



CITY OF
MOUNT
DORA

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INTERVIEW REPORT

Subject of Interview:	Patrick Comiskey
Allegation:	Lack of Confidence
Interviewers:	Kimberly Helfant & Kenneth Hargroves
Date of Complaint:	May 16, 2023
Date of Report:	June 15, 2023

I. BACKGROUND

On the evening of May 16, 2023, City of Mount Dora's Mayor, Crissy Stile expressed her concerns with the City Manager's conduct and raised question if he possesses the ability to manage the City and its employees effectively. City Council voted to have Councilmember Dawson coordinate with HR to create and conduct an anonymous survey for all employees that directly report to the City Manager.

II. INTERVIEW PROCESS

Kimberly Helfant met with Councilmember Dawson on May 22, 2023 to review and discuss survey questions that favor 360 feedback questions. Kimberly Helfant and Kenneth Hargroves began anonymous surveying/interviewing direct reports on the week of June 5, 2023. In an effort to protect the anonymity of the surveyed employees, interviews were conducted in-person, on paper, and outside of the City of Mount Dora. The surveys include general statements, as specific information would establish the identity of the surveyed employee.

III. WITNESSES AND DOCUMENTATION

Interviews

Direct reports with the exception of one. One employee elected not to participate.

Documents

Anonymous Surveys: Composite Exhibit “A”

List of concerns about City Manager’s Executive Assistant: Composite Exhibit “B”

IV. FINDINGS

Based on the interviews conducted, the following facts were determined:

- **Significant Development Needed:** 103 responses
- **Development Needed:** 79 responses
- **Capable:** 46 responses
- **Strength:** 69 responses
- **Exceptional Strength:** 95 responses
- **Unable to Assess:** 14 responses

Summary of survey results:

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?		5	1	2	6	
Does the Manager consider other opinions before making a decision?	4	3	2	2	3	
Does the Manager understand both the short-term and long-term impacts of his decisions?	5	1	2	2	4	

Does the Manager effectively solve problems?	2	5	2	1	4	
Is the Manager responsive to his team's needs and questions?	5	3		4	2	
Does the Manager provide a clear vision that aligns with the organization's objectives?	4	4	1	2	3	
Leadership	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Is the Manager demonstrating leadership on a daily basis?	5	2	1	3	3	
Does the Manager carry out duties without issue?	3	2	2	1	4	2
Does the Manager supervise work to an effective level?	4	3		4	3	
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?	5	2	2	2	3	
Is the Manager always timely and efficient at providing feedback?	6	3	0	3	2	

Does the Manager create opportunities for discussion and dialogue?	3	6	0	1	4	
Interpersonal Skills	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager show respect to others?		5	1	1	7	
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?	5	1		4	4	
Does the Manager regularly have conflict with others?	1	3	2	2	3	3
Does the Manager collaborate with others effectively?	6	1	1	2	3	1
Problem Solving	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Is the Manager effective at evaluating a problem?		4	3	3	4	
Does the Manager possess decision-making skills?	1	2	5	3	3	
Does the Manager suggest useful solutions to a problem?	1	4	2	3	4	

Does the Manager recognize when there is a problem?	3	2	2	3	4	
Does the manager effectively communicate problems to others and bring them on board?	6	1	1	3	2	1
Does the Manager provide creative solutions to problems?	3	1	4	1	5	
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?	5	3	1	1	4	
Is the Manager showing engagement with the organizational goals?	5	2	1	3	3	
Employee's Motivation	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Is the Manager difficult to motivate to do a task?	5	1	3		3	2
Efficiency	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager complete his tasks effectively?	3	3	2	3	1	2

Does the Manager create a sense of collaboration when working with others?	5	2	2	3	2	
Does the Manager deal with daily work tasks effectively?	3	3	1	3	1	3
Does the Manager improve processes to make them more effective?	5	2	2	3	2	

COMPOSITE EXHIBIT “A”

***amended 1a – Employee asked to update the responses to be in better favor of Patrick last minute.**

***amended 2b – Employee asked to update the responses to be in better favor of Patrick on two separate occasions for fear of City Manager and Merry pinpointing individual responses to direct reports.**

City Manager Survey						
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?				✓		
Does the Manager consider other opinions before making a decision?				✓		
Does the Manager understand both the short-term and long-term impacts of his decisions?					✓	
Does the Manager effectively solve problems?					✓	
Is the Manager responsive to his team's needs and questions?				✓		
Does the Manager provide a clear vision that aligns with the organization's objectives?					✓	
Leadership						
Is the Manager demonstrating leadership on a daily basis?					✓	
Does the Manager carry out duties without issue?					✓	
Does the Manager supervise work to an effective level?				✓		

City Manager Survey

Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?					✓	
Is the Manager always timely and efficient at providing feedback?					✓	
Does the Manager create opportunities for discussion and dialogue?					✓	
Interpersonal Skills						
Does the Manager show respect to others?					✓	
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?				✓		
Does the Manager regularly have conflict with others?					✓	
Does the Manager collaborate with others effectively?				✓		
Problem Solving						
Is the Manager effective at evaluating a problem?					✓	
Does the Manager possess decision-making skills?					✓	
Does the Manager suggest useful solutions to a problem?					✓	
Does the Manager recognize when there is a problem?				✓		
Does the manager effectively communicate problems to others and bring them on board?				✓		
Does the Manager provide creative solutions to problems?					✓	

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?					✓	
Is the Manager showing engagement with the organizational goals?				✓		
Employee's Motivation						
Is the Manager difficult to motivate to do a task?					✓	
Efficiency						
Does the Manager complete his tasks effectively?				✓		
Does the Manager create a sense of collaboration when working with others?				✓		
Does the Manager deal with daily work tasks effectively?				✓		
Does the Manager improve processes to make them more effective?				✓		

What has the Manager done particularly well?

Patrick is good at breaking down problems and findings answers.
 Patrick establishes a positive environment and is flexible.
 Patrick is knowledgeable, honest, and sincere.

What would make the Manager more effective in their role?

Have regular meetings with direct reports and have direct communication.

What are 3 or 4 words you would use to describe the Manager?

Authentic, sincere, knowledgeable, kind

What other comments do you have?

I would like to see Patrick be more open to differing opinions. It is important for those opinions to be directly communicated to Patrick and not through an intermediary.

Can you provide specific examples?

City Manager Survey							
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager work in a respectful manner to others?					✓		
Does the Manager consider other opinions before making a decision?					✓		
Does the Manager understand both the short-term and long-term impacts of his decisions?					✓		
Does the Manager effectively solve problems?				✓			
Is the Manager responsive to his team's needs and questions?				✓			
Does the Manager provide a clear vision that aligns with the organization's objectives?				✓			
Leadership							
Is the Manager demonstrating leadership on a daily basis?				✓			
Does the Manager carry out duties without issue?						✓	
Does the Manager supervise work to an effective level?				✓			

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?				✓			
Is the Manager always timely and efficient at providing feedback?				✓			
Does the Manager create opportunities for discussion and dialogue?				✓			
Interpersonal Skills							
Does the Manager show respect to others?					✓		
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?				✓			
Does the Manager regularly have conflict with others?						✓	
Does the Manager collaborate with others effectively?				✓			
Problem Solving							
Is the Manager effective at evaluating a problem?				✓			
Does the Manager possess decision-making skills?				✓			
Does the Manager suggest useful solutions to a problem?				✓			
Does the Manager recognize when there is a problem?				✓			
Does the manager effectively communicate problems to others and bring them on board?				✓			
Does the Manager provide creative solutions to problems?					✓		

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?					✓	
Is the Manager showing engagement with the organizational goals?				✓		
Employee's Motivation						
Is the Manager difficult to motivate to do a task?						✓
Efficiency						
Does the Manager complete his tasks effectively?						✓
Does the Manager create a sense of collaboration when working with others?				✓		
Does the Manager deal with daily work tasks effectively?						✓
Does the Manager improve processes to make them more effective?				✓		

What has the Manager done particularly well?

Community engagement
Creative solutions
building partnerships

What would make the Manager more effective in their role?

Better communication

What are 3 or 4 words you would use to describe the Manager?

Approachable, understanding, kind, methodical, good listener

City Manager Survey		
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What other comments do you have?

Can you provide specific examples?

City Manager Survey

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?		X				
Does the Manager consider other opinions before making a decision?		X				
Does the Manager understand both the short-term and long-term impacts of his decisions?	X					
Does the Manager effectively solve problems?		X				
Is the Manager responsive to his team's needs and questions?		X				
Does the Manager provide a clear vision that aligns with the organization's objectives?	X					
Leadership						
Is the Manager demonstrating leadership on a daily basis?	X					
Does the Manager carry out duties without issue?	X					
Does the Manager supervise work to an effective level?	X					

City Manager Survey						
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?	X					
Is the Manager always timely and efficient at providing feedback?	X					
Does the Manager create opportunities for discussion and dialogue?	X					
Interpersonal Skills						
Does the Manager show respect to others?		X				
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?		X				
Does the Manager regularly have conflict with others?			X			
Does the Manager collaborate with others effectively?		X				
Problem Solving						
Is the Manager effective at evaluating a problem?		X				
Does the Manager possess decision-making skills?		X				
Does the Manager suggest useful solutions to a problem?			X			
Does the Manager recognize when there is a problem?		X				
Does the manager effectively communicate problems to others and bring them on board?	X					
Does the Manager provide creative solutions to problems?			X			

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?		X				
Is the Manager showing engagement with the organizational goals?		X				
Employee's Motivation						
Is the Manager difficult to motivate to do a task?		X				
Efficiency						
Does the Manager complete his tasks effectively?	X					
Does the Manager create a sense of collaboration when working with others?	X					
Does the Manager deal with daily work tasks effectively?		X				
Does the Manager improve processes to make them more effective?		X				

What has the Manager done particularly well?

What would make the Manager more effective in their role?

More trust in his staff. Better communication. Meet with directors on a regular basis.

What are 3 or 4 words you would use to describe the Manager?

Evasive, Retaliatory, Conniving, Accusatory

What other comments do you have?

Patrick is evasive when it comes to meeting with or responding to Directors. In reference to the question, "Does the manager consider other opinions before making a decision?" - The manager seeks out the opinions of others outside of the pertinent department for suggestions on processes, procedures, or action plans.

Can you provide specific examples?

While the manager is knowledgeable in many areas, he fails to understand the total effects of his decisions. For instance, when he has a director vacancy, he wisely chooses to see how the interim director performs in that role but takes an excessive amount of time to make final appointments. This length of time has created burnout with employees and a concerning dip in employee morale: City-wide.

I do believe the Manager can recognize when there is a problem, but I get a sense of a lack of concern to many problems that require immediate action/attention.

Patrick will task numerous employees with the same "mission" failing to inform them that others are on the same project preventing collaboration, this creates confusion and aggravation.

Patrick shows engagement with the City's goals but seeks the advice from external sources rather than collaborating with his staff effectively.

Patrick frequently brings his dog to work - distracting him and his staff from their duties. Not to mention the concern of employees with a fear of dogs and/or allergies to dogs.

City Manager Survey

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?					✓	
Does the Manager consider other opinions before making a decision?			✓			
Does the Manager understand both the short-term and long-term impacts of his decisions?			✓			
Does the Manager effectively solve problems?			✓			
Is the Manager responsive to his team's needs and questions?				✓		
Does the Manager provide a clear vision that aligns with the organization's objectives?				✓		
Leadership						
Is the Manager demonstrating leadership on a daily basis?				✓		
Does the Manager carry out duties without issue?				✓		
Does the Manager supervise work to an effective level?				✓		

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?		✓					
Is the Manager always timely and efficient at providing feedback?		✓					
Does the Manager create opportunities for discussion and dialogue?		✓					
Interpersonal Skills							
Does the Manager show respect to others?					✓		
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?					✓		
Does the Manager regularly have conflict with others?				✓			
Does the Manager collaborate with others effectively?					✓		
Problem Solving							
Is the Manager effective at evaluating a problem?			✓				
Does the Manager possess decision-making skills?			✓				
Does the Manager suggest useful solutions to a problem?				✓			
Does the Manager recognize when there is a problem?				✓			
Does the manager effectively communicate problems to others and bring them on board?			✓				
Does the Manager provide creative solutions to problems?			✓				

City Manager Survey							
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager actively provide feedback about ideas or activities?			✓				
Is the Manager showing engagement with the organizational goals?				✓			
Employee's Motivation							
Is the Manager difficult to motivate to do a task?			✓				
Efficiency							
Does the Manager complete his tasks effectively?			✓				
Does the Manager create a sense of collaboration when working with others?			✓				
Does the Manager deal with daily work tasks effectively?			✓				
Does the Manager improve processes to make them more effective?			✓				

What has the Manager done particularly well?

Management skills are calming and creates a stable environment and eliminates chaos.

What would make the Manager more effective in their role?

There are times he listens to others that are not knowledgeable in that subject and is influenced by outside opinions that effect the City overall.

What are 3 or 4 words you would use to describe the Manager?

Effective, competent, engaging

What other comments do you have?

In regards to the policies of the City, he doesn't rely on employee expertise to make decisions and effective changes for the long term benefit of the City.

There tends to be poor judgement of the longterm sustainability of the City.

Can you provide specific examples?

City Manager Survey							
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager work in a respectful manner to others?		X					
Does the Manager consider other opinions before making a decision?		X					
Does the Manager understand both the short-term and long-term impacts of his decisions?	X						
Does the Manager effectively solve problems?		X					
Is the Manager responsive to his team's needs and questions?	X						
Does the Manager provide a clear vision that aligns with the organization's objectives?		X					
Leadership							
Is the Manager demonstrating leadership on a daily basis?	X						
Does the Manager carry out duties without issue?			X				
Does the Manager supervise work to an effective level?		X					

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?			X				
Is the Manager always timely and efficient at providing feedback?		X					
Does the Manager create opportunities for discussion and dialogue?		X					
Interpersonal Skills							
Does the Manager show respect to others?		X					
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?	X						
Does the Manager regularly have conflict with others?		X					
Does the Manager collaborate with others effectively?	X						
Problem Solving							
Is the Manager effective at evaluating a problem?		X					
Does the Manager possess decision-making skills?			X				
Does the Manager suggest useful solutions to a problem?		X					
Does the Manager recognize when there is a problem?	X						
Does the manager effectively communicate problems to others and bring them on board?	X						
Does the Manager provide creative solutions to problems?		X					

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?		X				
Is the Manager showing engagement with the organizational goals?	X					
Employee's Motivation						
Is the Manager difficult to motivate to do a task?	X					
Efficiency						
Does the Manager complete his tasks effectively?		X				
Does the Manager create a sense of collaboration when working with others?			X			
Does the Manager deal with daily work tasks effectively?		X				
Does the Manager improve processes to make them more effective?	X					

What has the Manager done particularly well?

He has identified some financial issues, that existed prior to his arrival

What would make the Manager more effective in their role?

Better communication, communications with departments and divisions, and associated staff.
Be more engaged, and attending pre-scheduled meetings.

What are 3 or 4 words you would use to describe the Manager?

Average

What other comments do you have?

Would recommend looking for another City Manager. Multiple employees are taking on the responsibilities of more than one position.

Can you provide specific examples?

Lack of meetings attendance from the City Manager. Delays in decision-making. Lack of trust in expertise of directors and direct reports.

Purchasing policies are being broken and ignored by the City Manager.

City Manager Survey						
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?					X	
Does the Manager consider other opinions before making a decision?	X					
Does the Manager understand both the short-term and long-term impacts of his decisions?				X		
Does the Manager effectively solve problems?			X			
Is the Manager responsive to his team's needs and questions?	X					
Does the Manager provide a clear vision that aligns with the organization's objectives?		X				
Leadership						
Is the Manager demonstrating leadership on a daily basis?			X			
Does the Manager carry out duties without issue?					X	
Does the Manager supervise work to an effective level?				X		

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?	X						
Is the Manager always timely and efficient at providing feedback?		X					
Does the Manager create opportunities for discussion and dialogue?		X					
Interpersonal Skills							
Does the Manager show respect to others?					X		
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?				X			
Does the Manager regularly have conflict with others?				X			
Does the Manager collaborate with others effectively?	X						
Problem Solving							
Is the Manager effective at evaluating a problem?				X			
Does the Manager possess decision-making skills?				X			
Does the Manager suggest useful solutions to a problem?					X		
Does the Manager recognize when there is a problem?					X		
Does the manager effectively communicate problems to others and bring them on board?	X						
Does the Manager provide creative solutions to problems?				X			

City Manager Survey							
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager actively provide feedback about ideas or activities?	X						
Is the Manager showing engagement with the organizational goals?	X						
Employee's Motivation							
Is the Manager difficult to motivate to do a task?			X				
Efficiency							
Does the Manager complete his tasks effectively?				X			
Does the Manager create a sense of collaboration when working with others?	X						
Does the Manager deal with daily work tasks effectively?				X			
Does the Manager improve processes to make them more effective?			X				

What has the Manager done particularly well?

From the City's perspective, we needed to cut some costs. The City Manager has done a good job with this.

What would make the Manager more effective in their role?

Communicating with his direct reports and getting input from them.

What are 3 or 4 words you would use to describe the Manager?

Friendly, decisive, funny

City Manager Survey

What other comments do you have?

Can you provide specific examples?

City Manager Survey						
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?					X	
Does the Manager consider other opinions before making a decision?					X	
Does the Manager understand both the short-term and long-term impacts of his decisions?					X	
Does the Manager effectively solve problems?					X	
Is the Manager responsive to his team's needs and questions?					X	
Does the Manager provide a clear vision that aligns with the organization's objectives?					X	
Leadership						
Is the Manager demonstrating leadership on a daily basis?					X	
Does the Manager carry out duties without issue?					X	
Does the Manager supervise work to an effective level?					X	

City Manager Survey						
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?					X	
Is the Manager always timely and efficient at providing feedback?				X		
Does the Manager create opportunities for discussion and dialogue?					X	
Interpersonal Skills						
Does the Manager show respect to others?					X	
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?					X	
Does the Manager regularly have conflict with others?					X	
Does the Manager collaborate with others effectively?					X	
Problem Solving						
Is the Manager effective at evaluating a problem?					X	
Does the Manager possess decision-making skills?					X	
Does the Manager suggest useful solutions to a problem?					X	
Does the Manager recognize when there is a problem?					X	
Does the manager effectively communicate problems to others and bring them on board?					X	
Does the Manager provide creative solutions to problems?					X	

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?					X	
Is the Manager showing engagement with the organizational goals?					X	
Employee's Motivation						
Is the Manager difficult to motivate to do a task?					X	
Efficiency						
Does the Manager complete his tasks effectively?						X
Does the Manager create a sense of collaboration when working with others?					X	
Does the Manager deal with daily work tasks effectively?						X
Does the Manager improve processes to make them more effective?					X	

What has the Manager done particularly well?

The manager is incredibly smart when it comes to strategy.

What would make the Manager more effective in their role?

What are 3 or 4 words you would use to describe the Manager?

Compassionate, engaged, concerned with everyone's well-being

City Manager Survey		
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What other comments do you have?

The City Manager has creative ideas for utilizing ARPA Funds.

Can you provide specific examples?

City Manager Survey

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?					✓	
Does the Manager consider other opinions before making a decision?			✓			
Does the Manager understand both the short-term and long-term impacts of his decisions?			✓			
Does the Manager effectively solve problems?		✓				
Is the Manager responsive to his team's needs and questions?		✓				
Does the Manager provide a clear vision that aligns with the organization's objectives?		✓				
Leadership						
Is the Manager demonstrating leadership on a daily basis?		✓				
Does the Manager carry out duties without issue?			✓			
Does the Manager supervise work to an effective level?		✓				

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?		✓					
Is the Manager always timely and efficient at providing feedback?	✓						
Does the Manager create opportunities for discussion and dialogue?		✓					
Interpersonal Skills							
Does the Manager show respect to others?					✓		
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?					✓		
Does the Manager regularly have conflict with others?						✓	
Does the Manager collaborate with others effectively?			✓				
Problem Solving							
Is the Manager effective at evaluating a problem?			✓				
Does the Manager possess decision-making skills?			✓				
Does the Manager suggest useful solutions to a problem?			✓				
Does the Manager recognize when there is a problem?		✓					
Does the manager effectively communicate problems to others and bring them on board?						✓	
Does the Manager provide creative solutions to problems?			✓				

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?		✓				
Is the Manager showing engagement with the organizational goals?			✓			
Employee's Motivation						
Is the Manager difficult to motivate to do a task?			✓			
Efficiency						
Does the Manager complete his tasks effectively?			✓			
Does the Manager create a sense of collaboration when working with others?		✓				
Does the Manager deal with daily work tasks effectively?						✓
Does the Manager improve processes to make them more effective?		✓				

What has the Manager done particularly well?

Always cordial & respectful.

What would make the Manager more effective in their role?

He needs to listen more. He tells a lot of stories, taking a lot of time from normal duties. He could make more effective use of his time.

What are 3 or 4 words you would use to describe the Manager?

Friendly, easy-going, knowledgeable.

What other comments do you have?

I don't get clear direction on what to do sometimes. I leave some meetings wondering what my directive is.

Patrick's memory seems to be lacking concerning names or circumstances.

Patrick should have more involvement at city council meetings and calling on Directors only for clarifying details.

Can you provide specific examples?

Directors are overly burdened with too many duties.

I'm going through a lot of stress and feel other Directors are too.

In reference to the question of "Does the Manager possess decision-making skills?" - I think he does, he just needs to work on communicating those decisions.

City Manager Survey							
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager work in a respectful manner to others?				X			
Does the Manager consider other opinions before making a decision?				X			
Does the Manager understand both the short-term and long-term impacts of his decisions?				X			
Does the Manager effectively solve problems?				X			
Is the Manager responsive to his team's needs and questions?				X			
Does the Manager provide a clear vision that aligns with the organization's objectives?			X				
Leadership							
Is the Manager demonstrating leadership on a daily basis?				X			
Does the Manager carry out duties without issue?						X	
Does the Manager supervise work to an effective level?					X		

City Manager Survey						
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?				X		
Is the Manager always timely and efficient at providing feedback?				X		
Does the Manager create opportunities for discussion and dialogue?					X	
Interpersonal Skills						
Does the Manager show respect to others?				X		
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?				X		
Does the Manager regularly have conflict with others?						X
Does the Manager collaborate with others effectively?						X
Problem Solving						
Is the Manager effective at evaluating a problem?					X	
Does the Manager possess decision-making skills?				X		
Does the Manager suggest useful solutions to a problem?				X		
Does the Manager recognize when there is a problem?					X	
Does the manager effectively communicate problems to others and bring them on board?				X		
Does the Manager provide creative solutions to problems?					X	

City Manager Survey							
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager actively provide feedback about ideas or activities?				X			
Is the Manager showing engagement with the organizational goals?					X		
Employee's Motivation							
Is the Manager difficult to motivate to do a task?						X	
Efficiency							
Does the Manager complete his tasks effectively?				X			
Does the Manager create a sense of collaboration when working with others?				X			
Does the Manager deal with daily work tasks effectively?				X			
Does the Manager improve processes to make them more effective?				X			

What has the Manager done particularly well?

- Assessment of management staff. Analysis of biggest financial challenges → has a good grasp.
- Has a mature view and comprehensive view of finances
- Reduced/eliminated climate of fear, a much more respectful and healthy environment has been created.

What would make the Manager more effective in their role?

Eliminate any reward for fraternization ~~with~~ by employees with elected officials.

What are 3 or 4 words you would use to describe the Manager?

Intelligent, sympathetic, experienced, creative

What other comments do you have?

It has been disappointing to see how our normal HR processes have been discarded for this very political theater. I strongly object to the on-going featherization of all employees with elected officials because it is unfair to those who don't and it shifts the focus away from results.

Can you provide specific examples?

The financial motives of all should be considered.

City Manager Survey

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?					✓	
Does the Manager consider other opinions before making a decision?					✓	
Does the Manager understand both the short-term and long-term impacts of his decisions?					✓	
Does the Manager effectively solve problems?					✓	
Is the Manager responsive to his team's needs and questions?					✓	
Does the Manager provide a clear vision that aligns with the organization's objectives?					✓	
Leadership						
Is the Manager demonstrating leadership on a daily basis?					✓	
Does the Manager carry out duties without issue?					✓	
Does the Manager supervise work to an effective level?					✓	

City Manager Survey						
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?					✓	
Is the Manager always timely and efficient at providing feedback?					✓	
Does the Manager create opportunities for discussion and dialogue?					✓	
Interpersonal Skills						
Does the Manager show respect to others?					✓	
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?					✓	
Does the Manager regularly have conflict with others?					✓	
Does the Manager collaborate with others effectively?					✓	
Problem Solving						
Is the Manager effective at evaluating a problem?					✓	
Does the Manager possess decision-making skills?					✓	
Does the Manager suggest useful solutions to a problem?					✓	
Does the Manager recognize when there is a problem?					✓	
Does the manager effectively communicate problems to others and bring them on board?					✓	
Does the Manager provide creative solutions to problems?					✓	

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?					✓	
Is the Manager showing engagement with the organizational goals?					✓	
Employee's Motivation						
Is the Manager difficult to motivate to do a task?					✓	
Efficiency						
Does the Manager complete his tasks effectively?					✓	
Does the Manager create a sense of collaboration when working with others?					✓✓	
Does the Manager deal with daily work tasks effectively?					✓✓	
Does the Manager improve processes to make them more effective?					✓	

What has the Manager done particularly well?

The leadership has been incredibly helpful. Patrick is a team player. At council meetings, he makes sure to involve city staff to effectively communicate the projects directly to council to highlight their expertise.

What would make the Manager more effective in their role?

What are 3 or 4 words you would use to describe the Manager?

Experienced, respectful, leader, responsible

What other comments do you have?

He has a good grasp on fiscal responsibility.

Can you provide specific examples?

If there are excess funds after completion of a project, it is the City Manager's discretion as to how those funds are redirected according to the City's priorities.

City Manager Survey

Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager work in a respectful manner to others?		✓				
Does the Manager consider other opinions before making a decision?	✓					
Does the Manager understand both the short-term and long-term impacts of his decisions?	✓					
Does the Manager effectively solve problems?		✓				
Is the Manager responsive to his team's needs and questions?	✓					
Does the Manager provide a clear vision that aligns with the organization's objectives?		✓				
Leadership						
Is the Manager demonstrating leadership on a daily basis?	✓					
Does the Manager carry out duties without issue?	✓					
Does the Manager supervise work to an effective level?	✓					

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager effectively communicate his ideas to others?			✓				
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Does the Manager create opportunities for discussion and dialogue?	✓						
Interpersonal Skills							
Does the Manager show respect to others?			✓				
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?	✓						
Does the Manager regularly have conflict with others?			✓				
Does the Manager collaborate with others effectively?	✓						
Problem Solving							
Is the Manager effective at evaluating a problem?		✓					
Does the Manager possess decision-making skills?			✓				
Does the Manager suggest useful solutions to a problem?		✓					
Does the Manager recognize when there is a problem?	✓						
Does the manager effectively communicate problems to others and bring them on board?		✓					
Does the Manager provide creative solutions to problems?	✓						

City Manager Survey							
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
Does the Manager actively provide feedback about ideas or activities?	✓						
Is the Manager showing engagement with the organizational goals?		✓					
Employee's Motivation							
Is the Manager difficult to motivate to do a task?	✓						
Efficiency							
Does the Manager complete his tasks effectively?	✓						
Does the Manager create a sense of collaboration when working with others?	✓						
Does the Manager deal with daily work tasks effectively?	✓						
Does the Manager improve processes to make them more effective?	✓						

What has the Manager done particularly well?

He allows Directors to manage their own team without micro managing.

What would make the Manager more effective in their role?

Clear communication, responding to emails, taking a team approach, listen to your Director's expertise. Be more engaging w/ staff, respect for other's people's time during/concerning meetings. w/ him. He gets up and leaves in the middle of meetings leaving everyone else to complete the meeting offering no direction.

What are 3 or 4 words you would use to describe the Manager?

Disengaged, non-leader, Confusing, uncooperative

What other comments do you have?

No process or procedure behind adding new jobs or promotions.
He has you move projects along and then stops you without direction and changes his mind or stop the project completely.
He is very forgetful of previous conversations.

Can you provide specific examples?

Patrick is asking City staff to complete tasks without appropriate legal measures. City staff let him know that they are not comfortable moving forward, but the directive was to continue with project.

Patrick spends a lot of time walking his dog.

Patrick's strategy to save money by not filling vacant positions is placing undue burden on current staff.

I have heard first-hand from a party involved that they were asked and being pressured to write a ~~letter~~ letter in support of Patrick by Merry.

City Manager Survey							
Management	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
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Does the Manager consider other opinions before making a decision?	X						
Does the Manager understand both the short-term and long-term impacts of his decisions?	X						
Does the Manager effectively solve problems?		X					
Is the Manager responsive to his team's needs and questions?	X						
Does the Manager provide a clear vision that aligns with the organization's objectives?	X						
Leadership							
Is the Manager demonstrating leadership on a daily basis?		X					
Does the Manager carry out duties without issue?		X					
Does the Manager supervise work to an effective level?		X					

City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
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Does the Manager regularly have conflict with others?		X					
Does the Manager collaborate with others effectively?	X						
Problem Solving							
Is the Manager effective at evaluating a problem?				X			
Does the Manager possess decision-making skills?			X				
Does the Manager suggest useful solutions to a problem?		X					
Does the Manager recognize when there is a problem?			X				
Does the manager effectively communicate problems to others and bring them on board?	X						
Does the Manager provide creative solutions to problems?			X				

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
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Is the Manager showing engagement with the organizational goals?	X					
Employee's Motivation						
Is the Manager difficult to motivate to do a task?	X					
Efficiency						
Does the Manager complete his tasks effectively?		X				
Does the Manager create a sense of collaboration when working with others?	X					
Does the Manager deal with daily work tasks effectively?		X				
Does the Manager improve processes to make them more effective?	X					

What has the Manager done particularly well?

He analyzes problems well and he has a game-plan in mind.
He is smart and clever and comes up with ideas.

What would make the Manager more effective in their role?

Create a positive work culture. Prioritize well-being of employees. Having open-door policy in which he is available instead of his secretary. Better communication skills, the manager has poor communication skills and does not provide feedback. The manager makes employees feel like they are not being listened to.

What are 3 or 4 words you would use to describe the Manager?

Close-minded, manipulative, Sarcastic

What other comments do you have?

The manager carefully chooses employees to attend meetings to support his agenda. He does not foster collaboration or team-work. The City Manager is not open-minded to other employees ideas, and often jumps to conclusions before hearing other employees ideas and looking at the entire project objectively. The City Manager lacks integrity, never owns up to mistakes, and hides behind employees while shifting blame on to others.

Can you provide specific examples?

The manager should have included the fire department when making the decision to eliminate the building of the 2nd fire station. The manager has authority to make final decisions but the departments and directors should be included in the conversation.

The manager does not hold people/employees accountable. Instead of disciplining, he uses tactics to push people out or work them until they reach a breaking point and leave.

City Manager Survey						
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Does the Manager effectively solve problems?	X					
Is the Manager responsive to his team's needs and questions?	X					
Does the Manager provide a clear vision that aligns with the organization's objectives?	X					
Leadership						
Is the Manager demonstrating leadership on a daily basis?	X					
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City Manager Survey							
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess	
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Does the Manager regularly have conflict with others?	X						
Does the Manager collaborate with others effectively?	X						
Problem Solving							
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City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
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Is the Manager difficult to motivate to do a task?	X					
Efficiency						
Does the Manager complete his tasks effectively?	X					
Does the Manager create a sense of collaboration when working with others?	X					
Does the Manager deal with daily work tasks effectively?	X					
Does the Manager improve processes to make them more effective?	X					

What has the Manager done particularly well?

Cordial interactions, sometimes makes sound decisions

What would make the Manager more effective in their role?

Not being in this role

What are 3 or 4 words you would use to describe the Manager?

Ineffective

What other comments do you have?

- Relationship between Jim, Merry, and Patrick is toxic.
- Making disparaging remarks to members of the public and other city employees about city employees and/or directors

Can you provide specific examples?

- I believe the City Manager was well aware of the issue involving the fire alarm monitoring months in advance
- The manner in which the Interim Fire Chief was addressed was disrespectful and belittling. This is an indication of how the City Manager disrespects employees.
 - ↳ For example: email dated 05/10/2023
- Has not received performance evaluations or feedback on performance
- Jim Faulkner asked city employee for their city username and password to get into another department's software to access information to report back to Patrick.
 - ↳ This is an IT Policy violation

City Manager Survey

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Does the Manager consider other opinions before making a decision?		✓				
Does the Manager understand both the short-term and long-term impacts of his decisions?		✓				
Does the Manager effectively solve problems?	✓					
Is the Manager responsive to his team's needs and questions?		✓				
Does the Manager provide a clear vision that aligns with the organization's objectives?	✓					
Leadership						
Is the Manager demonstrating leadership on a daily basis?	✓					
Does the Manager carry out duties without issue?		✓				
Does the Manager supervise work to an effective level?	✓					

City Manager Survey						
Communication	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager effectively communicate his ideas to others?	✓					
Is the Manager always timely and efficient at providing feedback?	✓					
Does the Manager create opportunities for discussion and dialogue?	✓					
Interpersonal Skills						
Does the Manager show respect to others?		✓				
Does the Manager have strong interpersonal skills and help everyone feel welcome on the team?	✓					
Does the Manager regularly have conflict with others?		✓				
Does the Manager collaborate with others effectively?	✓					
Problem Solving						
Is the Manager effective at evaluating a problem?		✓				
Does the Manager possess decision-making skills?	✓					
Does the Manager suggest useful solutions to a problem?		✓				
Does the Manager recognize when there is a problem?	✓					
Does the manager effectively communicate problems to others and bring them on board?	✓					
Does the Manager provide creative solutions to problems?	✓					

City Manager Survey						
Organizational Alignment	Significant Development Needed	Development Needed	Capable	Strength	Exceptional Strength	Unable to Assess
Does the Manager actively provide feedback about ideas or activities?	✓					
Is the Manager showing engagement with the organizational goals?	✓					
Employee's Motivation						
Is the Manager difficult to motivate to do a task?	✓					
Efficiency						
Does the Manager complete his tasks effectively?		✓				
Does the Manager create a sense of collaboration when working with others?		✓				
Does the Manager deal with daily work tasks effectively?	✓					
Does the Manager improve processes to make them more effective?	✓					

What has the Manager done particularly well?

Nothing

What would make the Manager more effective in their role?

Leadership training.
Doesn't have skill-set to lead other leaders.

What are 3 or 4 words you would use to describe the Manager?

Poor relationship skills, inability to relate some departments,
distrustful, untruthful

What other comments do you have?

I don't trust him. He's selfish, has proven to be untrustworthy by his actions. He is putting the citizens, employees, and City at risk. My department has felt effects of retaliation from Patrick from prior events. He imposes a lot of stress in my life everyday.

Can you provide specific examples?

Patrick is unresponsive and evasive to emails and phone calls.
Good-Luck getting him on the phone.
He doesn't show enough respect to his Director's or other employees to respond back.
Working for the City of Mount Dora has not been pleasant.

COMPOSITE EXHIBIT "B"

Issues w/ Merry

Merry tries to operate in the capacity of the Assistant City Manager and it is not well received. When Merry is not treated as such, she exhibits extremely unprofessional behavior. Merry gate-keeps information and controls the information that goes in and out to Patrick and manipulates him by providing her own perspective about the situation.

It is apparent that Merry and Jim are involved in discussions and decisions that in no way involve them. This creates conflict between peers and Director's relationships with Patrick.

Decisions and meetings are being delayed because they are going through Merry. I know Merry's personality and know how to navigate around it.

Merry is a huge problem, she has been given too much control. Trying to schedule meetings through Merry has proven to be difficult, whereas as scheduling through other staff within the City Manager's office, I have been able to schedule same day.

Merry is disrespectful, inappropriate, and thinks it's funny. - especially during the first amendment auditors. Merry in one word is vindictive. People are afraid to get on Merry's bad side for fear of repercussions from her or Patrick. I question how to write an email to Patrick because I know Merry is going to read it. In some cases, Merry is opposed to projects but Patrick is on board - in these situations, I fear Patrick is manipulated by Merry's opinions instead of listening to the professionals. You can't get into see Patrick unless you go through Merry, the "gate-keeper".

Merry treats Jeanann very poorly, she has no respect for her. Merry oversteps her boundaries often. If Merry is not part of a group, she treats them poorly.

Merry has a big impact on how Patrick manages. She covers Patrick's inability to manage the City properly. Merry pushes her own agenda within the workplace, seemingly not supportive of public safety.

I don't call Merry to make appointments because she will block me. Merry is difficult and disrespectful with communication. I ignore her as much as possible.

My dealings are not with Merry, I need decisions made by Patrick. Merry does a lot of what Patrick should be doing. It is hard to get in to see Patrick because Merry is controlling his schedule and because Patrick drags out the meetings. Merry seems to be overly stressed and it is unclear if it is self-inflicted or if she is over-burdened. Merry is very direct and does not have a friendly demeanor. Merry is overworked but it appears a lot of the issues she is facing are self-inflicted. I have a problem with Merry's emotional outbursts. I would like Merry to not insult employees behind their backs in front of other employees. Merry restricts access to the City Manager without good cause. Merry manipulates Patrick's perception of employees, and projects based off of her own opinions. I have witnessed Merry be disrespectful and vindictive to employees and citizens. She makes scheduling a meeting with Patrick difficult or impossible in some cases. She has a lot of unprofessional emotional outbursts. It is evident that Merry has aspirations of being the assistant City Manager and does everything in her power to assume that role.