

PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON CITY MANAGER

This outline is provided to assist the Dunnellon City Council in evaluation of the City Manager.

Evaluation categories are presented as well as areas for comment with regard to accomplishments in the past year or areas of need for improvement. Evaluation areas consider the provisions of the City Charter as they relate to the respective positions and place them within the context of management, legal and/or administrative principles in municipal government.

Use the following scale to rate the factors listed below:

Distinguished Performance **5**

- This rating describes performance which consistently exceeds job expectations, and reflects a thorough, efficient, and superior effort.

Commendable Performance **4**

- This rating consistently fulfills the requirements of the job.

Meets Expectations **3**

- This rating reflects performance which normally meets job expectations

Meets Minimum Expectations **2**

- This rating reflects that the person sometimes fails to fulfill the requirements of the job, and improvements are needed.

Unsatisfactory Performance **1**

- This rating indicates consistently fails to fulfill the requirements of the job.

Section I: Work Attributes Evaluation:

City Manager Evaluation: Circle the number you believe most closely reflects the performance in each area listed, using the performance description on the previous page

(1-Unsatisfactory Performance, 2-Meets Minimum Expectations; 3Meets Expectations; 4-Commendable Performance, 5-Distinguished Performance).

1. PERSONAL AND PROFESSIONAL SKILLS

						<u>SCORE</u>
<input type="radio"/> Composure, appearance, lifestyle, conduct or habits, and attitude fitting for an individual in executive position.	1	2	3	4	5	2.50
<input type="radio"/> Invests sufficient efforts toward being diligent and thorough in discharge of duties	1	2	3	4	5	2.75
<input type="radio"/> Knowledgeable of current developments affecting the management field.	1	2	3	4	5	2.75
<input type="radio"/> Has the technical skills necessary for operational competence, especially financial planning and control, administrative analysis, program direction and community planning.	1	2	3	4	5	2.25
<input type="radio"/> Has a capacity for innovation.	1	2	3	4	5	3.25
<input type="radio"/> Anticipates problems and develops effective solutions. Develops alternative approaches in implementing solutions.	1	2	3	4	5	2.50
<input type="radio"/> Willing to try new ideas proposed by Council Members or staff.	1	2	3	4	5	3.0
<input type="radio"/> Participates as necessary in municipal associations/activities at all levels.	1	2	3	4	5	3.50
<input type="radio"/> Maintains rapport with various other governmental jurisdictions and/or agencies.	1	2	3	4	5	3.40
<input type="radio"/> Open to criticism and regards it as a learning experience. Willing to adapt.	1	2	3	4	5	3.0
<input type="radio"/> Maintains a high degree of personal integrity. Actions and decisions reflect moral and ethical standards.	1	2	3	4	5	2.20

O Viewed with respect by others inside and outside the organization. 1 2 3 4 5 **2.40**

1. PERSONAL AND PROFESSIONAL SKILLS continued

O Effectively utilizes professional seminars and conferences to continuously improve his skills in the profession. 1 2 3 4 5 **3.25**

O Energetic and willing to spend whatever time it takes to do a good job. 1 2 3 4 5 **3.25**

O Tries to understand the values, attitudes and goals of others. 1 2 3 4 5 **2.75**

O Unemotional and unbiased in his decision making. Rational, impersonal viewpoints based on facts and qualified opinions are used. 1 2 3 4 5 **2.25**

Total Possible Points – 80 45.0

Comments:

Councilman Dillon:

Mr. Esch works well with Marion County staff members. However, when dealing with the general public he does not instill confidence in his leadership.

Councilman Hancock:

Eddie Needs to listen to understand other points of view and concerns. Then offer solutions based on an objective approach.

De-personalize communications to improve interactions and focus on the problem, and not the people involved.

Demonstrate openness to change, and promote effective problem solving approaches.

Stop blaming problems on others, and focus on the solutions.

Mayor Whitt:

Mr. Esch's private sector experience brings a fresh perspective to government that is reflected in his personal and professional approach.

2. PROVIDES EFFECTIVE SUPPORT TO COUNCIL

O Responds equally to the Mayor and each member of Council, and implements directives of the Council as a whole rather than those of any one Council Member. 1 2 3 4 5 **2.50**

O Responds to requests for information, suggestions, or assistance by Council. Is readily available to Council either personally or through designated staff.	1	2	3	4	5	3.0
O As requested by Council, assists the Council in establishing policy, while acknowledging and understanding that the Council has ultimate authority in policy creation.	1	2	3	4	5	2.75
O Receptive of constructive criticism and advice.	1	2	3	4	5	3.0
O Implements Council action in accordance with the intent of the Council. Supports the action of the Council after a decision has been reached.	1	2	3	4	5	3.0
O Enforces City policies. Reviews enforcement procedures periodically to improve effectiveness.	1	2	3	4	5	3.0
O Informs the Council of administrative developments. Assists the Council in resolving problems at the administrative level to avoid unnecessary legislative action.	1	2	3	4	5	3.25
O Understands the City's laws and ordinances.	1	2	3	4	5	2.80
O Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.	1	2	3	4	5	3.25
O Provides the Council with accurate and comprehensive reports concerning matters of importance to the City.	1	2	3	4	5	2.50
O Reports are generally produced through own initiative rather than only when requested by Council. Reports which relate to problems include pertinent information and offer alternative approaches to resolving problems.	1	2	3	4	5	2.50
O Maintains effective communications, both written and verbal, with members of Council.	1	2	3	4	5	2.75

<p>O Plans and organizes materials and presentations by himself or by sub-ordinates for the Council (i.e. Council Agenda), in a clear, concise, and comprehensive manner.</p>	1	2	3	4	5	3.0
<p>O Prepares a balanced budget reflective of the requirements of the City organization to provide services at a level intended by Council. Suggests appropriate use of available funds, conscious of the need to operate the City efficiently and effectively.</p>	1	2	3	4	5	2.50
<p>O Proposed budget is in an intelligent format. Provides guidance and assistance to Council during the budget process.</p>	1	2	3	4	5	3.0
<p>O Prepares a Capital Improvement Program which reflects efficient, effective systematic planning for the future.</p>	1	2	3	4	5	2.25
<p>O Assists the Council in setting short-term and long term goals for the City.</p>	1	2	3	4	5	2.25
	Total Possible Points – 85					47.3

Comments:

Councilman Dillon:

Mr. Esch does not provide the same level of support to all council members. Mr. Esch threatened to file a restraining order against one of the council members.

Councilman Hancock:

*Better communication of all the facts; improve accuracy of information the first time.
 Get ahead of issues instead of putting out fires, with less last minute needs requiring action.
 Took ten months to fill police chief position, and many different approaches that didn't work.
 Under-managed a serious harassment issue that embarrassed the city and all involved, and could have created law-suit issues through initial in-action.
 No capital budget exists for tracking replacement needs and funding requirements.
 No new revenue streams created since hire, which are sorely needed.
 Potential \$40k cost to city for lack of charter understanding of shared expenses, 1/3-1/3-1/3.
 Has not led operating improvement measures needed to balance city revenue and expenses.*

Mayor Whitt:

Although the Council continues to change, Mr. Esch has proven himself to be flexible to the changing needs when providing support to Council.

3. CONTINUES TO IMPROVE QUALITY SERVICES TO CITIZENS

O Maintains an interest in and devotion to the community and its citizens. Takes an appropriate part in community activities.	1	2	3	4	5	3.25
O Willing to meet with members of the community and discuss their interests and concerns.	1	2	3	4	5	3.50
O Effectively communicates Council policies and directives to the public.	1	2	3	4	5	3.0
O Works with the news media to inform the media about City activities and Council's policies.	1	2	3	4	5	2.50
O Displays skills for effective relations with various "types" of public (i.e. media, business community, civic groups, etc.	1	2	3	4	5	2.75
O Either personally or through designated staff, effectively works with outside agencies and other units of government with regard to managerial performance and intergovernmental relations.	1	2	3	4	5	3.50
O Either personally or through designated staff, is responsive to citizen complaints or suggestions, and handles them in a proper and timely manner.	1	2	3	4	5	3.50
O Attempts to insure that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in all coworkers.	1	2	3	4	5	3.25
O Establishes and maintains an image of the City to the community that represents quality services, vitality and professionalism.	1	2	3	4	5	2.50
O Attitude of the community toward the Manager is one of integrity, credibility, and ability.	1	2	3	4	5	<u>2.20</u>
	Total Possible Points - 50					29.95

Comments:

Councilman Dillon:

Mr. Esch has a difficult time dealing with the local business community.

Councilman Hancock:

Take better personal approach to public interactions and earn trust and respect, ie reduce negative perceptions and increase positive ones.

Take responsibility rather than shift blame, ie. "media is biased and can't be worked with."

Mayor Whitt:

With limited resources, Mr. Esch has maintained and/or improved city services during his time as city manager.

Councilman Winkler:

As a city manager you need to be known as someone who does the right things for the right reasons.

4. SUPERVISE CITY OPERATIONS

- | | | | | | | |
|--|---|---|---|---|---|------|
| <input type="radio"/> Encourages department heads to make decisions within their own jurisdiction without his/her specific review and approval yet maintains general control of administrative operations. | 1 | 2 | 3 | 4 | 5 | 2.75 |
| <input type="radio"/> Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their program. | 1 | 2 | 3 | 4 | 5 | 2.25 |
| <input type="radio"/> Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager's office. | 1 | 2 | 3 | 4 | 5 | 2.50 |
| <input type="radio"/> Evaluates personnel periodically and points out staff weaknesses and strengths. Takes corrective action as necessary to improve staff activities and operations. | 1 | 2 | 3 | 4 | 5 | 2.75 |
| <input type="radio"/> Takes responsibility for setting realistic and pertinent goals for organization. Strives to make the organization action or results oriented. | 1 | 2 | 3 | 4 | 5 | 2.75 |
| <input type="radio"/> Displays flexibility in his leadership style. | 1 | 2 | 3 | 4 | 5 | 2.75 |
| <input type="radio"/> Has the capability and willingness to make hard choices/decisions when required or necessary. | 1 | 2 | 3 | 4 | 5 | 3.25 |
| <input type="radio"/> Accepts full responsibility and accountability for decisions and actions of subordinates. | 1 | 2 | 3 | 4 | 5 | 2.50 |
| <input type="radio"/> Has the ability to effectively motivate groups and individuals. | 1 | 2 | 3 | 4 | 5 | 2.25 |
| <input type="radio"/> Knowledgeable of City laws and ordinances and others that affect municipal operations. | 1 | 2 | 3 | 4 | 5 | 3.25 |

4. SUPERVISE CITY OPERATIONS continued

O Effective in recruiting, selecting, directing, and developing staff members who report to him.	1	2	3	4	5	2.50
O Demonstrates the ability to develop and present new ideas, procedures, or processes, and strives to create an environment that promotes innovation and accomplishment.	1	2	3	4	5	2.75
O Keeps the Council informed of legislative trends, as well as new technologies and methods related to City activities.	1	2	3	4	5	<u>2.75</u>
	Total Possible Points - 65					<u>35.0</u>

Comments:

Councilman Dillon:

Mr. Esch micromanages city staff. He holds up staff's ability to move forward on city projects.

Councilman Hancock:

Goal should be to lead by example and leadership rather than through power of position.

What accomplishments are of note for the City Manager this past year?

Councilman Dillon:

Establishing close relationships with Marion County staff members.

Councilman Hancock:

Items 2 – 3 – 9 – 10 - 11 on established goal sheet.

There are other goals in process but incomplete at this time.

Personal strength appears to be project oriented tasks versus organization management, as he has done good work on some specific projects, particularly related to public works, utilities, etc. Hotel construction project efforts.

Councilman Green:

Completion of Rio Vista Wastewater System.

Mayor Whitt:

Initiated fire assessment. Maintained both police and fire departments throughout a tumultuous time. Secured multiple grants, funding for technical assistance for comp planning and water/sewer connectivity. Final decommissioning of Rio Vista sewer plant. Balanced city budget.

What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

Councilman Dillon:

Mr. Esch needs to improve his interaction with city staff members. He should not take credit for assisting the city staff in completing assigned tasks when it is not warranted. If he can improve his interaction with staff members, he would instill a level of trust on the employee's part and therefore they would feel what they are doing matters.

Councilman Hancock:

*Improve time management, and "get it right the first time."
Improve inter-personal skills, with focus on all the facts and de-personalize interactions.
Get on top of issues and plan ahead, with more creative approach to resolution of financial issues.
Administrate all policies objectively and effectively, and improve inter-personal relationships with all stakeholders.
Take Dale Carnegie courses, business management courses, and human resource courses.*

Mayor Whitt:

With the City finally showing positive growth, a focus on capital improvement reserves and general fund reserves should be paramount in the next budget.

Please identify any changes you would like to see the City Manager make regarding leadership style, interpersonal relations, community relations, or managerial effectiveness:

Councilman Dillon:

Mr. Esch needs to reach out to all council members to the same degree. When contacted by a member of the business community, he needs to do everything in his power to address the problem presented to him. Mr. Esch would be a more effective leader if he would address each problem as it comes to his attention. If this does not happen, problems start to pile up and become overwhelming.

Councilman Hancock:

*Eddie needs to appreciate that he is a public figure in a public business, and needs to expand his ability to interact with all members of the public, council members, staff, and the media.
Provide a professional, objective approach to problem solving, and without personalizing issues.*

Mayor Whitt:

Continue to work toward getting the best out of city staff and maintain a positive working environment.

Please list and prioritize goals and objectives for the City Manager for the upcoming year to be reviewed during the next evaluation: Please attach sheets if necessary:

Councilman Hancock:

*Create a financial plan of action to track, and address all financial responsibilities facing the city.
Bring balance between un-restricted revenues and un-restricted expenses in order to properly balance the city's budget, and educate the council on the importance of doing so.
Put a formal capital expenditure program in place and provide solutions for generating the necessary dollars to fund capital needs.
Improve inter-personal skills to a level that earns respect and improves his integrity from all stakeholders.
Become a leader, and take a professional approach with all stakeholders.
Provide a menu of solutions for council to make decisions, particularly related to complex financial issues.*

Councilman Green:

Repeat same as last year.

Mayor Whitt:

Trail connectivity/ Off-street parking/ Continue to enhance economic incentives for new business/ Evaluate city fee structures/ Implement fire assessment.

Councilman Winkler: *List attached*

Section II: Salary Recommendation: Not budgeted.

Salary Recommendation: Check the appropriate salary adjustment category.

Dillon, Hanock, Green, Whitt, Winkler	X	0%			5.0%
		1.0%			6.0%
		2.0%			7.0%
		3.0%			8.0%
		4.0%		_____	_____ %

Is probation being recommended? Yes (X)(Green) No (X)(Whitt)

If yes, please explain:

Councilman Hancock:

Eddie should be thanked for all his efforts on behalf of the city.

Unfortunately, he is a first time City Manager trying to manage a city in financial turmoil, and needing to manage public expectations that could overwhelm even a seasoned veteran.

His background and personal skills relate to completing specific tasks and projects, whereas a professional city manager requires good inter-personal, administrative, and leadership skills to accomplish results.

There are several personal skill areas needing immediate and extensive improvemet, and the efforts required to achieve these skills could slow down the management effort needed to move the city forward in a difficult period.

Eddie must convince city council members that he is ready, willing, and able to accomplish all the personal aspects and professional results that he needs to achieve in order to move the city forward. If he can, then Eddie should be placed on probation and monitored for necessary improvement and timely accomplishments that must be professionally completed.

Or, perhaps it is time, and more appropriate, for change in administrative leadership to bring a professional approach, with fresh ideas and perspectives, and a new energy level to take the city in the direction it needs to go.

Councilman Winkler:

The City has a debt service of \$20,250,000. There is no money for a salary increase.

Individual evaluations submitted by Councilmembers on file in City Clerk's office. Reviewed at Council Workshop on 06/08/2016 and Approved at 06/13/2016 Council meeting.

EVALUATOR: Submitted to City Council by City Clerk Date: 05/26/2016

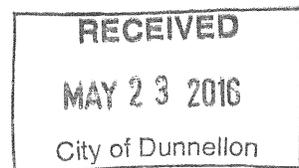
CITY MANAGER EDDIE ESCH'S ANNUAL EVALUATION

Preparing an evaluation for a relative is very difficult, especially when the evaluation is not a positive one. As a seated councilman, I am obligated regardless of how long I have been on the City Council to evaluate the City Manager. I will only present the facts as I know them. This evaluation is not based on hearsay or newspaper articles. It is based on conversations with you and the council meeting and workshops that I have attended. You are a good husband, father, and provider. You have a work history of being a very good Project Manager on projects that are infrastructure related.

I know you will not feel good about this evaluation, but you need to put it behind you. It is a cliché, but it is true that we all make mistakes and no one is perfect. Every one of us has "blown it", often seriously and yet we have still managed to somehow overcome our errors and mistakes and move on successfully through life.

Please understand this is not personal. I have no vendetta, no grudge and take no pleasure in writing this evaluation.


Larry Winkler
City Council Seat #2



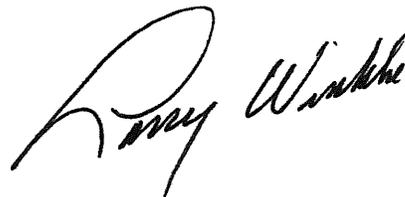
TENET THREE OF THE ICMA COE OF ETHICS

Your Employee Agreement states upon your employment, you will become a member of the International City/County Management Association (ICMA) and said employee is subject to the ICMA Code of Ethics.

TENET THREE OF THE ICMA CODE OF ETHICS states; “Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the RESPECT and CONFIDENCE of the elected officials, of other officials and EMPLOYEES”.

The following evaluation is based on facts and observations below. With the facts I give a rating of 1.

You violated Tenet 3 of the ICMA Code of Ethics. You failed to provide crucial information with the City Council regarding the Fleeger/Bowne incident. You were told after the City Council’s Special Meeting on December 8th, 2015, by an employee with two other employees present what had taken place at the Light Up Dunnellon incident. To my knowledge, you have yet to come forward and said; Yes, I was made aware of the incident on December 8th, 2015. Instead, you left two employees to be crucified for two months. By doing so, you lost the respect and confidence of some, if not, all of your employees. When a manager loses the respect and confidence of their employees, they never get it back.

A handwritten signature in black ink, appearing to read "Ronny Washke". The signature is written in a cursive, flowing style.

EMPLOYEE AGREEMENT #2014-02

Section 41-Streets

Employer hereby agrees to employ Edwin R. Esch, Sr. as City Manager of said employer to perform functions and duties specified by the City Charter and City Codes.

With the stated facts listed below, I give a rating of 1.

Listed on the City Council agenda on May 9, 2016 was the request for approval for funds to reconstruct and pave Short Tower Way. The agenda item was at your request. One hundred percent of the cost of the project was to be paid for by the City. Had the project been approved it would have cost the City thousands of dollars. This project as presented was in violation of the City Charter. To make it simple, the City Charter states, Property owners on each side of the street will pay 1/3 of the cost and the City will pay 1/3 of the cost.

A friend of mine, Joe Cone an Ex-County Administrator of Marion County and later became the City Manager for Lake City, Florida. On the first day of his job as City Manager he was required to read, understand, and remember the Lake City Charter!

A handwritten signature in black ink, appearing to read "Ray Duth". The signature is fluid and cursive, with a large initial "R" and "D".

EMPLOYEE AGREEMENT # 2014-02

Section 2: Term's

A. Employee agrees to remain in the exclusive employ of Employer, until May 12, 2017, and neither to accept other employment nor to become employed by any other employer until said termination date, unless terminated earlier as provided in this agreement.

With the stated fact listed below, I give a rating of 1.

This year you have applied for other County Jobs in this area. This tells me that you have no intentions of honoring this section of your contract, if hired elsewhere. However, you would expect the City to honor the entire contract. No one is going to hire you and wait until 2017 for you to begin work. This alone is a reason for dismissal.

A handwritten signature in black ink, appearing to read "Roy D. White". The signature is written in a cursive style with a large initial "R".

PERSONAL AND PROFESSIONAL SKILLS

Item #9

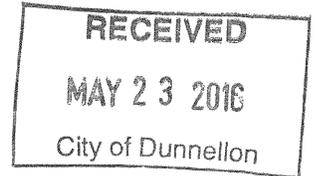
With the stated facts listed below, I give a rating of 3

You have a good rapport with the Marion County Commissioners and the County Administrator. When the County changed the sign at the airport, they left Dunnellon off. You were instrumental in getting Dunnellon back on the sign. The citizens of Dunnellon are very appreciative of your efforts.

Roy With

RECOMMENDED GOALS FOR THE CITY MANAGER

- 1. Reduce the City's Debt Service.**
- 2. Spend only on needs, not wants.**
- 3. Reduce cost of City Government by contracting out services and creating a two pay tier system.**
- 4. Reach out to volunteers to utilize their talents in city hall at no cost to the city.**
- 5. Form a partnership with the Chamber of Commerce and the Dunnellon Business Association to promote Dunnellon.**
- 6. Leadership style/team building. Be a charismatic, honest leader and the city employees will want to follow. Ask their opinion and ideas on issues and problems.**
- 7. The older generation, like me, very seldom checks the Dunnellon Web Site. We rely on the newspaper for information. Write a weekly newspaper article to keep the citizens informed of upcoming events, council meetings budget meetings, etc. Also, begin an employee of the month program. Devote one of the weekly newspaper articles to the employee of the month. Put their picture on the wall with EMPLOYEE OF THE MONTH on it. Have a designated parking spot for the EMPLOYEE OF THE MONTH.**
- 8. Look into placing a surcharge on all canoes, kayaks, and tubes rented in the city. This surcharge would be sent to the Florida Department of Revenue. The Department of Revenue distributes the surcharge back to the city or county that levy's the**



surcharge. These funds would help to pay for local authorized projects. Example - a parking lot on East Pennsylvania Avenue to replace the parking the bike trail will be taking away. A fee of \$2.50 would help the city and not put a large burden on the renters.

A handwritten signature in black ink, reading "Remy White". The signature is written in a cursive style with a large, looping initial "R".