, and purposeful government, and 3) modern, professional, and innovative government.

Groveland's City Council is composed of five members, all of which serve staggered two year terms without term limits. The mayor is elected at large and can live anywhere in the city. Council Members are also elected at large but must live in one of four geographic districts. The longest serving Council Member, John Griffin, has served for 17 years while the remainder have served one month, one year, five years and six years. Recently, the Council has often been split and the past four years have been difficult. Nonetheless, the council members all want what is best for the city and hold staff in high regard.

Departments and services offered by the city include community and economic development, finance, fire, human resources, parks and recreation, police, public works, and public utilities (water, reclaimed water and wastewater). The general budget for 2017-18 is \$21,668,952 and the total budget is \$36,265,068. The enterprise fund (public utilities and sanitation) budget is \$13,377,896. The current millage rate is 5.2000 (down from 5.6000 in 2017 and 5.9999 in 2015 and 2016. The City has 121 employees and they are broken down as follows: Utilities-44, Police-36, Fire-21, Community Development-9, Finance-9, and the City Manager's Office-2.

THE CHALLENGES AND OPPORTUNITIES

Groveland is a wonderful city with a strong staff. It is financially sound and it has spent its money wisely. The elected officials want to be certain the budget is tied to their long term goals. They also want the next manager to conduct a top to bottom review of city operations with a goal of optimizing them so they mirror those of a premier city. Part of that effort will be updating of the city's policies, procedures and practices (which are not always the most efficient or

informative) as well as its comprehensive and capital improvement plans.

The second issue is growth. With 450 new homes being constructed annually, the city wants to ensure it does not lose its small town character while at the same time reaping the benefits of growth. Examples might be having more basic retail venues in all parts of the city.

The third challenge is redevelopment. The city has a Community Redevelopment Agency (CRA) that oversees redevelopment in the downtown core. The elected officials would like to turn that area into a bustling, pedestrian friendly, walkable venue where people can find shops and restaurants that cater to its growing population. Part of the plan will need to be getting the state Department of Transportation to move forward with the Route 50 bypass that will take thru traffic out of the downtown.

The fourth significant item to be addressed is carrying out the city's projects. Groveland needs to build a new public safety building, a new city hall, and an enhanced park system (starting with a new 40 acre park on Wilson Lake). As the population grows, other infrastructure will need to be added and maintained.

The final challenge is to help bring stability to the government and the city manager's office in particular. In the past four years, the city manager has changed four times. The city is committed to selecting the right person and compensating the individual appropriately.

In summary, the city has a strong staff but needs to optimize its operations and complete some foundational work before it can realize its enormous potential and reach its goal of becoming a premier

city. The challenge and the opportunity is to do so while the area is exploding with growth!

THE IDEAL CANDIDATE

The city council is looking for an exceptional leader to assist in taking the city to the next level. He/she will not be someone who just works for the council, but someone who will partner with them and serve as a trusted advisor. The individual will be achievement oriented and a consensus builder—approachable and easy to talk to. He/she will be candid and straightforward, someone who will diplomatically speak truth to power and tell the elected officials when something is not a good idea and why. The next city manager will provide all council members with the same information at the same time so that there will be no surprises.

The individual will be a strategic thinker—someone who can anticipate the future and position the city to maximize its success. The manager will work with the city's elected leadership to create a vision of what the City can be. The manager and leadership will then partner to rally the community around that vision and implement it.

The next city manager will have excellent communications skills, listen carefully, and be comfortable talking to anyone who comes into the office. Groveland is still a small town and the manager will be one of the government's faces. Excellent customer service will be very important to the manager. He/she will lead by example, know how to work with people, and resolve problems in a timely manner. The resident is not always right but does deserve to have his/her concerns heard and for the city to make an effort to resolve them.

The elected officials want the next manager to take a hard look at current policies, procedures and practices. While respectful of the past and of current processes, he/she will always ask if there is a better way to conduct business. When a staff member responds with, “We have always done it this way,” it will not be deemed a satisfactory answer. It may be the best way but that must be demonstrated on the merits, not on past practice. Analytical skills, as well as a knowledge of the application of information technology to optimizing processes will be very important.

Within the organization, the city manager will delegate and encourage an environment that inspires growth and creativity. The individual will recognize talent, mentor and coach that talent and be confident enough to step back and let staff members do their jobs. He/she will not be a micromanager. Rather the ideal candidate will give assignments, set broad performance parameters, and expect results. That said, the manager will expect to be kept informed and employees will be held accountable. The manager will be someone who can act speedily and make the tough decisions.

Personally, the next City Manager will be upbeat, friendly, outgoing, intelligent, organized, and positive—someone with a “can do” attitude and one who is visionary yet practical. At the same time, the individual will be very humble and recognize that giving others the credit is often the best way to get things done. He/



she will be consistent, cheerfully persistent, high energy, and definitely not a bureaucrat. The manager will be honest and exhibit unquestioned integrity.

The individual will also be adept at intergovernmental relations, working with other agencies in the region as well as with state and local officials to solve problems. He/ she will also have negotiation skills and represent the city’s interests well. The individual will be knowledgeable of grants and other opportunities for external funding.

The ideal candidate will have at least a Bachelor’s Degree in business or public administration or another area related to city management. The best candidates will have at least eight years of experience as a city manager or assistant city manager and expertise in local government, human resource management, finance and budget, and economic development and redevelopment. Others with strong leadership and management skills and who have reported to a board will be considered. Being bilingual and knowledgeable of utility operations are pluses.

The City is looking for someone who will view Groveland as a destination and not a stepping stone. Ideally the candidate will stay at least five years and preferably 10.

COMPENSATION

The starting salary range is \$90,000 to \$150,000. After years of paying near the bottom of the range, the council realizes it may have to pay near the top to get the right person. Of course, it does not want to overpay and salary will thus depend on the individual and his/her qualifications. Benefits are excellent.

RESIDENCY

Ideally, the City Manager will live within the city limits but he/she is permitted to live up to 45 minutes from the city.

HOW TO APPLY

E-mail your cover letter and resume to Recruit24@cb-asso.com by January 19, 2018. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

We do not anticipate any internal candidates.

CONFIDENTIALITY

Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. As a practical matter, we do not expect media coverage until the semi-finalists are named on February 19th.

THE PROCESS

Applications will be screened between January 20th and February 18th. Finalists will be selected on February 19th. A reception and interviews will be held on March 1st and 2nd. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Groveland is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the city, please visit:

<https://www.groveland-fl.gov/>