



CITY OF MOUNT DORA

510 N. Baker St.
Mount Dora, FL 32757
352-735-7126

DATE: October 1, 2019

TO: Honorable Mayor and City Council Members

FROM: Robin R. Hayes, City Manager *Robin R. Hayes*

SUBJECT: City Manager Annual Review

Introduction:

This is a request for City Council to make recommendations, such as salary and compensation, based on the City Manager's Performance Review. Refer to contract language under Discussion.

Discussion:

Every year, each City Councilmember is given an opportunity to review the performance of the City Manager. The results are compiled and discussed in an open forum.

The Contract states: "Consideration shall be given by the City Council of the City, on or before October 1st of each year commencing in 2017, to increase the salary and other benefits payable to the MANAGER dependent upon the results of performance evaluation conducted under the provisions of this Agreement."

Attachments 1 & 3 are composed differently. Attachment 1 is the average score of each question and rounded to the nearest tenth; whereas, Attachment 3 represents the scores assigned by each individual Councilmember for all subcategories and averages. Attachment 3 also includes total points scored, points possible, and the average category score.

Reviews from individual City Council members is due September 5, 2019.

Budget Impact:

The FY 2019-2020 proposed budget included a 3% salary increase. General employees will receive a COLA of 2% and an additional Merit increase of 1%, totaling the 3% increase. A step plan for Police, Fire, and the Electrical Department was approved as part of their contract agreements and reflects just over 3% for each step.

Strategic Impact:

Success as defined by the performance review and the City Council.

Recommendation It is recommended that City Council review City Manager's performance and make a recommendation for compensation adjustment.

Attachment(s):

1. Performance Category Scoring
2. City Manager Comments Narratives
3. 2019 City Manager Review

Prepared by: Gwen Johns, City Clerk
Reviewed by: Merry Lovern ,
Gwen Johns, City Clerk
Michelle Jenkins, Assistant to the City Clerk
Robin R. Hayes, City Manager

Approved - 7/23/2019
Approved - 7/29/2019
Approved - 7/29/2019
Final Approval - 9/27/2019

ATTACHMENT #1

· Sets a professional example by handling affairs of the public office in a fair and impartial manner.	←—————→	4.1
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Total		20.1
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Comments:

RELATIONS WITH ELECTED CITY COUNCIL	Poor Below Average Average Above Average Excellent	Points
	1 2 3 4 5	
· Accept direction / instructions in a positive manner.	←—————→	4.0
· Sets meeting agendas that reflect the guidance of the Council and keeps the city Council informed of current plans and activities of administration and new developments.	←—————→	3.4
· Reporting to the City Council is timely, clear concise and thorough.	←—————→	3.7
· Effectively aids the City Council in establishing long range goals and demonstrates interest about the Council's vision for the City and supports the actions of the City Council after a decision is made.	←—————→	4.0
· Carries out the directives of Council as a whole rather than those of any one Councilmember, but recognizes the concerns of the minority.	←—————→	4.3

Total		19.4
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Comments:

POLICY EXECUTION	Poor Below Average Average Above Average Excellent	Points
	1 2 3 4 5	
· Implements Council's actions in accordance with the intent of Council.	←—————→	4.0
· Supports the actions of the Council after a decision has been reached, both inside and outside the organization.	←—————→	4.3

ATTACHMENT #1

· Responsive to requests from citizens, maintaining citizen satisfaction with City Services.	←-----→	4.4
· Demonstrates a dedication to service to the community and its citizens.	←-----→	4.6
· Cooperates with neighboring communities and the county	←-----→	4.3
· Helps the Council address future needs and develop adequate plans to address long term trends	←-----→	4.1
· Cooperates with other regional, state and federal government agencies	←-----→	4.3
Total		21.7

Comments:	
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PERSONNEL MANAGEMENT	Poor	Below Average	Average	Above Average	Excellent	Points
	1	2	3	4	5	
· Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner.	←-----→					3.6
· Develops and motivates employees so that they are increasingly effective.	←-----→					3.9
· Stays accurately informed and appropriately concerned about employee relations.	←-----→					3.1
· Monitors performance of employees and addresses disciplinary problems and takes action when warranted.	←-----→					3.1
· Promotes training and development opportunities for employees at all levels of the organization.	←-----→					3.9
Total						17.6

ATTACHMENT #1

Comments:

Comments:

FISCAL MANAGEMENT	Poor	Below Average	Average	Above Average	Excellent	Points
	1	2	3	4	5	
* Prepares a balanced budget to provide services at a level directed by Council.	←—————→					4.4
* Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.	←—————→					4.1
* Prepares a budget and budgetary recommendations in an intelligent and accessible format.	←—————→					4.3
* Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.	←—————→					4.0
* Appropriately monitors and manages fiscal activities of the organization	←—————→					4.1
Total						21.0

Comments:

Comments:

COMMUNITY	Poor	Below Average	Average	Above Average	Excellent	Points
	1	2	3	4	5	
* Shares responsibility for addressing the difficult issues facing the City	←—————→					3.9
* Avoids unnecessary controversy	←—————→					3.0
* Cooperates with neighboring communities and the county	←—————→					4.0

ATTACHMENT #1

. Helps the Council address future needs and develop adequate plans to address long term trends	←————→	4.3
. Cooperates with other regional, state and federal government agencies	←————→	4.1
Total		19.3

Comments:

	←————→	
	←————→	
	←————→	
	←————→	
	←————→	

ATTACHMENT #2

COMPILATION OF COMMENTS SUBMITTED BY INDIVIDUAL CITY COUNCIL MEMBERS PERTAINING TO 2019 CITY MANAGER PERFORMANCE REVIEW

Individual Characteristics

- Ms. Hayes has been available always to council and when differing opinions offered, has been receptive to them. *Not able to evaluate her relationship with employees. This is a question that should be derived from an anonymous evaluation by her directors and other city employees and given to council members as input.
- Hard worker. High energy.
- Your individual characteristics remain strong.
- I have always appreciated Robin's ability to implement council's direction. Our City has faced some difficult times under Robin's management, she has always maintained her composure.
- Ms. Hayes character is above reproach. Her personality seems always willing to receive input from this council member. She consistently displays a pleasant, smiley character. She freely participates with me in discussion and dialog about city affairs and issues. I have never seen her cross or professionally pushy or demanding. She has an ideal personality for management.
- Dynamo of energy and enthusiasm in this demanding environment. Willing to spend the hours and effort to get the job done right! Handles stress with composure and builds team participation in problem solving.
- I believe our City Manager is a self-starter and exhibits a positive attitude and appearance for the executive position. I do believe the City Manager is defensive when constructive criticism or a different opinion is presented.

Professional Skills and Status

- In many areas of the city, there is no outreach by the city manager. Perhaps the city manager could consider making sure that a city council meeting or town hall is held in different parts of the city (or if venue unavailable), sending personal invites to those in different neighborhoods. There was initially an attempt at this, but it lapsed. Perhaps once live streaming of council meetings and workshops begins again, there can be more ideas for improving outreach.
- You are continuing to develop as a City Manager.
- I believe every council member should have been told, either by Ms. Hayes in private first or at a public meeting, that she was seeking employment elsewhere. Transparency.

- I am aware of no issues in which Ms. Hayes' ethics were brought into question. No constituent has ever brought the contrary to my attention, though a very few may disagree with an ultimate decision. Her professional competencies are excellent and trustworthy.
- Sets a confident, well-informed example of leadership in the community in her actions and words. Well recognized by the citizens she serves.
- The City Manager has made time in her schedule to be visible in town. I do not believe she has kept "politics" and personal perspective out of decision making. I believe the City Manager, with selective staff input, has already decided how an issue should be addressed even if the issue to be addressed has not been perceived to be a problem by council or the community.

Relations with Elected Members of the City Council

- The City Manager has not always been clear with all the details about impending decisions that are of high visibility and concern in the community visibility. Full transparency and openness I feel is in the best interest. Council sometimes hears about actions taken after the fact, rather than a discussion and heads-up before actions are taken. Recent examples: seeking other employment, the golf course, follow-through on the post office property as a potential parking garage location.
- Sometimes I wonder how/why some items got on our meeting agendas. Who decides, I've never participated?
- You have to deal with 7 individual people and their thinking processes. You handle it very well.
- Ms. Hayes is doing her job well in this regard.
- While there may be some who feel the need to know the day to day details of the city's daily activities, policy makers should resist that curiosity and rely upon and trust the competencies of management. Ms. Hayes has demonstrated a mutual respect for the policy-making role of the council and I highly respect the difficult challenges she faces daily to manage our city.
- Ms. Hayes demonstrates the dedication and commitment to the hard work and long hours necessary for success in municipal government management. She is especially strong in fiscal responsibility (favorable bond financing for three new fire stations and public works/EOC facility) and long range planning as evidenced by capital investment in infrastructure in economic development area (Wolf Branch Innovation District). She is gifted with phenomenal recall and attention to detail.
- I do not believe any council member has our City Manager's ear. I do believe there are individuals in Mount Dora who do have the City Manager's ear. I believe as the City Manager's stay in office grows, she has adopted an agenda/vision for the city and works to persuade council her agenda is ours. An example would be sandwich boards at events. The City Manager was contacted on a Sunday afternoon regarding sandwich board placement at an event. Within 48 hours council this subject became a matter of discussion at our council meeting. With all of the important issues at hand my question would be why

sandwich board placement at events merited discussion when our police and fire departments had already signed off on their placement.

- Recognize sub-standard performance, document and hold accountable – e.g.: Council was shocked to learn the extent and duration of former City Attorney’s lack of diligence to her duties until after termination of her employment. Inappropriate public comment of now terminated Chief of Police was preceded by complaints of disparate treatment and unethical conduct reported by members of his department and no apparent corrective action was taken.

Policy Execution

- The updating of current policies and ordinances is heartening, although I think that more discussion/input with council should occur earlier in the process. And I am disappointed that the process takes so much time. I am not hopeful that the outcome of the sign code ordinance revisions will be presented any time soon.
- Without identifying anything specific. My overall sense is that the staff is at full strength, allowing you to increase your delegation to the directors to pass on some of your current handling of policies and your responsibilities to council for future revisions.
- Ms. Hayes does her job well in this regard.
- I suspect we may have ordinances that need updating or evaluation. We have been working on code enforcement issues for some time.
- Insisting that “policy” is a key ingredient in the broth of city government, Ms. Hayes has diligently urged the updating where policies were outdated, outmoded, or nonexistent. Once established, she executes them with faithfulness and fairness.
- I do believe the City Manager supports Council’s decisions but then implementation of those decisions is sometimes skewed. One need only look at the Community Building. Council authorized rate increases. The increases were implemented in such a way that the Community Building has ceased being a primary entertainment venue since.

Reporting

- Having to discover from social media that the City Manager has applied for another position was unfortunate and embarrassing. While the City Manager may have fulfilled the intent of her contract, it was discourteous to not inform council of her intentions. The removal of a citizen board member was distressing since there was no discussion with the citizen ahead of time, nor was there any specific proof presented for some of the accusations made. In addition, the notification process to the citizen was out of proportion. This incident did little to encourage mutual honesty and respect with the community. Although the responsibility for removal rested with the Council, the City Manager’s advice should have been forthcoming to Council Members, and at the very least a more respectful method of informing the citizen employed.

- Usually a strength but one notable exception was recent confusion on the golf course RFP/sale/acreage.
- You need to stay vigilant and stay ahead of pending issues so that council becomes aware sooner than later.
- Ms. Hayes does a fabulous job of helping me address individual resident concerns. I think Ms. Hayes has done a great job “learning” Mount Dora. She is familiar with most every corner of our city.
- I believe Ms. Hayes always keeps me informed in areas of importance to me. She is always accessible when I need to reach her, either on line or personally.
- The City Manager appears to always respond to my correspondence quickly. Many others have shared they are not granted the same attention. I believe the City Manager has selective staff member who she relies upon. Unfortunately, successfully proven history and opposing positions appear to lack standing with her.
- Failed to anticipate the expressed desires of council to be involved and timely informed of significant decisions which may adversely impact public opinion – e.g. after the fact notification to council of application to seek employment in another city and press conference to announce termination of Chief of Police.

Citizen and Community Relations

- Ms. Hayes has always been responsive to citizen requests for help with service issues when I passed them along. In particular, finally getting speed bumps in areas where citizens have been directly impacted by speeding cars. She has developed and maintained good relations with other agencies and cities.
- Recent app to Palm Coast created doubt with the community and citizens concerning your commitment to Mount Dora.
- If a solution is possible, it will get done. Again, I very much appreciate the speed with which concerns are addressed.
- I am not aware of any shortcomings here. She has initiated communication contracts with the public and chamber, merchants and merchants associations. Ms. Hayes might consider periodic (bi-monthly, e.g.) merchant / public town hall meetings with she and her staff / directors.
- Ever mindful of the challenges of future growth and long term needs for Mount Dora. Ms. Hayes is active in meeting the concerns of citizens in explaining how the City is rising to the occasion with expanding, well-placed services and support. Actively pursuing grant funding and state loans for long term improvements. Exhibits cooperative spirit with neighboring cities and county in annexation and service boundary agreements.
- I believe the City Manager strives to maintain a high standard of city services. I have no firsthand knowledge of how the City Manager interacts with representatives outside the City.

Personnel Management

- Issues with the police department recently would indicate it may be necessary to be more proactive and/or take action earlier. The Fitch audit of the fire department was essential in improving the function of fire services, and I would recommend being more proactive in seeking similar outside evaluation of all our major department functions.
- I wonder if some type of an employee advisory council would be a good addition.
- As the new directors and staff are more acclimated, a full sense of trust will develop in your confidence in them. This area will improve.
- Employee issues have been mishandled in the past. We continue to lose valuable employees. I rarely hear of promotions from within, inside of City Hall. I would like to see a better employee development program.
- Overall, Ms. Hayes performs well above average in this category, but recent personnel issues might be an opportunity to re-evaluate the policies and practices of dealing with disciplinary issues.
- Manages with equanimity. Prides herself in growing a cohesive team prepared to provide the best services possible.
- I am very concerned about the City Manager's management and knowledge of the various city departments. The Police Chief received extremely high ratings over the past two years, but the department appeared to have serious internal issues. I realize the City Manager has expressed she wanted an audit conducted but was unsuccessful in finding a firm. My concern is that issues were allegedly presented to her but do not appear to have been adequately followed up on. I am also concerned if the police department was in disarray, how many other departments may have internal concerns going unaddressed.

Fiscal Management

- The City Manager who oversees the attorney and budget allowed the actual expenditure of legal fees to soar this year. The City Manager needs to get a better handle on when and how much to use the city attorney. For instance, a sign code committee was created with staff and a few citizens. The Planning and Zoning Board could have easily overseen this function with input from staff with significantly reduced legal fees. There have been other decisions taken by or endorsed by the City Manager which undoubtedly cost the city more – issues that come to mind are the golf course, the Starry Night house, the removal of a citizen board member, police department issues. While council hires the attorney, the City Manager strictly oversees that budget. I believe in solid and proactive legal advice, but hope the City Manager can get a better handle on legal expenditures.
- Your expertise in this area has really helped us make progress in fiscal management.
- Your greatest strength. Having a full-time finance director is a plus.

- Some poor decisions made by Ms. Hayes have cost our taxpayers a good amount of money.
- The budget information council was supplied with this cycle was extensive, overwhelming and excessive in its detail. Better that way than insufficient detail, but perhaps a middle ground will be just as informative and effective.
- Her forte! She has been able to carry the heavy demands of her managerial workload while assisting and mentoring a young and inexperienced finance department.
- I believe the City Manager works very hard to present a balanced budget based upon the needs of the city. I do have concerns regarding the growth of staff and proposed expenditures in coming years.

Community

- There have been a number of decisions that did not get adequate input from the council that involve policy decisions: Starry Night House, police department personnel issues, removing a citizen board member, golf course bids, searching for other employment, parking garage/location. The decisions made by the City Manager have created unnecessary controversy. Full transparency and open communication with the City Council and community BEFORE actions are taken could avoid controversy and save money.
- Hindsight is always 20/20. We make decisions we feel are best for the time. All we can say is what is the worst thing that can happen? Plan accordingly and hope for the best outcome.
- As I said before I believe some poor decisions have been made. Perhaps we are part of a learning curve, being the first city Ms. Hayes has managed.
- I am aware of no looming issues that would conflict with my conclusion above.
- During the past year controversy has been very prevalent in our town. Issues have ranged from the removal of our police chief to the removal of a resident from a city board amongst others. It seems many of the decisions which were made leading up to these controversies were not well planned or thought out. As a result, the media has had a frenzy which has reflected poorly on the City. As a result of these decisions, repercussions effecting the city may still arise.

Narrative Evaluation

- When the City Manager took the position 3 years ago, there were a number of issues with personnel including pending retirements among other issues. Ms. Hayes did a good job of recruiting new personnel and overseeing the rebuilding of departments to provide the best in services for our community. Department directors changed in every department, along with keeping strong second tier management personnel. Our city has emerged better for the changes, thanks to the City Manager's skills in hiring, direction and organization.

- The City Manager needs to be very open and forthright with council members, with full transparency and communication BEFORE actions are taken that could create public controversy. There is much depth and wisdom on the council, and in the community, that could help these situations. It also seems once a decision is made, there is no openness to flexibility, even when it looks like the original direction might not have been the best, rather than acknowledge there is an issue and quickly come to terms with needed modifications sooner rather than later.
- There seems to be no backup now that the person who has functioned to cover the City Manager's position during vacations has retired. This needs to be addressed. Input of council members (who by charter oversee the city manager position) should be sought.
- High energy, dedicated, hard-working. Finances/Budget knowledge of best practices. Well Done Robin. You are a real asset.
- Most problems in any organization can be traced back to communications issues. We are getting better but this area can and should be the focus of attention.
- Robin still continues to exhibit the ability to motivate personnel. She leads by example. She continues to keep City Government transparent and accountable. She uses her experience and outside contacts to the fullest to achieve the best results for the city. She is working hard to improve the public's confidence in her abilities.
- With the numerous staff changes this past year, there is a need to develop trust level in her appointments and ensure that staff is in tune with the long term goals and objectives. She needs to develop a personal strategy to communicate the combined wishes of council that affect our decision making.
- Ms. Hayes has brought on a top notch group of directors. I feel like Robin is very good at looking at the whole picture for most scenarios. Where resident issues are concerned, Robin is a real problem solver.
- Areas identified as most critical for improvement would be transparency, perception, dedication and employee development.
- Fiscal and budgetary competence; open door accessibility to council and public; warm and professional demeanor; tirelessly attends to city/public issues; accommodating to council and public issues and needs. Ms. Hayes has kept the council and city on track concerning growth and fiscal health. She is bringing the city forward according to our strategic plan and into the 21st century (needed fire stations, new utilities building, parking needs, parks and recreation plan, millions in legislative funding support, steady attention to innovation district, quick attention to individual/local emergencies, great response to major emergencies, etc.) she has served the city exceptionally well.
- Compared to previous management trauma the city had experienced, we are fortunate to have enjoyed a steady leadership with Ms. Hayes. Subjectively, however, if there are areas where improvement in management might be implemented, consider: more educational components at council meetings for the council and attendees; periodic town hall meetings with merchants and the public, including her directors; attend and actively participate in ICMA and FLC seminars and conferences; develop streamlined ways to

utilize city attorney at less cost; refine the process and paper for CIP and General budgetary meetings with council; continue her good work for the city, with all its challenges and complexities. Thank you for your leadership and service to Mount Dora.

- The City Manager is professional in appearance, extremely knowledgeable regarding finance and appears to always make herself available to discuss an issue. She appears to stay on top of city services and has staff respond to any request for assistance. The principal accomplishments during this rating period would be the Baker Street parking project, emergency repair of the Magnolia Landing washout, the efforts put forth in the implementation of the entertainment district, the Gilbert Park Renovation Project and execution of the Charter Review Committee.
- I would ask the City Manager to be more receptive and less defensive when questioned about issues. I would ask the City Manager to try and relinquish governing in areas where there is minimal knowledge or expertise but to trust those in the community holding the knowledge. I would ask that she put more thought into an issue prior to making a decision and to look at the issues from all points of view. Communication is imperative. I firmly believe the City Manager often responds to a question with what the questioner wants to hear. This may bolster the self-importance of the questioner even though their knowledge or input should be minimal due to lack of experience or knowledge. Items are sometimes presented to council with the appearance the issue needs to be addressed and passed immediately. After review it is often realized these items were poorly drafted and required much additional attention. I respect the City Manager's authority to manage the daily operations of the City of Mount Dora. However, even if the decision is operational, the fallout from poorly made operational decisions can affect the entire city negatively.

	Girone	Tillett	Rolfson	Stile	Massey	Tucker	Craill	Total	Combined Average
Individual Characteristics									
Diligent and thorough	5	5	5	4	5	4	5	33	4.7
Exercises good judgment	5	4	5	4	5	2	4	29	4.1
Displays enthusiasm	5	5	5	4	4	2	5	30	4.3
Displays fairness	5	5	5	3	4	3	4	29	4.1
Exhibits composure	5	5	5	4	5	5	4	33	4.7
	Category Average							154.0	22.0
Professional Skills and Status									
Demonstrates high ethical	5	5	5	2	5	2	4	28	4.0
Has appropriate visibility	5	3	5	3	5	4	4	29	4.1
Anticipates and analyzes	5	4	5	3	4	2	4	27	3.9
Willing to try new ideas	5	4	5	4	5	2	3	28	4.0
Sets a professional example	5	4	5	2	5	3	5	29	4.1
	Category Average							141.0	20.1
Relations with Elected Officials									
Accepts direction	5	4	5	3	5	2	4	28	4.0
Sets meeting agendas	5	3	5	3	3	2	3	24	3.4
Reporting to the City Council	5	3	5	3	3	3	4	26	3.7
Effectively aids the City Council	5	4	5	3	5	2	4	28	4.0
Carries out the directives	5	5	4	4	5	3	4	30	4.3
	Category Average							136.0	19.4
Policy Execution									
Implements Council's actions	4	5	5	3	5	2	4	28	4.0
Supports the actions of Council	4	5	5	3	5	3	5	30	4.3
Implements City policy fairly	4	5	5	3	4	2	4	27	3.9
Reviews ordinance and policy	4	4	4	4	4	2	5	27	3.9
Offers workable alternatives	4	4	4	4	5	2	4	27	3.9
	Category Average							139.0	19.9
Reporting									
Provides regular information	5	3	5	3	4	4	4	28	4.0
Facilitates open two-way comm	5	3	5	3	3	3	5	27	3.9
Responds to correspondence	5	4	4	5	3	4	5	30	4.3
Always offers ideas to solve	5	4	5	4	4	2	4	28	4.0
Conducts research	5	3	5	4	5	2	4	28	4.0
	Category Average							141.0	20.1
Citizen Relations									
Responsive	5	4	4	4	5	5	4	31	4.4
Demonstrates a dedication	5	5	5	3	5	4	5	32	4.6
Cooperates with neighboring	5	5	5	3	5	3	4	30	4.3 * same description in Community Section
Helps the Council Address	5	4	5	3	5	3	4	29	4.1
Cooperates with other	5	5	5	3	5	3	4	30	4.3 * same description in Community Section
	Category Average							152.0	21.7
Personnel Management									
Insures the City's personnel	5	3	4	2	5	2	4	25	3.6
Develops and motivates	5	4	5	1	5	3	4	27	3.9
Stays accurately informed	4	3	4	2	4	2	3	22	3.1
Monitors performance	4	3	4	2	3	2	4	22	3.1
Promotes training & development	5	4	5	2	4	3	4	27	3.9
	Category Average							123.0	17.6
Fiscal Management									
Prepares a balanced budget	5	4	5	3	5	4	5	31	4.4
Makes the besdt possible use of	5	3	5	3	5	3	5	29	4.1

Prepares a budget	5	4	4	4	5	3	5	30	4.3
Ensures actions and decisions	5	4	5	2	4	3	5	28	4.0
Appropriately monitors and manage	5	3	5	4	4	3	5	29	4.1
Category Average								147.0	21.0

Community

Shares responsibility	5	3	5	3	5	2	4	27	3.9
Avoids unnecessary controversy	3	2	4	2	5	2	3	21	3.0
Cooperates with neighboring	5	3	5	3	5	3	4	28	4.0 * Same description in Citizen Section
Helps the Council address future	5	4	5	3	5	3	5	30	4.3
Cooperates with other regional	5	4	5	3	5	3	4	29	4.1 * Same description in Citizen Section
Category Average								135.0	19.3

Individual Council Totals	216	177	215	140	204	126	190	1268
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Grand Total Average Score	20.1
Possible Total Points	1575