



**MONTVERDE TOWN COUNCIL
WORKSHOP MEETING AGENDA**

March 3, 2026, AT 6:30 PM

At Town Hall – 17404 Sixth Street, Montverde FL

The Montverde Staff and Council invite you to join the meeting in person or on your computer; you can watch and listen to the meeting from home by clicking the link below.

<https://southlake.tv/player/44150/44150>

TOWN COUNCIL MEMBERS

Joe Wynkoop, Mayor
Carol Womack, Vice Mayor
Joe Morganelli, Councilmember
Grant Roberts, Councilmember
Bryan Rubio, Councilmember

STAFF

Paul Larino, Town Manager
Anita Geraci-Carver, Town Attorney
Sean Parks, Town Planner
Lisa Busto, Associate Planner
Caroline Trepanier, Town Clerk
Iman Rashid, Administrative Assistant

DISCLAIMER

This booklet has been prepared for the convenience of the Montverde Town Council in discussing matters before them. Every effort has been made to include all items to be discussed at this Town Council Meeting; however, the Mayor or Council Members may add items that are not part of this Agenda or remove items from consideration. While it has been the goal to present error-free information, we do not represent that documentation is without errors or omissions.

CALL TO ORDER AND OPENING CEREMONIES

- Pledge of Allegiance
- Invocation
- Roll Call

I. WORKSHOP DISCUSSIONS

A. Follow Up Regarding the Fosgate Road Sidewalk Project

B. Strategic Plan Review

C. Council-Selected Topics for Continued Review

II. OTHER TOPICS FOR DISCUSSION

- a) CRA (Community Redevelopment Agency)
- b) Cell Phone Usage During Town Council Meetings
- c) Resident Discussion Guidelines, Including Presentations
- d) Improved Town Website & Communication Transparency CivicPlus/Howey
- e) Weekly Activities for Residents in Library for Adults and Kids (Pokémon)
 - o Weekly or Monthly Activities & Community Engagement
 - o Movie nights, fitness classes, farmers markets, senior activities
 - o Youth programming (STEM nights, sports clinics)
- f) Volunteer "Town Clean-Up Days"
- g) Community Building Discussion
- h) Resident Feedback System
 - o Create a formal Resident Request Portal for potholes, streetlights, water issues
 - o Track response times
- i) Budget Transparency Workshop
 - o Simplify budget reports
- j) Long-Term Capital Planning Workshop
- k) Traffic & Road Safety Review
- l) Developer Review Process Reform
 - o Clearer timelines, checklists, and public notification standards
- m) Update PUD Guidelines
 - o Ensure PUDs benefit all residents, not just developers
- n) Parks & Recreation
 - o Trail connectivity
 - o Shade, benches and playground improvements
- o) Christmas Event
- p) Vision 2030
 - o Where do residents want Montverde to be in 2030? Quiet, controlled, safe, and with preserved character, not overtaken by uncontrolled growth.
- q) Five-Year Capital Improvements Plan (CIP)
 - o Near-term projects, funding sources, timing, priorities.
- r) Ten-Year Capital Improvements Forecast
 - o Long-range infrastructure needs, replacement cycles, future costs.
- s) Town Vendor and Professional Service Contracts
 - o Town attorney, town planner, town engineer, IT, auditors - scope, costs, renewals.
- t) Comprehensive Plan Review
 - o Density limits, future land use, infrastructure concurrency.
- u) Land Development Code Review
 - o Zoning standards, compatibility rules, waivers and exceptions.
- v) Development Approval Process
 - o Application steps, staff review, boards, Council decisions.
- w) Infrastructure Capacity and Utility Planning
 - o Sewer, water, stormwater capacity versus approvals.
- x) Traffic and Mobility Standards
 - o Traffic studies, road capacity, construction impacts.
- y) Impact Fees and Development Exactions
 - o Eligible uses, legal limits, local comparisons.
- z) Annual Budget and Long-Term Financial Health
 - o Operating costs, capital spending, future obligations.
- aa) Reserve Policies and Financial Sustainability
 - o Emergency reserves, replacement funds, minimum balances.
- bb) Legal Authority, Charter, and Risk Exposure
 - o Approval powers, conditions, litigation risk.
- cc) Intergovernmental Agreements and Shared Services
 - o Fire, law enforcement, utilities, county coordination.
- dd) Growth Management and Construction Phasing
 - o Build-out timing, limits on simultaneous projects.
- ee) Public Works Assets and Maintenance Planning

- Road conditions; drainage, deferred maintenance.
- ff) Transparency, Records, and Public Communication
 - Agenda backup, document posting, public access.
- gg) Emergency Preparedness and Resiliency Planning
 - Storm response, utility outages, continuity plans.
- hh) Town Website Governance and Content Management
- Posting standards, updating schedules, document access.
- ii) Town Mobile App Purpose, Function, and Data Use
 - Alerts, issue reporting, privacy considerations.
- jj) Setback Requirements
 - Fences near Wetlands
 - Trailer parking

III. ADJOURNMENT

A. Any further business from the Mayor, Town Manager or Councilmembers

B. Motion to Adjourn

The Town Council reserves the right to move any Agenda item to an earlier time during the meeting as its schedule permits, except for items and appointments that have been advertised in a newspaper for a specific time.

Pursuant to the provisions of Chapter 286 Florida Statutes, Section 286.0105, if a person decides to appeal any decision made by the Town Council with respect to any matter considered at this Council meeting, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record may include the testimony and evidence upon which the appeal is to be based.

Persons with disabilities who need assistance to participate in any of these proceedings should contact Town Hall at (407) 469-2681 48 business hours before the scheduled meeting.

WORKSHOP DISCUSSIONS

**Follow Up Regarding the
Fosgate Road Sidewalk Project**



STAFF REPORT

To: Honorable Mayor and Council Members

From: Paul Larino, Town Manager
Iman Rashid, Administrative Assistant
Caroline Trepanier, Town Clerk

Date: February 26, 2026

Subject: Sidewalk Addition

Background

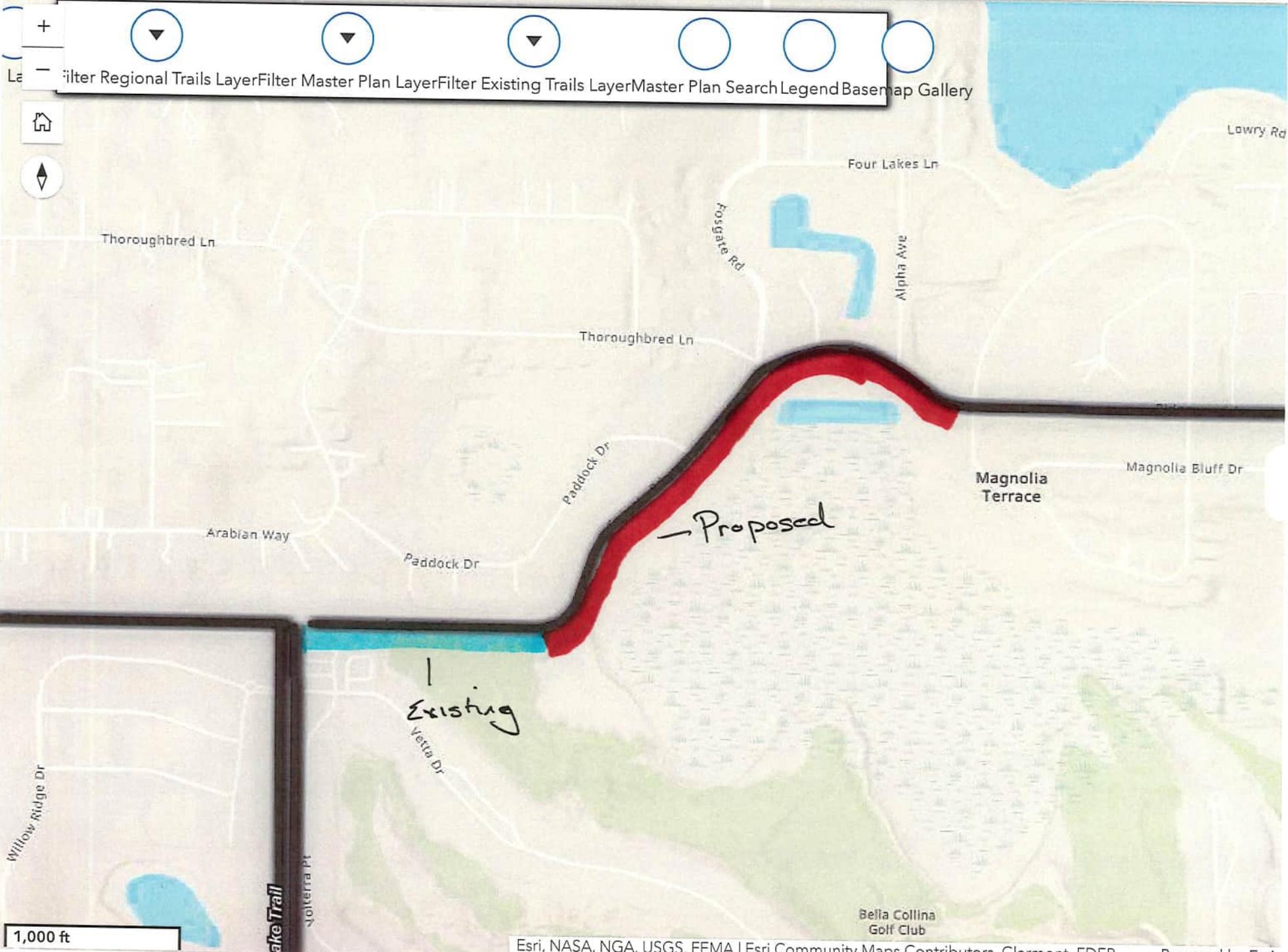
The Town is proposing the construction of a 6-foot-wide sidewalk along Fosgate Road to enhance pedestrian safety, connectivity, and overall accessibility within the area. Funding for this project has been allocated from money development impact fees that the Town has received. The proposed sidewalk would provide a safer route for pedestrians, improve walkability, and support the Town's ongoing efforts to enhance transportation infrastructure.

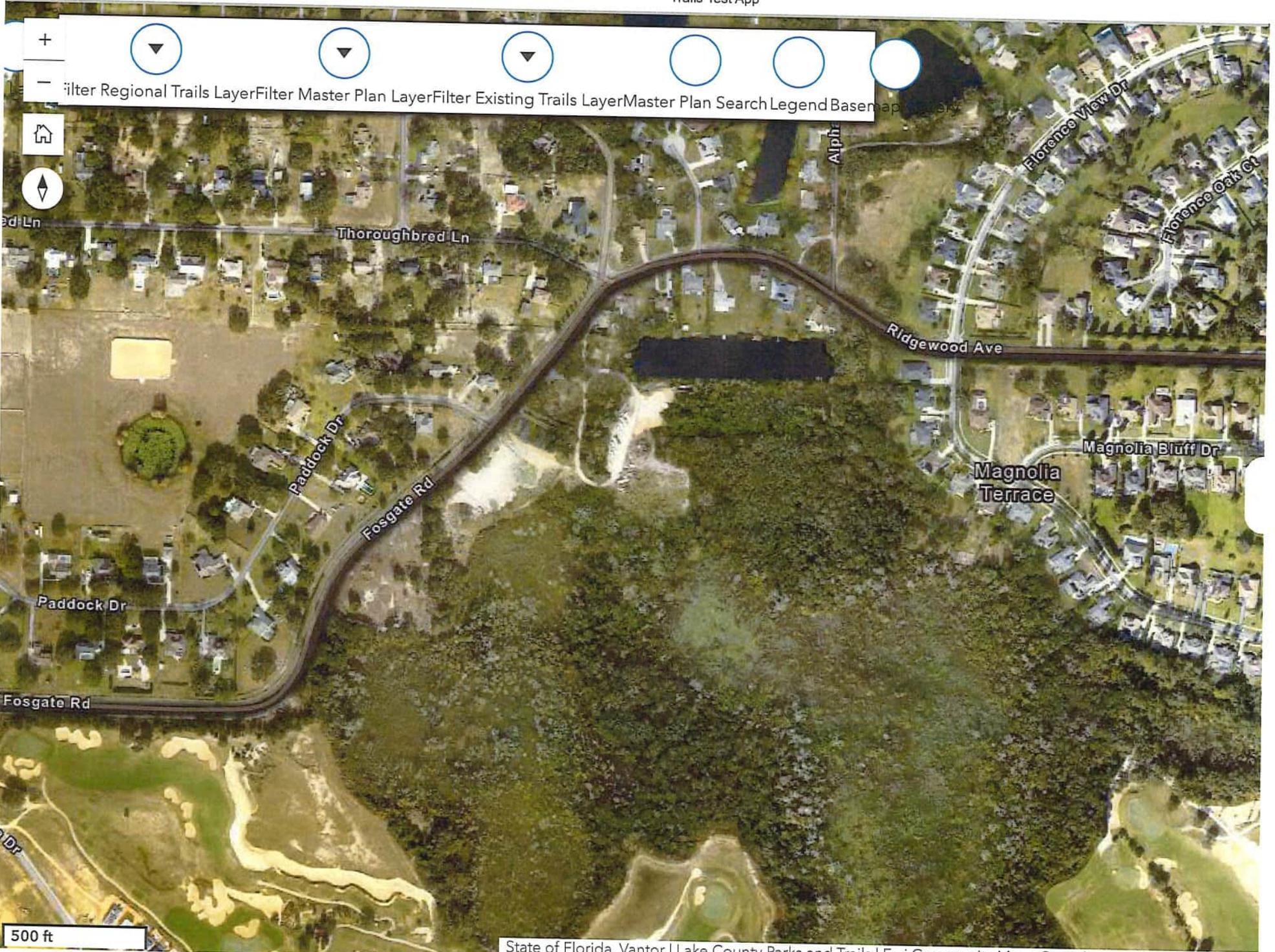
Recommendation

This report is submitted to provide Council with the opportunity to review the proposed sidewalk project along Fosgate Road and the intended use of development impact fee funds. Staff respectfully request that Council review the proposal and present any questions, concerns, or direction prior to proceeding with the project.

Attachments:

- Sidewalk Addition Planning PowerPoint





500 ft

Strategic Plan Review



STAFF REPORT

To: Honorable Mayor and Council Members

From: Paul Larino, Town Manager
Iman Rashid, Administrative Assistant
Caroline Trepanier, Town Clerk

Date: February 26, 2026

Subject: Strategic Plan Alterations

Background

At the February 3, 2026, Town Council Workshop meeting, Council discussed potential changes and revisions to the Town's Strategic Plan. During this discussion, several sections were identified as needing clarification, updates, or restructuring to better align with the Town's current priorities and long-term goals. Staff have noted the areas discussed and are prepared to incorporate Council's direction into a revised draft.

Recommendation

This report is submitted to assist Council in further consideration of the proposed updates to the Strategic Plan. Staff respectfully recommend that Council provide guidance and feedback on the various sections of the Strategic Plan and identify specific changes or additions they would like to see incorporated. Council's direction will enable staff to prepare a revised version for future review and consideration.

Attachments:

- Strategic Plan 2021-2026



Strategic Plan Workshop

What is a Strategic Plan?

- A strategic plan is a long-term roadmap that defines an organization's vision, mission, goals, and priorities, and outlines the actions and resources needed to achieve them over a specific timeframe.
- It helps the town align priorities, allocate resources effectively, and make informed decisions that support sustainable growth and community needs.



What changes, if any, would you like to see in the current vision?

1.

2.

3.

4.

What changes would you like to see in the mission statement, and how would you propose implementing them?

1.

2.

3.

4.

Vision and Mission

This is our vision...knowing that our tomorrow begins with today.

This is our Mission...providing efficient and effective services to the citizens of our community.

Are there any changes you would recommend to the “Great Quality of Life” goal?

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**Goal:
Great Quality
of Life**

To enhance the charm and aesthetics of small town living by preserving the physical environment for Town residents to interact with and by offering a multitude of community events.

Revision Suggestions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective [Great Quality of Life]:

1. Preserve the small-town character and charm of Montverde.
2. Promote events and venues that encourage the citizens to interact with each other in an upbeat environment.
3. Increase the number of aesthetic amenities in Montverde's downtown and parks to include items such as: additional benches, trash cans, lighting, sidewalks, and flowerbeds.
4. Improve the overall appearance of the downtown business area.
5. Provide excellent public safety to the citizens by utilizing contractors and technology. Provide quality fire and medical services to the citizens of Montverde.

Are there any changes you would recommend to the “Responsible Infrastructure” goal?

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**Goal:
Responsible
Infrastructure**

To preserve and develop city infrastructure through careful planning, construction and maintenance of transportation, drainage, utilities and facilities in order to ensure the safety and viability of Montverde for its residents, businesses and visitors.

Revision Suggestions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective [Responsible Infrastructure]:

- 1: Prepare an assessment and action plan that addresses the maintenance of existing roads, keeping them in good repair. This will increase the longevity of Town owned roadways.
- 2: Provide quality water and increase storage capacity to accommodate future development commitments.
- 3: Replace the existing library in a cost-effective way with a multipurpose library building that will increase capacity, functionality, and programs.
- 4: Maintain parks in good working condition and consider creating a new park on the southwest side of town.
- 5: Research opportunities to expand and connect existing trail system.
- 6: Research cost and viability of providing wastewater treatment to protect the underground aquifers and lakes.

Are there any changes you would recommend to the “Focused Community Planning” goal?

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Goal:	
Focused Community Planning, Controlled Housing Growth, and Targeted Business Development.	To provide thoughtful and focused community planning, housing, and business development that is cohesive with the existing character of the community.

Revision Suggestions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective [Focused Community]:

- 1: Allow housing developments and annexation into the Town of Montverde with ample consideration given to protecting the character of the community. Housing developments must meet Town standards, which prioritize lower density developments.
2. Council, staff, and planner will continually assess codes to ensure future growth is harmonious to existing Town character.
3. Promote the downtown commercial area to attract small “mom and pop” business that will contribute to the unique culture of Montverde.
4. Evaluate opportunities to expand parking and improve sidewalk access to the downtown area from nearby residential areas.
5. Examine the Town’s nuisance codes to ensure properties are maintained in a manner that is not detrimental to surrounding properties.

Are there any changes you would recommend to the “Fiscal Sustainability” goal?

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Goal: Fiscal Sustainability	To meet or exceed citizen demand for exceptional service and infrastructure while maintaining appropriate long term and short-term spending levels.
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Revision Suggestions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective [Fiscal Sustainability]:

- 1: Town Council and Staff must be fiscally responsible with taxpayer dollars.
2. Utilize the budget process to review and discuss long and short-term needs.
3. Evaluate and plan for future large capital expenses.
4. Encourage workshops and discussion at meetings to review and evaluate future capital projects, therefore budgeting appropriately to meet the needs of the expenses.
5. Increase financial controls and capabilities.

Are there any changes you would recommend to the Organizational Excellence goal? If so, what are they and why?

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- Revision suggestions:

Goal: Organizational Excellence	To create standards and processes for motivating employees to deliver services that exceed resident expectations.
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Revision Suggestions:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective [Organizational Excellence]:

1. Embolden staff to be professional, responsive, and courteous to the citizens of the community.
2. Cross-train staff and evaluate succession planning for each position.
3. Budget appropriately for staff to receive training and credentialing for their respective positions.
4. Provide competitive compensation and benefit packages to attract and retain high quality staff.
5. Review and revise the employee handbook to unambiguously communicate expectations to Town staff.

**Councilmember Rubio's
Strategic Plan**



Town of Montverde Five-Year Strategic Plan

Strategic Plan Report

Executive Summary

This Five-Year Strategic Plan establishes a clear policy framework for the Town of Montverde for the period 2026 through 2031. It reflects Montverde's historic character, current conditions, resident expectations, and long-term challenges. The plan is intended to guide Council decisions, budgeting, capital planning, and staff priorities while preserving Montverde's small-town identity, environmental assets, and quality of life.

Community Context and History

Montverde is a historic community incorporated in 1925, located on the southwestern shore of Lake Apopka in Lake County, Florida. Its name, derived from the Spanish phrase for "green mountain," reflects the town's rolling topography and natural setting. Historically agricultural, the town benefited from early rail access and later became home to notable employers including the original Snapper Lawn Mower manufacturing plant. Today, Montverde is primarily residential, valued for its tranquility, scenic views, and strong sense of community.

Demographics and Population Trends

Montverde's estimated population has historically remained modest, with approximately 1,800 residents and roughly 650 housing units. The town's median household income significantly exceeds state and national averages, while poverty levels remain very low. Educational attainment is high, with a substantial portion of residents holding bachelor's degrees or higher. Population growth has been intentionally limited through land use controls, natural geographic constraints, and community values. Future growth pressure is expected to remain regional in nature rather than internal, reinforcing the importance of careful planning and infrastructure alignment.

Governance and Organizational Capacity

Montverde operates under a council-manager form of government, adopted in 2019. The town maintains an extremely lean organizational structure, relying on a small full-time staff, part-time support, and contracted professional services. This model provides flexibility but requires strong prioritization, clear policy direction, and efficient intergovernmental coordination.



Strategic Planning Purpose

The Strategic Plan is designed to translate community values into actionable policy direction. It is not a substitute for the Comprehensive Plan or Land Development Code, but rather a guiding document that aligns priorities, resources, and accountability over a five-year horizon.

Vision

Montverde will remain a distinct, historic, and environmentally conscious community that protects its small-town character, values its residents, plans responsibly for the future, and delivers reliable public services while remaining transparent and fiscally sound.

Mission

The Town of Montverde exists to serve its residents by providing thoughtful leadership, responsible planning, and high-quality municipal services while preserving community character, protecting natural resources, and ensuring long-term sustainability.

Core Values

- Stewardship of land, infrastructure, and public resources
- Transparency and accountability in governance
- Respect for community character and resident input
- Fiscal responsibility and long-term planning
- Professional, responsive public service

Strategic Focus Areas and Policy Direction

1. Community Character and Quality of Life

Montverde will preserve and enhance its small-town atmosphere by maintaining public spaces, parks, neighborhoods, and amenities that support daily livability, safety, and a sense of belonging. Quality of life encompasses infrastructure upkeep, appearance, walkability, noise management, traffic calming, and public safety, in addition to community events.

2. Responsible Infrastructure and Environmental Stewardship

The Town will manage infrastructure through proactive maintenance, long-range asset planning, and resilience strategies. Infrastructure decisions will align with growth capacity, environmental protection, and fiscal sustainability, with particular attention to stormwater, water quality, and public facilities.

3. Responsible Growth and Land Use Planning

Growth will be evaluated through the lens of compatibility, infrastructure capacity, environmental impact, and long-term fiscal effects. Land use planning will prioritize



preserving community character, managing annexation carefully, and supporting limited, appropriate economic activity.

4. Fiscal Sustainability

Montverde will maintain a conservative financial posture, emphasizing reserves, multi-year forecasting, and avoidance of unnecessary debt. Budgeting decisions will reflect strategic priorities and protect the town's long-term financial stability.

5. Organizational Excellence and Service Delivery

The Town will foster professional service standards, invest in training and cross-training, and modernize internal and public-facing processes. Residents should experience municipal government as accessible, responsive, and consistent.

Implementation and Accountability

The Strategic Plan will be reviewed annually by the Town Council. Progress will be assessed through budget alignment, capital planning, and public reporting. Adjustments may be made as conditions change, while remaining grounded in the plan's guiding principles.

Additional Strategic Focus Areas

Communications and Technology

Enhance communication between the Town and residents through improved digital platforms, clear public information, and consistent engagement. Emphasis will be placed on transparency, accessibility, and timely communication to better inform residents and support participation in local government.

Community Amenities

Maintain and enhance community amenities that contribute to Montverde's quality of life, including parks, recreational spaces, gathering areas, and civic facilities. Investments will prioritize usability, maintenance, and alignment with the town's small-town character.

Environmental Resiliency and Sustainability

Implement strategies to protect water quality, preserve natural resources, and promote sustainable infrastructure. The Town will consider long-term environmental resiliency, including stormwater management, watershed protection, and adaptation strategies to address changing environmental conditions.

Good Governance

Promote ethical leadership, fiscal sustainability, transparency, and exceptional customer service. Decision-making will be guided by accountability, clear policies, and engagement with residents to maintain trust in local government.



Infrastructure, Planning, and Growth

Focus on responsible development and the maintenance of critical and basic infrastructure while preserving Montverde's small-town character. Planning decisions will align growth with available infrastructure capacity, environmental protection, and long-term fiscal impacts.

Multi-Modal Transit

Improve transportation options by enhancing pedestrian walkways, bicycle paths, and connectivity between neighborhoods, parks, and the downtown area. Transportation planning will prioritize safety, accessibility, and integration with existing infrastructure.

Priority Goals for Immediate Focus

Responsive Customer Service

Improve municipal services by establishing consistent customer service standards, streamlining internal processes, and enhancing communication. The Town will focus on efficiency, accessibility, and timely responses to resident needs.

Water Quality Protection

Protect Montverde's water resources through sustainable infrastructure practices, pollution prevention initiatives, and education for residents and staff. Safeguarding lakes, groundwater, and stormwater systems is essential to the town's future.

Accountable Leadership

Ensure leadership practices emphasize transparency, ethical governance, and active civic engagement. Decisions will reflect community values and foster trust between residents and Town government.

Preserving Small-Town Charm

Preserve Montverde's unique character by maintaining scale, design compatibility, and community identity. Policies and investments will reinforce the qualities that make Montverde a desirable and distinct small town.

**Council-Selected Topics for Continued
Review**

OTHER TOPICS FOR DISCUSSION

ADJOURNMENT