



**CITY OF  
MOUNT  
DORA**

**510 N. Baker St.  
Mount Dora, FL 32757  
Phone: (352) 735-7126**

**DATE: October 5, 2017**

**TO: Honorable Mayor and City Council**

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

**SUBJECT: Annual Performance Review**

**Discussion:**

This is a request for City Council to approve an Annual salary adjustment for the City Manager as discussed in her Employment Contract. The Contract states the following:

Section 4: Compensation.

- A. The CITY agrees to pay the MANAGER an initial annual base salary of \$135,000.00, payable in installments at the same time that the other management employees of the CITY are paid.
- B. On or before March 1, 2017, the City Council shall vote to determine whether to add an additional \$5,000.00 in compensation for the MANAGER after reviewing the progress that the MANAGER has made to that date.
- C. Consideration shall be given by the City Council of the City, on or before October 1 of each year commencing in 2017, to increase the salary and other benefits payable to the MANAGER dependent upon the results of the performance evaluation conducted under the provisions of this Agreement.
- D. This Agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the CITY's compensation policies or as reflected from actions taken by the City Council in accordance with this Agreement.

As stated in Section 4. Compensation, Item D the City Manager's salary was amended by the 2% approved by the City's compensation policy for all employees. The City Manager's salary was adjusted to \$140,000 in March of 2017; and as of October 1, 2017 it is currently \$142,800 annually. The City Council will review the City Manager's performance as provided in the Contract and recommend whether to adjust her salary based on the results of the performance evaluation. The performance evaluation will be conducted by each Councilmember, if the City Manager receives a minimum grade of 85 she will then be eligible for a salary increase, as previously set by the City Council.

I have included a City Manager salary data survey (Attachment 1) for Lake County and several other Cities in the near-by area. The demographics may be similar to Mount Dora's and therefore included in the survey.

I have provided you an updated Performance Evaluation based on the past years Performance with the City of Mount as the City Manager. Each Objective included an Action Plan and expected outcome of the objective, and reviewed at the February 21, 2017 Council Meeting. I have graded myself based the situations presented during my tenure, the outcome and solutions provided, information provided to you, employees and the citizens.

**Budget Impact:**

A City Manager salary adjustment was not included in the FY 2017-2018 beyond the normal employee approved compensation adjustments. If an adjustment is set-forth then the funding will need to be identified from existing funds within the General Fund.

**Strategic Impact:**

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

**Recommendation:**

It is recommended that City Council approve the salary adjustment for the City Manager.

Attachment: City Manager Salary Survey

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# Performance Review

## City of Mount Dora

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Please complete this form and document the degree to which the employee demonstrates behaviors associated with functional competencies. Place a number on the continuum measuring performance on a scale of 1-10 (10 equals “outstanding”). If possible, note examples of specific assignments or instances to support your review.

Competencies  
to be reviewed:

Professional Skills

Interactive Skills

Administrative Skills

Performance Expectations

Review  
completed by:

Council Member

Mayor

City Manager

Department Head

Self

Performance Review for: City Manager;

Reviewer Signature/Date



Please enter a number on the continuum, indicating to what degree the individual demonstrates the behavior associated with each item.

PROFESSIONAL SKILLS:	Unsatisfactory Lowest 0	Good 5	Outstanding Highest 10	Points
* <b>Job Knowledge:</b> Possesses working knowledge of all phases of the job. Completes tasks efficiently. Remains up-to-date on changes, trends and technology related to job.				8.5
* <b>Judgment:</b> Ability to make sound and proper decisions by drawing on expertise with minimal negative effects on Council and Staff relations. Takes responsibility for decisions				9
* <b>Technical Knowledge:</b> Possesses a high level of knowledge and thorough understanding of the business to achieve fiscally responsible solutions.				8.5
			Total	26

I believe my professional skills have been validated in the information and actions presented to City Council. I have provided leadership to the City during two Hurricanes, the Budget Process and normal operating functions.

Comments: \_\_\_\_\_

INTERACTIVE SKILLS	Unsatisfactory Lowest 0	Good 5	Outstanding Highest 10	Points
* <b>Interpersonal Relationships:</b> Willingly demonstrates ability to cooperate, work and communicate with Council, subordinates and outside contacts.				9
* <b>Communication:</b> Effectively expresses herself in individual and group situations. Conveys thoughts and ideas clearly and concisely. will continue to restate the directions for more effective communication				8
* <b>Responsiveness:</b> Responds quickly to the requests of Council, Staff and Residents.				9.5
* <b>Follows Direction:</b> Understands and follows Council's direction.				9

Total 35.5

Comments: I work hard to convey messages and information to the City Council very quickly and present the facts. Will continue to strive to improve communication between my office and the City Council, as well as between staff and City Council. I have employed a PIO to assist in promoting and presenting information to the Public in a timely manner. I update the City Council typically on a Weekly basis during individual meetings and also once a month at a Council Meeting I present a summary of status on most operating projects. I am always ready and willing to make a change and create a better way of communication and I respond to Citizens within 24 hours if at all possible, either by phone or email.

PERFORMANCE BASED COMPETENCIES *continued*

**Please enter a number on the continuum, indicating to what degree the individual demonstrates the behavior associated with each item.**

ADMINISTRATIVE SKILLS	Unsatisfactory Lowest 0	Good 5	Outstanding Highest 10	Points
* <b>Coordination:</b> Ability to work with others as a team and express individual viewpoint while considering and learning from the input of others.				9
* <b>Planning and Organization:</b> Establishes appropriate course of action for self and subordinates to accomplish goals; makes proper assignments of staff and appropriate use of resources; sets realistic objectives with appropriate time frames.				9
* <b>Adherence to Policies and Procedures:</b> Properly interprets and applies City, division and/or department policies/procedures to overall job responsibilities.				9
* <b>Orientation Towards Results:</b> Ability to initiate projects, anticipate changes or needs, set new priorities, follow through and meet deadlines				8.5
			Total Grand Total Points	<b>35.5</b> <b>97/110=88.18</b>

*Comments:* To date I believe I have delivered and continue to improve the standards, policies, procedures and actions of staff, directors, and myself as presented in the SOP's adopted during the budget process and afterward. Worked with the County to continue to build solid partnerships with our Public Safety and also Economic Development.

<b>PERFORMANCE OBJECTIVES</b> List (in order of importance) four - five specific and measurable objectives you would like the employee to complete by the next review date. Describe in detail the action plan needed to achieve the desired results.	A compilation of objectives will be provided to Council upon completion of this review process. Council will then prioritize the complete list, providing the employee with 4-5 high priority objectives to be completed for the next review period.
Objective: 1. Build a cohesive and understood "leadership philosophy" with the staff, community, and City Council.	
Action Plan: Lead by example consistently administering the goals, objectives, and policies set-forth by the City Council. Meet with staff on a regular basis to report accomplishments based on pre-determined expectations, and participate in community forums expressing the City's operational direction.	
Objective: 2. Conduct goal setting and strategic planning workshops.	
Action Plan: A. Establish a workshop quarterly to review and reaffirm goals and objectives with the strategic plan. B. Workshop the budget to align with the City established goals.	
Objective: 3. Systematically begin the economic drive in developing: A. Innovation District B. Triangle District C. Continuing to enhance the CRA & NECRA D. Infrastructure within the City	

PERFORMANCE BASED COMPETENCIES *continued*

<p>Action Plan:  <span style="color: red;">Changes to the annexation rules; presenting /hiring consultants to support goals of each discipline and area of specialty to achieve desired outcome; update City Council on each master plan and study during workshops.</span></p>
<p>Objective:  <span style="color: red;">4. Develop a reporting mechanism reflecting City projects /programs.</span></p>
<p>Action Plan:  <span style="color: red;">Provide performance measures and accomplishments reported by each department monthly to the City Council and post on the website.</span></p>
<p>Objective:  <span style="color: red;">5. Transparency</span></p>
<p>Action Plan:  <span style="color: red;">Use the website to post departmental progress and provide standard customer service report requests.</span></p>

<p><b>ACCOMPLISHMENTS and CONTRIBUTIONS</b>          Describe the accomplishments and contributions the employee has made during the review period in areas other than those covered by specific objectives.</p>	
<p>1. Objective 1 - Monthly reporting began in November to the City Council, monthly status report provided at Council meetings. Weekly Staff meetings to discuss each department’s priorities. Review open projects, present an update during the Council Meeting of the data discussed. Presented policies during the budget process in relation to Administration, Fiscal, Operating, and Citizen Interaction. Prepared and reviewed departmental performance appraisals for all department directors with clear and concise expectations of the upcoming fiscal year. Presented the City’s Operational Accomplishments and Future Expectations at the County Leadership Forum this past Spring.</p>	
<p>2. Objective 2 - Economic directional and Strategic Planning with Marilyn Crotty Work Sessions began in December 2016 and continued through-out 2017 with a strategic workshop in January and in March 2017, followed by another Strategic Work Session in June 2017. Annexation fees adjusted to zero by City Council in January 2017; Economic consultants presented to Council in Dec, Jan &amp; Feb and hired in May 2017; with the County as a partner in October 2017. Budget work sessions began in March and continued into April, May, June, July, and August reviewing Funds and CIP as well as Debt and overall rates associated with each fund source.</p>	
<p>3. Objective 3 - Economic consultants presented to Council in Dec, Jan &amp; Feb and hired in May 2017; with the County as a partner in October 2017. Dr. Levey is working on the Innovation District and a timeline has been developed and presented. Submitted for a CRA to be considered in the Tri-angle area of town in Jan 2017. Implementing plans from the CRA and NECRA advisory boards, parking plans, shuttle programs, wayfinding signs to mention a few. Infrastructure within the City has been considered and I’ve reached out to the County, building a relationship and partnership in accepting some of the County Roads into the City as well as the Railroad program.</p>	
<p>4. Objective 4 – Provided the City Council monthly reports, including Accomplishments and Performance Measures with a goal of providing some standards by which to measure the City against other similar City’s with similar services began in Nov 2016. Provide the update on the Lobbyist at the same time, as well as the City Attorney. Also during the meetings update the City Council on various operating projects.</p>	
<p>5. Objective 5 - Update of the website continues daily; Created several webpages to show transparency and information; all reports are posted on the website. Utilized the PIO to enhance and upgrade the Website; Facebook and Twitter have become a normal process by the City to inform residents; Facebook live of the Council Meetings for our residents.</p>	

Comments: \_\_\_\_\_

PERFORMANCED BASED COMPETENCIES *continued*

MAJOR STRENGTHS	
1.	
2.	
3.	
4.	
5.	

*Comments:* \_\_\_\_\_

AREAS NEEDING IMPROVEMENT	
1.	
2.	
3.	
4.	
5.	

*Comments:* \_\_\_\_\_







	Girone	Tillett	Rolfson	Hoechst	Slaby	Tucker	Crail	Total	Combined Average
<b>PROFESSIONAL SKILLS:</b>									
Job Knowledge	10	9	8	8	9	10	9	63	9.0
Judgment	9	8	9	8	8	10	8	60	8.6
Technical Knowledge	10	9	10	8.5	9	10	9	65.5	9.4
Category Average								26.9	26.9
<b>INTERACTIVE SKILLS:</b>									
Interpersonal Relationships	9	9	9	8	9	10	9	63	9.0
Communication	9	9	9	8	8	9	7.5	59.5	8.5
Responsiveness	9	8.5	10	9.5	7	10	9	63	9.0
Follows Direction	10	9	9	8	9	10	9	64	9.1
Category Average								35.6	35.6
<b>ADMINISTRATIVE SKILLS</b>									
Coordination	10	9	9	8.5	9	10	9	64.5	9.2
Planning and Organization	10	9	9	8	9	10	8	63	9.0
Adherence to Policies and Proc	9	8	9	9	9	9	9	62	8.9
Orientation Toward Results	9	9	9	8	8	10	9	62	8.9
Category Average								35.9	35.9
Individual Council Totals	104	96.5	100	91.5	94	108	95.5	98.5	
<b>Grand Total Average Score</b>								98.5	
<b>Possible Total Points</b>								110	

## City Councilmember Comments

### Mayor Girone

From first day on job, Robin exhibited a high degree of competence for the position. She makes her decisions based on facts. She has great instincts and respects everyone's ideas. She is extremely analytical to her decisions being fiscally sound. She had knowledge on how to make sure the City was able to maximize FEMA reimbursement. She leads by example and sets a high bar with the staff. She is performance motivated. She is willing to ask for help from council in the form of needed staff in the right positions and a budget to reflect the City's status of Someplace Special.

Robin demands 100% from the employees and she is willing to do 120% to lead from the front. She keeps abreast with everything going on with the city and her staff. She has established a well-received chain of command that is well received by staff and the city council. She does not shy away from difficult decisions.

Her first week on the job, she was faced with a storm emergency, I got to observe her first-hand on how she took command of the situation room and was able to direct all of our directors and staff through the storm and its aftermath. She demands accountability, transparency and constant communication to better serve the public and the city council. She does not hesitate to recommend changes to the council for policies and procedures. She allows and expects her Directors to Direct and guide their employees. I get to work closely with Robin in preparing future agendas and meeting with various individuals, companies and organizations and find her overall administrative skills superb.

I am proud to call Robin Hayes my City Manager. She has proven herself well above anything I could ever imagine. When I go around town, go to the League of Cities meetings in the county and state, go around town to talk with business owners and residents, they all tell me what a wonderful City Manager we have. Robin is an inspiration to all of her staff. One year ago, an Orlando Sentinel columnist said that Mount Dora was not prepared for the Innovation District. Recently, in a critique of Duke Energy's Certification process for the innovation district, they said we are completely ready for the first fish to swallow our bait. Robin has made great strides in preparing our City to start receiving clients for the innovation district. She exhibited great leadership in getting us through the ISBA issue with the City of Eustis. She was calm in the face of some difficult personnel decisions involving staff and appointed positions by council.

### Vice Mayor Tillett

Ms. Hayes has demonstrated a quick and thorough understanding of the myriad responsibilities of her position. She actively manages her department chiefs and their missions.

Excellent communications skills. Especially pleased with weekly individual meetings with Councilmembers. Continue to pursue more coordinated inter-departmental communications and transparency by quicker postings to website, etc.

Ms. Hayes has shown herself to be an effective team leader and has inspired confidence of her staff and the council. She responds quickly and appropriately to changing needs and priorities.

There have been decisions executed that have, in the public's eye, blurred the lines between policy or operational issues. One instance was whether public property use should be granted to a private entity, whether long-term or permanent. I would hope in the future when a decision has even an appearance of it being a policy, or precedent setting, the matter would be brought to council's attention before execution.

As a first time city manager, Ms. Hayes has overall exceeded my expectations with regard to her management skills. She has demonstrated herself to be a firm, yet flexible manager and has greatly improved the public trust by her commitment to fairness and transparency.

#### Councilmember Rolfson

Ms. Hayes has fine interpersonal skills as a manager. Her high level of competencies will improve further when she attains ICMA status. She possesses a warm and confident personality.

Ms. Hayes is a wonderful listener - a lost skill for some. Good Financial background. Responds well to councilmember issues/needs. Gracious and courteous to residents, with warm smiles. Follows through with Councilmembers on reported issues. Good initiative leadership skills.

Ms. Hayes has very few areas that need improvement, but she should feel more freedom to advise against individual councilmember ideas for policy that are either premature, unwise in the first place or potentially harmful or otherwise unwise for the City to undertake. This can be done with courtesy, yet with wise leadership. Only Councilmembers with sensitive or shallow egos should object. I, for one, look for such sensitive but bold leadership.

Work toward and obtain ICMA and other certifications. Attend any other continuing education seminars. Join a FLOC Policy Committee.

The Council clearly made the right choice with Ms. Hayes. She is well respected within the City, her staff and the City Council. Her leadership and personality exude respect from those with whom she interacts. She is smart and collaborative. I look forward to the next and following years of unique growth for Mount Dora under her leadership. Her self-assessment seems right on!

#### Councilmember Hoechst

Ms. Hayes demonstrates the ability to listen and learn. She is organized and focused. Ability to navigate challenging situations. Knowledge of the budget and the process.

Ms. Hayes needs improvement in handling of personnel issues; Timely accurate complete board packets.

### Councilmember Slaby

Ms. Hayes has relied on senior staff on a few issues such as Rental Inspections, some CIP projects, combined Recreation/Public Works building and ADA sidewalk which created some friction but overall judgment and knowledge are sound.

Ms. Hayes has shown good understanding in the area of Administrative Skills, along with dealing with newness of the city, employees and other stakeholders.

Would like to see more information detail shared in Council Meetings to give the same sort of detail afforded council members in 1 on 1 meetings. Continue to circle back with residents (expect the added administrative headcount to help here also.)

Ms. Hayes has done a good job in her first year as city manager. In the coming year I look to her to have the core operations running with increased smoothness and staff attention to detail so that she may better focus on large, important projects. Without strong staff and adequate review/control mechanisms in place, the ability of Robin to focus on projects will be less than otherwise hoped. She needs to continue on filling outstanding leadership roles so she can have a team in place to help her succeed.

### Councilmember Crail

Was in agreement with Ms. Hayes' self-evaluation.

### Councilmember Tucker

Ms. Hayes, in my opinion, has been a blessing to the City. It appears that she is holding her directors accountable. She is a professional in every way. My sole concern is that at times she has mentioned an item prior to the item coming before Council but that is a minor point. As stated, I believe Ms. Hayes to be the best city manager for Mount Dora in over a decade.