



— POSITION AVAILABLE —

CITY MANAGER | Deadline extended to April 30, 2021

Welcome to the City of Mascotte, Florida

Located in central Florida in Lake County, Mascotte has a quiet, rural feel, yet downtown Orlando is only 45 minutes to the east and Disney World theme parks are 45 minutes to the southeast. Most people own their homes, and residents value the city for its peaceful, laidback lifestyle.

Mascotte is a community first and foremost. Residents are friendly and neighbors help neighbors. The City is very diverse, and newcomers are welcome! Residents want the best for their community. Mascotte is safe—violent crime is extremely rare here. The school system is good and housing prices are reasonable—a new 2,000 square foot home with three bedrooms and two baths will sell for somewhere between \$250,000 and \$300,000. Further, it is still a good time to buy. Home values have gone up 8.2% over past year and Zillow predicts they will rise 7.6%



in the next year. For the active, Mascotte has three parks: the Park Road Complex (which houses a variety of sports fields), the Palmetto Drive Park (with a basketball court and a playground), and the Tedder/Thomas Civic Center Playground. While the City has some small stores (including two Mexican specialty food stores, Dollar General and Family Dollar), the nearest chain grocery store is 10 minutes away in Groveland. For other shopping most people travel another 10 minutes further east to Clermont or continue on to Orlando.

One of Mascotte's strengths is numerous amenities lie within an hour's drive. For the nature lover, the Green Swamp is to the southwest. Covering 110,000 acres, it is composed of wetlands, flatlands and low ridges. Lake Louisa State Park is on its eastern edge and 20 minutes from Mascotte. Its sprawling grounds total more than 4,000 acres and include several distinct environments (like palmetto stands, cypress swamps, and old-growth oak forests). In addition to its namesake Lake Louisa, the park includes a number of smaller ponds and lakes. Further, it offers swimming, picnicking, horseback riding, hiking, camping, fishing, and canoeing. Amenities include a canoe/kayak ramp, 16 miles of equestrian trails, and a primitive equestrian campground, as well as a 0.5-mile nature trail, 20 miles of hiking trails, fishing pier, canoe/kayak launch, and a picnic pavilion. Plant and animal life of many varieties is plentiful.

For those who value theme parks, about 50 miles southeast lies Disney World, SeaWorld and Universal Studios. Bush Gardens in Tampa is 65 miles to the southwest. For the professional sports aficionado, Orlando offers the NBA's Magic as well as both major league men's and women's professional soccer teams. Tampa is home to the NFL's Buccaneers, the MLB's Rays, the NHL's Lightning and several other minor league affiliates. For the college fan, the famed University of Florida is just 90 miles up the road with all of its nationally recognized programs while the University of Central Florida and South Florida are even closer.

Cultural opportunities are nearby as well. Among Orlando's many venues are the Philharmonic Orchestra, the Orlando Museum of Art, the Bob Carr Performing Arts Center, and the Dr. Phillips Center for the Performing Arts. In the other direction,

Tampa offers the Tampa Museum of Art and Straz Center for the Performing Arts as well as a host of others.

If you like to travel, it's 40 miles to Orlando International Airport, or for a low-cost carrier, it is 60 miles to Orlando Sanford International Airport. Tampa International Airport is 75 miles to the southwest. When cruising comes back, the world's second busiest port in terms of passenger volume is Port Canaveral—only 85 miles away on Florida's east coast.

All in all, Mascotte is a great small town that is brimming with opportunity and potential for any municipal professional. We invite you to apply!

HISTORY

Mascotte's modern history began in approximately 1885, when J.W. Payne settled here. He named the City after a ship, "The S.S. Mascotte", which made regular trips from Boston to St. Petersburg. It was believed that he owned an interest in the ship. Shortly thereafter, a two-story schoolhouse was built and opened. Mascotte's first physician also arrived in 1885. In its early days, agriculture was the primary source of commerce, and by the early to mid-1920s, the City hosted three fruit and vegetable packing houses.

Mascotte was officially chartered as a city by the State Legislature on November 23, 1925. Over the next 80 years, Mascotte grew very slowly. More recently, in the last 20 or so years, a number of subdivisions have been constructed and the City's estimated population has ballooned to 6,447. More are on the way. The City has developments of another 1,100+ homes in various stages of approval.

DEMOGRAPHICS

Mascotte is a diverse, accepting community where everyone is welcome. Table I (top of page 3) provides some information on the City's demographics.

Table 1: Mascotte Demographics

Distribution by Race		Distribution by Age	
White	76.7%	0 to 15	22.9%
Black	11.8%	15 to 25	15.3%
Asian	0.3%	25 to 45	28.8%
Additional Races	11.2%	45 to 65	24.9%
Total	100%	65 to 85	8.0%
Hispanic Ethnicity (all races)	43.6%	85 +	0.1%
Estimated Population: 6,447			

Educational Achievement (Over Age 25)	
High School or Higher	79.1%
Bachelor's Degree or Higher	5.9%

Other Statistics	
Median Age—Mascotte	31.7
Median Age—U.S.	37.8
Median Household Income—Mascotte	\$43,544
Median Household Income—U.S.	\$61,937
Poverty Rate	23.8%

Source: U.S. Census Bureau and the Florida Office of Economic and Demographic Research

CLIMATE

Mascotte 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 uncommon 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 (see Figure 1 on page 5), Mascotte covers just over 18 square miles, of which 12.4 square miles are land. Lakes dot the region, both inside and outside Mascotte and the terrain is characterized by gently rolling hills. Much of the land is pastoral and quite scenic. The city is an average of 135 feet above sea level.

The City itself can be divided into two sections (see Figure 2 on page 5). The northern section is largely rural and undeveloped. The southern section is primarily developed. The City presently has approximately 2,200 homes.

Mascotte 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 Mascotte is almost exclusively residential, U.S. Route 50 splits the southern section of the City, and along it lie a number of small businesses. These include some very good, relatively inexpensive restaurants. The community's comparatively large Hispanic population is reflected in its two Mexican grocery stores and restaurants. U.S. 50 also serves as a major route for commuters as it bisects the state running from Spring Hill (about 45 miles north of Tampa) on Florida's west coast through Orlando and ending at Titusville on the east coast. Mascotte's residents generally commute to work outside the city—particularly, Orlando—and do most of their shopping in nearby Clermont. Table II (see page 6) displays the principal employers in Lake County. The County's significant retirement population is reflected in the presence of healthcare employers in the table.



GOVERNMENT

Mascotte's City Council is composed of five members, all of whom serve staggered two-year terms without term limits. They are elected at large and can live anywhere in the City. The longest tenured Council Member has served for 15 years while the second and third most senior have served eight and six years respectively. The other two are relatively new, the Mayor serving year and a half, and a Council Member who was elected last November. The Council gets along reasonably well although it is not uncommon for them to be split three to two on issues. The past few years have been difficult as the City transferred its Fire Department to the County, and it was controversial. The good news is the City's elected officials all want what is best for the Mascotte.

Primary services offered by the City include community and economic development, finance, human resources, police, public works, and public works/services (sanitation, stormwater, water, wastewater and fleet, grounds and facilities maintenance). The City owns three parks, and they are all maintained by the Public Works Department. Mascotte does not offer recreational programming.

The City's FY 2020-2021 total budget is \$8,199,100 and is composed of three primary components: the general fund budget of \$4,398,800, the water and sewer budget of \$2,343,700, and a special revenue funds budget of \$1,556,600. The current millage rate is 7.1323 .2000 (down from 9.6147 in 2010-2014). The City has 25 employees, and none are unionized.

THE CHALLENGES AND OPPORTUNITIES

Mascotte is a wonderful city that is financially well positioned. Over the past ten years, it has spent its money wisely and carries no debt. The staff is generally strong, and the City's challenges are not insurmountable. All it needs is a strong City Manager to help lead it to a brighter future!

The first and foremost challenge/opportunity is growth. Mascotte's location is attractive, and now that many sites closer to Orlando have been developed, interest is stirring again. The challenge is to be prepared for the growth when it re-emerges and then balance it in a way that maintains Mascotte's small town feel. The City's Comprehensive Plan and Land Development Regulations need to be updated. Annexation needs to be considered as vacant land exists around the City and without it being in Mascotte, the County or a nearby city may approve something Mascotte's residents do not find desirable.

A related challenge is balance. Some of the more established residents would like to keep things that way. Others recognize the benefits of growth—more roof tops mean more businesses and businesses bring tax dollars to pay for the amenities residents want but the City does not currently offer. With about 2,200 homes in the City at the moment, and another at least 1,100 in the planning process, things will change. The question is just how, when and what form the developments will take. Again, the City needs to be ready.

Mascotte needs to develop a vision for what it wants to be in 10 to 20 years. Presently, the City is known more as a place you drive through than a place to live. It does not offer many special events and, as noted, it does not have a recreation function. The parks need to be updated with new playground equipment. As motorists pass through Mascotte on U.S. Route 50, they often leave trash on the roadside. Some of the buildings along 50 are dilapidated. Simply put, the City needs a facelift. Events and activities need to be offered to draw people to the community and make it a place to go to rather than drive through.

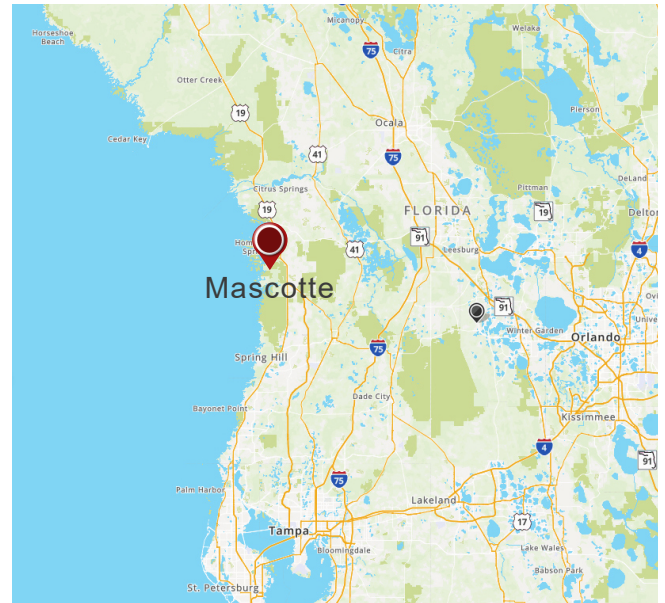


Figure 1: Location of the City of Mascotte, FL

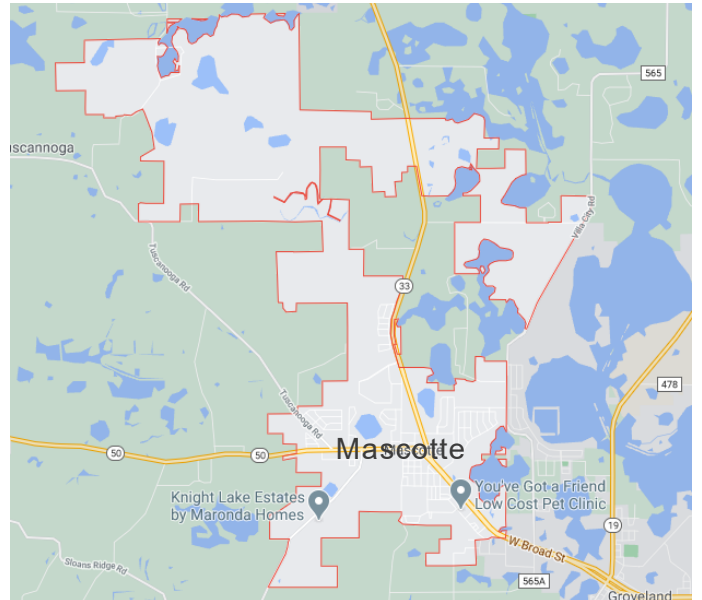


Figure 2: Mascotte City Limits

The Council would like a review of internal processes to determine what can be made more efficient and/or effective. The questions that need to be answered are: Are we doing the right things? Are we doing them in the best way? Are the right people in the right jobs? Additionally, over the years, a number of services (sanitation, mowing, and fire) have been contracted out or transferred to the County. Does it make sense to bring any of them back in-house?

Table 2: Principal Employers, Lake County, FL

Employer	Industry	Employees
Lake County Public Schools	Education	5,838
Lake County Government	Government	2,059
Florida Hospital Waterman	Healthcare	1,759
Central Florida Health	Healthcare	1,700
Orlando Health South Lake Hospital	Healthcare	1,500
Leesburg Regional Medical Center	Healthcare	1,484
Golf Management Solution	Recreational	900
Elite Line Services LLC	Industrial Services	785
Club Exploria LLC	Travel	780
Raney Construction	Construction	507

Source: Lake County, FL 2019 CAFR

Finally, some in the community have lost trust in the City government. Social media has not helped. It seems that some would rather pontificate about rumors they have heard than to come a City Council meeting to find out what is really happening and why. The next City Manager will need to be out front telling the City’s story in a positive way.

Mascotte has many opportunities to improve and become the gem it can be. It just needs the help of a great City Manager.

THE IDEAL CANDIDATE

Mascotte is seeking an exceptional manager and leader who has a passion for his/her community and is eager to take help take it to the next level. While he/she works for the Council, the individual will be more of a partner and a trusted advisor. The Manager will understand politics but not be involved in them. He/she have unimpeachable integrity, believe strongly in transparency, and be technically competent.

The individual will be achievement oriented and a strategic thinker—someone who is always a step ahead and working diligently to identify and capitalize on Mascotte’s strengths. The

Manager will work with the city’s elected leadership to create a vision of what they want the City to be in the future. They will then work together to implement that vision.

Having pride in doing the job well will be critical to the next manager’s success. He/she will lead by example and make a point of delivering top notch city services. The individual will want Mascotte to be viewed as an attractive community and work with the staff to improve the community’s image and appearance. Excellent customer service will be very important to the Manager. He/she will 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 next City Manager will be approachable, honest, fair, and open—listening carefully and responding in a positive, cordial and helpful way. The individual will be a consensus and team builder with excellent communications skills. He/she will be comfortable talking to individuals from all walks of life. More importantly, he/she will make them feel valued. Mascotte is a small town, and the Manager is one of the faces of its government.

The Manager will be eager to rebuild the public trust and realize the media, particularly social media, can play a critical role. The individual will know how to get the City’s story out. Recognizing the harm naysayers can do, particularly on social media, he/she will be quick to politely correct the record.

The next Manager will be analytical and have a healthy sense of impatience. The individual will review current policies, procedures and practices. While he/she will not make change for the sake of change, the Manager will always be looking for

better ways to accomplish the City's business. He/she will be a knowledge of the application of information technology to optimizing work and processes.

Within the organization, the City Manager will delegate and encourage an environment that inspires 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. The ideal candidate will give assignments, set broad performance parameters, and expect results. That said, the manager will expect to be kept informed and will hold employees accountable. The Manager will recognize the staff is small and pitch in, as necessary. At times, a tough decision must be made quickly and when those circumstances occur, he/she will not hesitate.

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 also be consistent, cheerfully persistent, high energy, and definitely not a bureaucrat. The Manager will be business-oriented but with compassion.

The individual will be adept at intergovernmental relations, working with other agencies in the region as well as with state and local officials to solve problems. Mascotte is not a wealthy city and the ability to find grants and other sources of external funding will be very helpful. He/she will also have strong negotiation skills and represent the City's interests well.

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 five years of experience as a city manager or assistant city manager and expertise in local government, finance and budget, economic development, and redevelopment. Experience in a rural community (Mascotte is not Orlando), emergency management, being able to speak Spanish, and having knowledge of utility operations are pluses.

Finally, the next manager will realize that Mascotte is a place of great potential—one that has open land and a willingness to work with others to develop that land in a rational way—in a way that does not destroy the positive attributes that make the City unique.

COMPENSATION

The salary range is \$ 90,000 to \$ 120,000 and will depend on qualifications and experience. Benefits are excellent.

THE MOST RECENT CITY MANAGER

During his nine-year tenure, the most recent City Manager did a wonderful job of resurrecting the City financially and putting the City on a sound financial footing. Towards the end of his tenure, however, he became controversial and was asked to leave.

RESIDENCY

Residing within the city limits is not required but is something the City's residents and elected officials would prefer the manager do.

HOW TO APPLY

E-mail your resume and cover letter to Recruit37@cb-asso.com by April 30th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-4025.

INTERNAL CANDIDATES

We do not anticipate any internal candidates.

CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, we do not expect any media coverage until at least the time the semi-finalists are named, and perhaps not then.

THE PROCESS

Applications will be screened as they are received through May 24th. Finalists will be selected on June 1st. A reception and interviews will be held on June 9th and 10th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Mascotte 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, visit:

www.cityofmascotte.com

www.southlakechamber-fl.com

