



Finance Director Position Available
Apply by May 23, 2018

Welcome to the City of Groveland, Florida

Tucked away in Lake County in the center of the Florida peninsula between Orlando and the Gulf of Mexico, Groveland is the state's fastest growing city. It is a combination of rural greenspace and residential neighborhoods. 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 each other and are always willing to help. 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 celebrated 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, Ronald Sefton 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. There are three bike trails 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 state and ends near Cape Canaveral) will be completed and pass through Groveland. The parks and trails 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. It supplies landscapers, re-wholesalers, and garden centers from New York to San Antonio and from Louisville, KY, to Miami.

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 is rare. 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 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. It hosts 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 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.

Traveling 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 while having access to big city attractions

and a collection of the best family entertainment in America. 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.

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.

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 hosted citrus groves. Periodic freezes eventually led to the decimation of the industry. The most recent serious freeze was the Christmas Eve Freeze of 1989. As a result, citrus acreage in Lake County was reduced

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

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

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 city's population is projected to reach 40,000 in the next 20 years.

DEMOGRAPHICS

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

CLIMATE

Groveland enjoys a humid subtropical climate with two main seasons: the hot and rainy season (May to September), and the mild and dry season (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 impact 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

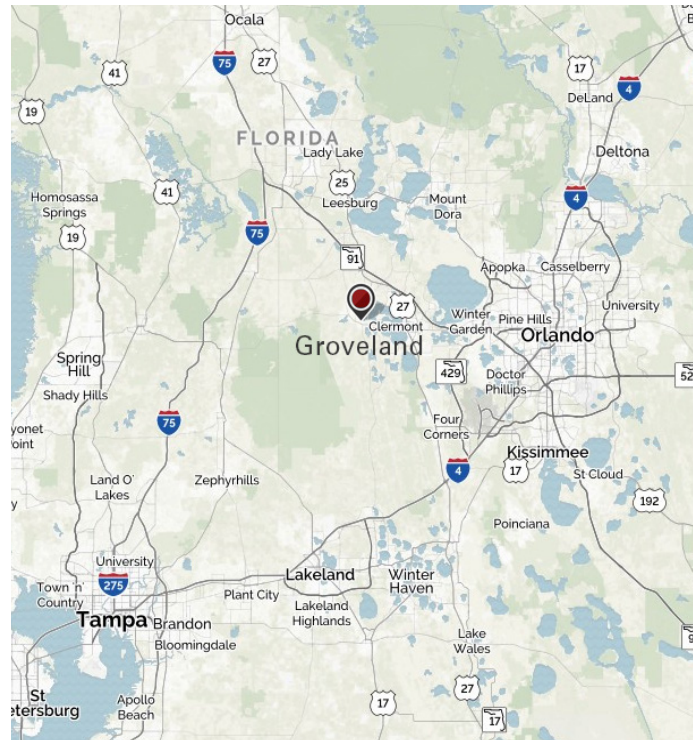
While Groveland is almost exclusively residential, it does have a very small downtown core on the south end of the city along U.S. Route 50. It is characterized by a few small shops, two industrial parks, and some very good and relatively inexpensive restaurants (Krispy's and James BBQ). Hardees also 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 year, five years and six years. 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 FINANCE DIRECTOR

The finance director is responsible for: preparing the annual operating budget, planning for capital improvements, managing debt and cash, accounting for the city's finances, procurement, and utility billing. He/she also oversees human resources and information technology. The department has a staff of nine (including the director) and a budget of \$558,000. It is anticipated that over time, the Finance Director will evolve into the number 2 position in the organization.

THE CHALLENGES AND OPPORTUNITIES

Groveland is a wonderful city with a strong staff. It is financially sound and it has spent its money wisely. Further, the elected officials have tied the budget to the city's long-term goals.

The primary challenge will be conducting a thorough review of the department as it presently is, determining what needs to be done to make it a first class operation, and then to implement desired changes. In many ways, Groveland is a little city that has become big, but one where its governmental infrastructure has not kept pace. Once the new director has settled in, he/she is expected to analyze each process and take the necessary steps to optimize it.

At the most basic level, the new director will need to bring more structure to the department. Current policies, procedures and practices are not as efficient and effective as they could be. Nor are they, in some cases, as defined and rigid as they need to be. Training

in a number of areas (such as workforce development and sexual harassment) needs to be introduced or improved.

A significant part of the effort will be upgrading the city's information systems. Specifically, the director will be charged with procuring and implementing a new enterprise resource planning (ERP) system.

Financially, the director will need to evaluate the financial health of the city's enterprise funds (specifically, water, wastewater and reclaimed water). That effort will likely involve recommending rate increases and/or other enhanced revenue sources. At present, the general fund is subsidizing these funds. The director will also lead a pension advisory board in examining alternatives

Finally, the director will be involved in the financing a number of the city's upcoming capital projects—a new public safety building, a new city hall, and an enhanced park system to start with. As the population continues to grow, other infrastructure will need to be added and maintained

THE IDEAL CANDIDATE

This position goes beyond directing the financial and administrative affairs of the city. Groveland is seeking a highly motivated, achievement oriented, leader and manager to help build the city's governmental infrastructure into a world class operation.

The ideal candidate will be dynamic and bring a fresh perspective to the city. He/she will have a “can do” attitude and see challenges as hurdles rather than roadblocks. The individual will keep the city manager (and indirectly, the elected officials) well informed. He/she will believe strongly in transparency and keeping the public informed as well. The ideal candidate will be professional, but also friendly and outgoing. Being comfortable speaking in public is important as is interacting with the community at large. He/she will be receptive to criticism, and constantly growing and improving.

The director will work collaboratively with staff—not by just providing direction and delegating, but by empowering the staff. Micromanagement will not be a word in the director's vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. The individual will be inventive and encourage creativity. Accountability will be important. At the same time, the director will realize not every proposed solution will work, and that mistakes will be made in the process of growth. When the need arises, the individual will also jump in and help. Groveland has a small staff, and its supervisors are working supervisors.

The individual will be a strategic thinker and planner. He/she will be able to look over the horizon, anticipate future areas of concern, and take actions to resolve potential issues before they become problems. Strong analytical skills will be important, and the next director will be constantly seeking ways to improve

operations and efficiency. Being inquisitive, and not accepting the system the way it is will be important. The individual will be savvy technologically, and seek new processes and systems to improve the daily workflow. The director will have a healthy sense of impatience. He/she will expect projects to move and issues to be resolved. The individual will treat problems as exciting challenges and move quickly to resolve them. When assistance is needed, the ideal candidate will present not only the problems, but will also bring solutions and options.

The ideal candidate must have outstanding communication skills, both verbal and written. As the individual is ultimately responsible for maintaining the city's financial data, the numbers need to be accurate every time. They also need to be understandable. When he/she produces reports, they must be explained—such as using explanatory text, tables, charts and footnotes, which would make sense to even those without financial background. Presentations to the city council and public must be clear and concise.

The finance director will be responsible for issuing debt, so experience in that area will be important, as will be overseeing the management of the city's investments. His/her background will include experience in pensions/retirement funding, budget preparation, CAFR preparation, utility billing, and customer service.

The ideal candidate will have a Bachelor's Degree in Business Administration, Finance, Public

Administration or another area related to municipal finance. The individual will a CPA, and/or be credentialed as a Certified Government Financial Officer. The best candidates will have five years of experience in municipal government as a director or assistant. Experience in Florida is desired but not mandatory.

The ideal candidate will view Groveland as a destination and not a stepping stone. There is much to do and the challenges will only increase as the city continues to grow.

COMPENSATION

The starting salary range is \$90,000 to \$120,000 and the city will pay anywhere in the range to get the right person. Benefits are excellent.

RESIDENCY

Ideally, the finance director will live within the city limits but he/she is not required to do so.

HOW TO APPLY

E-mail your resume to Recruit24@cb-asso.com by May 23, 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.

THE PROCESS

Applications will be screened between May 24th and June 18th. Finalists will be selected on June 18th. A reception and interviews will be held on July 2nd. A selection will be made shortly thereafter.

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/>

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