



**ATTACHMENT #1**

• Sets a professional example by handling affairs of the public office in a fair and impartial manner.		4.9
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Total	23.7
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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.		4.7
• 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.		4.1
• Reporting to the City Council is timely, clear concise and thorough.		4.4
• 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.		4.4
• 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	21.9
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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.		4.6
• Supports the actions of the Council after a decision has been reached, both inside and outside the organization.		4.7

**ATTACHMENT #1**

• Implements City policy, fairly and consistently, based upon Council decisions, goals, and applicable laws and regulations. Presents matters in a factual, analytical way.	←—————→	4.7
• Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.	←—————→	4.1
• Offers workable alternatives to the Council for changes in law or policy when an existing policy or ordinance is no longer practical.	←—————→	4.3
Total		22.4

Comments:

REPORTING	Poor	Below Average	Average	Above Average	Excellent	Points
	1	2	3	4	5	
• Provides regular information and reports to the Council concerning matters of importance to the local government, using the City Charter as a guide in a timely and effective manner.	←—————→					4.7
• Facilitates open two-way communication and encourages mutual honesty and respect with the community, Council and staff.	←—————→					4.4
• Responds to correspondence, requests and complaints quickly and appropriately.	←—————→					4.7
• Always offers ideas to solve problems based on good information and sound judgment.	←—————→					4.4
• Conducts research or seeks counsel of experts to gather information needed in making actual decisions.	←—————→					4.6
Total						22.8

Comments:

CITIZEN RELATIONS	Poor	Below Average	Average	Above Average	Excellent	Points
	1	2	3	4	5	







	Girone	Tillett	Rolfson	Hoechst	Massey	Tucker	Crail	Total	Combined Average
<b>Individual Characteristics</b>									
Diligent and thorough	5	5	5	3	5	5	4	32	4.6
Exercises good judgment	5	4	5	3	5	5	4	31	4.4
Displays enthusiasm	5	5	5	3	5	5	4	32	4.6
Displays fairness	5	5	5	3	5	5	4	32	4.6
Exhibits composure	5	5	5	4	5	5	5	34	4.9
Category Average								161.0	23.0
<b>Professional Skills and Status</b>									
Demonstrates high ethical	5	5	5	3	5	5	4	32	4.6
Has appropriate visibility	5	5	4	3	5	5	5	32	4.6
Anticipates and analyzes	5	5	5	4	5	5	5	34	4.9
Willing to try new ideas	5	5	5	4	5	5	4	33	4.7
Sets a professional example	5	5	5	4	5	5	5	34	4.9
Category Average								23.6	23.6
<b>Relations with Elected Officials</b>									
Accepts direction	5	5	5	4	5	5	4	33	4.7
Sets meeting agendas	5	4	5	3	5	4	3	29	4.1
Reporting to the City Council	5	4	5	4	5	5	3	31	4.4
Effectively aids the City Council	5	4	5	3	5	5	4	31	4.4
Carries out the directives	5	4	4	3	5	5	4	30	4.3
Category Average								22.0	22.0
<b>Policy Execution</b>									
Implements Council's actions	5	5	5	3	5	5	4	32	4.6
Supports the actions of Council	5	5	5	4	5	5	4	33	4.7
Implements City policy fairly	5	5	5	4	5	5	4	33	4.7
Reviews ordinance and policy	5	4	4	3	5	4	4	29	4.1
Offers workable alternatives	5	4	4	3	5	5	4	30	4.3
Category Average								22.4	22.4
<b>Reporting</b>									
Provides regular information	5	5	5	4	5	5	4	33	4.7
Facilitates open two-way comm	5	4	5	3	5	5	4	31	4.4
Responds to correspondence	5	5	5	4	5	5	4	33	4.7
Always offers ideas to solve	5	4	5	4	5	5	3	31	4.4
Conducts research	5	4	5	4	5	5	4	32	4.6
Category Average								22.9	22.9
<b>Citizen Relations</b>									
Responsive	5	5	5	4	5	5	4	33	4.7

Demonstrates a dedication	5	5	5	4	5	5	4	33	4.7
Maintains a nonpartisan	5	5	5	4	5	5	5	34	4.9
Meets with an listens	5	5	5	3	5	5	4	32	4.6
Gives an appropriate effort	5	5	4	4	5	5	5	33	4.7
Category Average								23.6	23.6

<b><i>Personnel Management</i></b>
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Insures the City's personnel	5	5	4	2	5	4	4	29	4.1
Develops and motivates	5	5	4	3	5	4	4	30	4.3
Stays accurately informed	5	5	5	2	5	4	4	30	4.3
Monitors performance	5	5	5	2	5	5	4	31	4.4
Promotes training & development	5	5	5	3	5	4	4	31	4.4
Category Average								21.6	21.6

<b><i>Supervision</i></b>
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Encourages heads of departments	5	5	5	2	5	4	4	30	4.3
Instills confidence	5	5	5	3	5	4	5	32	4.6
Develops and maintains	5	5	5	3	5	4	5	32	4.6
Sustains or improves performance	5	5	5	3	5	5	4	32	4.6
Encourages teamwork	5	5	5	3	5	4	4	31	4.4
Category Average								22.4	22.4

<b><i>Fiscal Management</i></b>
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Prepares a balanced budget	5	5	5	3	5	5	5	33	4.7
Makes the besdt possible use of	5	4	5	3	5	5	4	31	4.4
Prepares a budget	5	4	5	3	5	5	5	32	4.6
Ensures actions and decisions	5	5	5	3	5	5	4	32	4.6
Appropriately monitors and manage	5	5	5	2	4	5	5	31	4.4
Category Average								22.7	22.7

<b><i>Community</i></b>
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Shares responsibility	5	5	4	3	5	5	4	31	4.4
Avoids unnecessary controversy	5	4	4	3	5	5	3	29	4.1
Cooperates with neighboring	5	5	5	4	5	5	4	33	4.7
Helps the Council address future	5	5	5	3	5	5	4	32	4.6
Cooperates with other regional	5	5	5	3	5	5	4	32	4.6
Category Average								22.4	22.4

Individual Council Totals	75	70	73	51	75	74	62	206.6
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<b><i>Grand Total Average Score</i></b>	250.0
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<b><i>Possible Total Points</i></b>
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**ATTACHMENT #2**  
**COMPILATION OF COMMENTS**  
**MADE BY INDIVIDUAL CITY COUNCILMEMBERS**  
**PERTAINING TO CITY MANAGER PERFORMANCE**

*Individual Characteristics*

- Robin has continually been progressing in her job. Her first year was great and her second year is even better. I see Robin more behind the scenes than the other Councilmembers. She constantly impresses everyone who engages with her.
- Tends to try and meet all expectations of council members and not always meets needs of staff and general public.
- Ms. Hayes has consistently shown initiative and perseverance in accomplishing the tasks of the city manager. She presents herself and her office in an always positive manner.
- Indeed a soft-spoken yet hard-charging self-starter, Ms. Hayes possesses all of the favorable attributes mentioned above. She consistently gets the best from staff and council by capitalizing on every opportunity to guide, encourage, team-build and explore new ideas.
- The City Manager appears to be fair and impartial.
- Robin, you are the right person for the job. Great energy, work ethic and knowledge. I realize that you get many requests on a daily basis and I would encourage you to distinguish among them and act on the most important ones.

*Professional Skills and Status*

- Robin is available and visible at most of our City events.
- Appears to tend to problem solve within the manager's office and needs to include staff more
- Ms. Hayes is well known in the community. She is always open to discussing and implementing new ideas.
- Community visibility is necessarily subjective, but I have heard only positive reports from citizens regarding our manager's connection to the Mount Dora community.

- Life in a small intimate, well informed and politically active community is not always easy, yet Ms. Hayes is the epitome of professionalism in her highly visible role. She is appropriately involved in community affairs and well respected for her willingness to engage.
- Our City Manager is above reproach.
- Excellent professional skills and there is no doubt that you have established yourself as a respected leader even amid considerable turnover in staff.

### ***Relations with Elected Members of the City Council***

- She meets regularly with all of the council to listen to their issues and works hard to try to please everyone, within reason. She is not shy about suggesting alternative solutions to an issue because she is in tune with her staff. She has on numerous occasions, brought in outside consultants to guide and educate the council. She is mindful of the chain of command.
- Tends to try to please all rather than decide what is best for City of Mount Dora. Needs a plan of coverage for when out of town/vacation – second in command designated.
- Ms. Hayes follows the strategic plan in setting priorities. She has been flexible in ensuring that agendas are thorough and inclusive.
- I can't know all councilmembers' satisfaction level, but speaking for myself, I am fully satisfied our manager has carried out council directives.
- In this, my first year as a councilman, my perspective may be a little different from others. I have been well pleased with my induction, training, inclusion and effectiveness from day one. Ms. Hayes has been very effective as a manager in use of our agenda and staff support to support our objectives, vision and long range plans. As a council/manager team we have accomplished much in this rating period and much of the credit for those accomplishments is rightfully hers.
- Our City Manager works great with council at times I do believe the City Manager has a view and a plan which is planned then showed.
- Things can change rapidly and I would appreciate more frequent and timelier updates when new developments occur. Sometimes meeting agendas contain blindsides that in my estimation reflect the wishes of some (but not all) members.

### ***Policy Execution***

- Robin is fully aware of Council intent and has always supported the consensus and majority of the Council. She has presented us with policy revisions and is establishing a new special committee to look at the issues raised during a code violation hearing process. Robin has the ability to direct staff to make policy and ordinance revisions to keep Mount Dora in the forefront of the numerous changes coming our way.
- Items seem to come to Council numerous times after discussion has taken place (golf carts); workable alternatives are not defined pro-actively.
- Ms. Hayes has been proactive in revising policies to assure timeliness and effectiveness. Increased attention to ordinance review has accelerated in the past year and appropriate steps have been taken to ensure increased clarity and effectiveness of critical ordinances.
- We are currently working on various ordinances and policies that are pending.
- Ms. Hayes has provided excellent support to policy decisions of council.
- Ordinances need to be reviewed and updated. I believe the City Manager needs to take the lead.
- Our ordinances are often times outdated. Their lack of precision and their age have caused us to make poor decisions in some cases. I hope we can be more proactive in reviewing and updating antiquated regulations going forward.

### ***Reporting***

- Robin has demanded transparency, accountability and communication. I am a firm believer in those principles. She has surrounded herself with Administrators and staff to assist her with decision making. She meets regularly with her Directors to make sure everyone is on the same page. Robin is not shy to express a different view based on her research.
- At times more information than needed is sent out; need a standard use of consent agenda – long overdue.
- Ms. Hayes has demonstrated she understands the importance of clear and concise communication.
- As a councilmember I feel well supported by staff analysis and recommendation on each issue brought to the City Council. Ms. Hayes uses her staff effectively to provide the best

information available and when expert consultation is appropriate to assist council in reaching a decision, that information is always provided.

- From my vantage I know the city manager is responsive. However, I have been told by an individual or two about the city manager not responding to a call or meeting request.
- Generally the “reporting” is pretty well done but in some instances I think that we are led to believe that the City is in a strong position (overly optimistic) only later to find out that was not actually the case. Please give it to us straight!

### ***Citizen Relations***

- Since the councilmembers are the first line contact with the citizens, they get to express their views to her during their regular weekly meetings. She did not hesitate to suggest going the extra effort to help the citizens during the aftermath of Hurricane Irma. She hired an excellent PIO and keeps the Mayor in the loop on news items affecting the City.
- Of all the city managers with whom I have worked, Ms. Hayes shows the most genuine concern for the everyday issues with which citizens are concerned. She will go extra steps to resolve problems and if they cannot be resolved, she will communicate the reasons why clearly and with concern for the individual.
- I don't know the complete status of citizen satisfaction, but I have heard nothing adverse.
- I find Ms. Hayes always open and responsive to citizen concerns via electronic query, merchant forums and citizens' meetings. She is a willing listener, open to comment, suggestion or criticism. Her performance during hurricane damage and repair in the Dogwood Mountain Area was noteworthy in keeping a concerned community calm and reassured.
- It's a hard job. Our City Manager walked into both a firestorm and in my opinion a total lack of effort by prior city managers going back 6 or 7 years. She has been great.
- Strong area, great job!

### ***Personnel Management***

- Utilizing the weekly meetings with her directors, she keeps everyone abreast to the expectations of the citizens and the council. She expects excellence from the employees and makes sure they have proper training on their equipment regardless of the position. She has a knack to make sure the employees are being productive.
- Believe this is an area with opportunities for improvement.

- To the best of my knowledge, the employees at all levels are very satisfied with their leadership in Ms. Hayes. She has dealt swiftly with complex and difficult employee issues.
- I have insufficient or incomplete knowledge of the full depth of employees and directors relationship with the manager. What I have heard from employees and directors is all positive, without exceptions.
- No issue here. My contacts with city employees in the course of my duties as councilman and as a citizen user of city services have been positive. Employees are motivated and effective ambassadors for the City. That is a strong endorsement for effective personnel management on the part of our City Manager.
- I know the City Manager monitors performance. Great! The other questions leave me with no direct knowledge of which has influenced my scoring. However, based on my observations, I wouldn't be surprised if she is not a 5.

### *Supervision*

- As mentioned earlier, she stresses communication and accountability to her staff. They know what to expect from her and council. By her own example, she emphasizes a sense of pride to be working in Mount Dora. She always conducts herself in a very professional manner.
- High turnover of management; Finance Department limited in experience.
- To my knowledge, the level of supervision provided by Ms. Hayes is appropriate and effective.
- Several key personnel changes in department/division heads during this rating period show Ms. Hayes determined approach to placing the right person in the right job. Her decisions have resulted in a relaxed, cohesive, and supportive staff responsive to the needs of our citizens.
- I see great results.
- I think this is a particular area of strength. One possible exception is in the area of Code Enforcement. This is an ongoing problem and has been poorly handled by the police chief. I haven't seen any improvement on the horizon.

### ***Fiscal Management***

- This is Robin's greatest strength. She deserves a number higher than 5. She has reshaped the financial thinking in Mount Dora. As of this evaluation, Robin is still searching for a Finance Director. She is implementing the goals of council and of the former envisioning committee into a fiscal reality. She is structuring a bonding plan that will provide the needed funding to start the much talked about projects such as, the parking, the older buildings, parks and infrastructure. She is constantly keeping council informed about her progress and plans. She can spot weaknesses in the financial structure and does not hesitate to make appropriate changes where and when necessary.
- Unstable area
- Despite a high level of turnover in the Finance Department, Ms. Hayes has produced an on-time budget. Council is well prepared for all expenditures during the year.
- Impressive to see department/division heads justify and present their budget input to council during recent budget workshop. Fosters "buy in" and "ownership".
- Our City needs to make some tough financial decisions. Our City Manager is not afraid to look at what needs to be done. Put a plan together, then move to have it implemented. We are finally addressing parking, our public works building and the needs of the Fire Department.
- Very strong performance! One suggestion would be to insist on more realistic estimates of project costs. I believe it is better to estimate on the high side and come I lower than to very often guess too low and need to ask for additional funds to complete the project.

### ***Community***

- Robin does not hesitate to tackle any problem head-on. Her directors are her right arm. As Mayor, I am involved with regional and county issues that affect Mount Dora and Robin is a strong advocate for the City and joins me in a lot of meetings involving other mayors and city managers as well as various meetings with county and state representatives to address the needs of Mount Dora in a regional environment.
- Ms. Hayes has worked diligently to foster and enhance cooperation among regional governments and entities.
- Again, I have less than full knowledge of these relationships. I have heard nothing adverse.

- Excellent effort here in this reporting period.
- We've experienced more than our fair share of self-inflicted wounds due to unnecessary controversies. We need to get better (as a team) with you are our leader in this important area.

### ***NARRATIVE EVALUATION***

- Robin has the unique ability to motivate anyone who comes in contact with her. She leads by example. She has made the City Government, extremely transparent and accountable. She communicates the council goals to her directors and staff. She does not hesitate to ask for advice from various sources such as her colleagues and members of the various organizations which she is a member.
- Her leadership is reflected in reduced permitting times along with a 'let's get it done' attitude from staff.
- She has stressed Public Safety by increasing staff levels to make sure the citizens come first. She has an ability to manage and direct a City that is growing by design and that is offering full services to the Public.
- Trying to please everyone
- Ms. Hayes has continued to rapidly develop her skills as a first-time city manager. She has hired a staff that functions efficiently. Ms. Hayes demonstrates that she is a "people person" that truly values the dedication and hard work of her staff. She is usually flexible in responding to changing situations. Her past experience in budgeting and finance will enable the council to make fiscally responsible decisions.
- Ms. Hayes has quickly and effectively taken hold of the managerial tasks of the city. She has a collaborative personality and has attained a high level of respected competence. She has never failed to affectively respond to my questions. I feel comfortable trusting her answers. She enjoys the trusted confidence of city staff and the city council.
- Adept at walking a tight rope with poise and grace, while making it appear easy, Ms. Hayes has found her place as our City Manager. Balance is the key to both and she has mastered the art! She has guided a balanced budget which will significantly improve the quality of public safety services to our citizens while making investments in infrastructure for certain future growth. She has worked diligently to maintain balance between the quaint character of our tourism-driven downtown and a new and growing urban area. In a very long-range view she has fostered advancement of an innovation district / new City to attract future high-tech, health industry and higher education opportunities in our area. Her dedication and commitment to making Mount Dora "Someplace Special" has helped to mold and make that slogan a solid foundation for the future.

- If not the hardest worker in the city, one of the hardest. She is addressing issues that need to be addressed.
- Our finances and budgeting process are improving with much better transparency.
- You project well. Your energy, enthusiasm and actions show your leadership.
- For the most part your picks for open staff positions have been excellent.
- We are moving ahead now on vital strategic goals such as parking, economic development and infrastructure. These are job #1. Thanks! You are an effective, productive, hardworking leader.

***WHAT PERFORMANCE AREAS WOULD YOU IDENTIFY AS MOST CRITICAL FOR IMPROVEMENT?***

- I do not recognize any areas that are critical for improvement. I want Robin to stay the course constantly looking to better her skills by taking advantage of the resources from various organizations to which she belongs and by continuing to listen and implement the recommendations of her partners, the directors, staff and council members.
- Should not try to please everyone
- More proactive approach to personnel issues
- Accuracy in documents sent out (spelling)
- Timely communication of issues on the horizon
- Robin has been with us for two years and I believe the issues I am seeing are the behavior and approach of someone who came to us with no experience as a City Manager and this is the learning curve we are observing.
- When being presented with a staff recommendation on a project, having more “pros & cons” to consider would help council better understand long-term ramifications. When the finance department has a permanent director, the budget process should become more efficient and effective. Further attention to ordinance reviews will be critical in the next year.



- Ms. Hayes could speed up the process of hiring the planned Finance Director and Economic Development Director. She should continue also to pursue appropriate continuing educational opportunities as workload permits.
- No “critical” performance area identified. Keep up your good work!! Thanks for long hours of solid commitment.
- Continue your efforts to get a well-qualified full-time Finance Director in place.
- Continue your efforts to provide a Public Works Facility which adequately houses our employees and safeguards our equipment and supplies. It should serve as our operations center in times of emergency response.
- Based upon my above comments, our City Manager and her staff have worked very hard which I deeply appreciate. But, I am worried about burn out. When some of our meetings go to 9 or 10:00, I can see how tired the directors and staff look. And I know how much preparation the city manager, her directors and staff have put into every item.
- We continue to enable what could be relatively minor issues to blow-up due to our unwillingness to look for compromises rather than “winner takes all.”
- Keeping City Council fully informed in advance of crisis is important.
- You have considerable influence with council members. Please don’t be reluctant to tell us what you think and how we can best resolve tough issues.
- Our strategic goals should always guide and direct our work, budget, personnel, etc.