

Dunnellon Police Chief Annual Evaluation

Job Title: Chief of Police

Reports to: City Council

Responsibilities: The Chief of Police serves as Chief Executive Officer of the Police Department under the City Council and is responsible for the general financial, personnel, and program administration of the Police Department according to established policies.

Performance Evaluation Standards: The employee's performance is to be evaluated based on the standards set forth in this instrument. If you feel you don't have enough information to rate an item, write "n/a" for "no answer." Please add comments as appropriate for clarification.

Evaluation Standards

Rating	Performance Level	Definition
5	Excellent	Highly Exceeds Performance Standards
4	Commendable	Performs Beyond Requirements
3	Expected	Meets Requirements
2	Approaching	Does Not Consistently Meet Requirements
1	Unacceptable	Requires Immediate Improvements

Employee Name: Mike McQuaig

Evaluation Period: 03/07/2020 03/07/2021

Month Day Year

Month Day Year

1. General Administration

4.4 a. The Chief of Police effectively leads and manages the daily operations of the Police Department.

4.4 b. Provides expertise to the City Council to support their oversight functions of the Police Department

4.0 c. Provides leadership to ensure that the goals and objectives of the Police Department are carried out.

- 4.2 d. Has effectively executed strategies and policies as adopted by the Council; recommends policy changes and review as appropriate.
- 4.0 e. Demonstrated critical thinking and the display of sound decision-making in directing the Department.
- 3.8 f. Displays high working standards and attitude that is a model for staff, volunteers, and the community.

Total Points 24.8

Mayor White – Chief McQuaig enforces and expects the highest of standards with those he directs. His officers have great attitudes.

Councilwoman Kenny: I believe Chief McQuaig is an excellent Chief when it comes to the general administration of his department.

Vice-Mayor Hanchar: The DPD is run as a very effective department that utilizes the best resources available to the officers and staff which enhances the safety of the citizens of Dunnellon and the visitors to our City. The Chief demands of himself a high ethical, civic duty standard and of his officers. The Council wanted the tuber exit traffic issue addressed and Chief met with the vendors and County to come to a solution. Our crime rate is low which a reflection on our DPD's hard work.

Councilwoman Cabbage: When I asked the Chief a simple question that required a "yes" or "no" the response I received was "none of your business."

2. Budgeting and Financial Administration

- 4 a. Expends Police Department funds in accordance with the annual budget.
- 3.8 b. Maintains accurate financial and other required records in compliance with standards.
- 3.6 c. Makes regular financial and other budget reports to the City Council with the ability to explain deviations to budget.
- 4.0 d. Applies purchasing practices that provide desired products and services cost-effectively and in a timely manner.
- 3.8 e. Ensures appropriate risk management practices to mitigate losses.
- 4.2 f. Seeks potential sources of outside funding for programs through grant opportunities.

Total Points 23.4

Mayor White – Chief stays within his budget and saves money where he can.

Councilwoman Kenny: I believe Chief McQuaig advocates for his department when it comes to finances aggressively, as do most department heads.

Vice-Mayor Hanchar: Chief effectively uses his budget to run the department that maintains a high level of service to the community. The Chief is proactively looking into better ways to fund the department through grants, resources from other agencies, etc. He kept us abreast of unexpected fees that came from the County and was able to postpone the fees for a year at least.

3. Personnel Administration

- 4.0 a. Supervises the personnel functions of the Police Department to include management of employees, records-keeping, scheduling/staffing, performance management, policy development, and training.
- 4.2 b. Adequately trains, develops, and delegates responsibilities to employees to ensure effective and efficient accomplishment of tasks.
- 4.0 c. Enables optimal performance of Police Department staff through communication and training.
- 3.6 d. Monitors employees' behavior and performance on an on-going basis and through performance appraisals as appropriate.
- 4.0 e. Addresses employee behaviors and conflicts exhibited by employees and takes timely, appropriate action to resolve such issues.
- 4.2 f. Adheres to state and federal personnel-related regulations.

Total Points 24

Mayor White – Personnel administration is where Chief excels.

Vice-Mayor Hanchar: Our DPD is well respected throughout the community, Marion County and other law enforcement agencies. This is a result of our Chief being a leader that brings in others to help train the officers. Seeks to partner with fellow law enforcement to enhance the safety of our police officers and staff. From the comments I have heard from the officers, Chief has an open door policy and encourages his officers to develop their careers to where they want them to go.

Councilwoman Cabbage: (3e.) See comment – action not known in this case. When an on duty officer parks at Sateke Village (out of city limits) for 1 hour and 15 minutes prior to end of her shift I would surmise that there is a lack of “monitoring behavior” and this Dunnellon officer realized this and so left her responsibilities behind.

4. Program Administration

- 4.2 a. Oversees the development of programs and services that address the needs of citizens and the community at-large.
- 3.8 b. Measures Police Department program output and evaluates according to goals and objectives, providing direction to ensure adjustment and subsequent goal attainment.
- 4.6 c. Involves the Police Department in the community and the community in the Police Department through an active program of public relations.
- 3.4 d. Ensures all Police Department systems, facilities, and equipment are adequate to the fulfillment of the Department's mission by maintaining or improving them as necessary.
- 4.2 e. Develops a model Department which exemplifies high professional standards.
- 4.0 f. Reflects these standards in his/her own activities and decisions.

Total Points 24.2

Mayor White – Chief expects and acts in a way that reflects high professional standards in himself and officers.

Vice-Mayor Hanchar:

(4a.) Can we say Pandemic: Chief had the duty of directing us all through the uncharted waters of Covid. Working with all department heads developed protocols that allowed the City at large to continue to serve the citizens, while protecting the entire staff. Procuring hard to find safety gear. This was a group effort that kept our City staff and citizens safe and well educated on the ever changing needs of how we functioned in our daily lives. We have a drug drop off at the PD that DEA states is very effective.

(4c.) Perfect example: Chief brought all of high level law enforcement to Dunnellon for a community walk after the death of George Floyd. This was to show all that we are together as a community hearing all varying concerns and that there is always open dialog for all in our community.

(4d.) Although the current facilities are not to par, he is working to address that issue per the direction of previous and current Council even through indecision of the current Council.

Councilwoman Cubbage: (4d.) Work orders? The Police Chief has not addressed inadequacy of facility in regards to needed repairs, large or small or maintenance of the PD building according to Dunnellon Public Works Supervisor T.S.

5. City Council Relations

- 3.4 a. Maintains productive working relationship with the City Council.

- 4.2 b. Recommends to the Council plans, policies and technological improvements relating to Police Department operations.
- 3.8 c. Works with the City Council to maintain community support for the department's activities and programs.
- 3.8 d. Reports to the City Council regularly on departmental operations, activities, opportunities and problems.
- 5.1 e. Cooperates with other city departments and other agencies to achieve common goals; is proactive in developing partnerships which improve departmental functions.
- 3.6 f. Submits materials to the City Council in time to allow for review and preparation for meetings.

Total Points 23.9

Mayor White – Chief loves police work and his department. Because of his desire to be the best, he and Council occasionally butt heads.

Councilwoman Kenny: I believe Chief McQuaig's first and most important task should be in the police department and should distance himself when it comes to the working of other city departments.

Vice-Mayor Hanchar:

(5b.) Pandemic required the PD to change their interactions with each other and the public.

(5c.) The River is a huge concern for all. Chief secured in water parking site for our PD boat from a private citizen. We now have 24/7 access to our PD boat ready to patrol or for emergencies.

(5e.) The Chief has to my knowledge a good working relationship with all departments.

Councilwoman Cabbage: Told me that "what Mayor Bill White and I do together is none of your business." Failure to notify Council members of grant submission until after it was applied for. No letter of support by Mayor or Council member attached.

Developmental Objectives

Strengths: (Illustrate and comment on the skill areas in which the Chief of Police has demonstrated a high level/degree of competence/strength.)

Mayor White: Organization, problem solving, dedication, energy, willingness to be helpful.

Councilwoman Kenny: His highest degree of competence is within his own department.

Vice-Mayor Hanchar: This evaluation did not give us an opportunity to note Chief taking on additional management duties that are not part of his job title and added extra requirements

that were not related to the PD. Plus, please note that there was no financial increase to his pay!!! For this I offer five points to be added to the total score given. City staff morale was at an all-time low and some Council were asking for reorganization of the departments. Let's face it during this time it was political tip toeing. Chief attempted to fill voids in departments, filled the IT position through his contract with PD's IT professionals and at a savings to the City. Morale was brought back up throughout the departments. Chief worked in tandem with our City Clerk, Finance Manager and Public Works Manager to follow all required procedures and requirements not to miss a beat in our service to the citizens of Dunnellon and our "neighbors." Chief followed the directions of Council to offer a reorganization chart with input from other managers thus encouraging our current City Clerk to accept a position with added duties to her and separating other duties to the Chief of Police, thus the Council now accepting the duty of performing the Chief of Police evaluations. (5 points)

Councilwoman Williams: Council relationship. Chief makes a concerted effort to ensure Council is informed and understand issues affecting this City or Police Department.

Councilwoman Cabbage: Participates in community activities alongside Dunnellon citizens.

Developmental Objectives: (Indicate what objectives/opportunities that should be taken before the next performance review to help the individual improve performance? Be specific about expected areas for improvement where needed.)

Mayor White: Be aware that there are different ways to solve a problem and be willing to compromise when compromise is necessary.

Councilwoman Kenny: I believe Chief McQuaig needs to stay in his own lane and not vent to the media, i.e. radio and television stations about the overall grievances with the City of Dunnellon. It not only reflects poorly on the City, it is disrespectful of the City Council, but also suggests an individual who is not happy in his present position.

Councilwoman Williams: Be aware of potential threats to citizens and take necessary precautions. Take advantage of any training opportunities that would be important to the department mission and goals.

Vice-Mayor Hanchar:

One of the issues of the Council performing evaluations is that as a Council we are not aware of what opportunities there are for a Police Chief to enhance his performance.

- My perception of this task is to aim straighter, keep our community safe and continue with the goal of bringing his department to having 10 officers.
- Continue looking for ways to include the community in open dialogue to have the best police, community relationship for other law enforcement departments to duplicate.
- Attend when available training that will enhance him in his profession.

I look to the Chief to maybe make recommendations that would address this topic.

Councilwoman Cabbage: Patrolling Williams Street instead of officers parking in areas outside of high traffic zone. Write more speeding tickets!

Goals: (Identify projects and responsibilities that will be evaluated in the next review cycle)

Mayor White: Staffing the police department, finding a solution to the police housing issue that works within the City's abilities.

Councilwoman Kenny: I would like to see all projects consistent with the Dunnellon Comprehensive Plan and a respectful and proper division of legislative, executive and judicial divisions working in the interest of the public at large.

Councilwoman Williams: Based on resident complaints, closely monitor speeding in residential areas and develop a plan, if possible, to help in this area.

Vice-Mayor Hanchar:

1. Continue toward a new police facility that has been purchased, continuing to work finding grants and funding for needed renovations.
2. Provide a list to Council of the outreach programs that the DPD is currently involved in or plan on starting.
3. Continue to actively search for grants that enhance the safety of our police officers and the public.
4. Work with Council to present logical and enforceable rules regarding Blue Run Park

Councilwoman Cabbage: N/A

Overall Performance Assessment

Total Job Duty Performance Rating of 120.30

<u>POINTS</u>	<u>MERIT BONUS</u>	
0 – 25	0%	
26 – 51	1%	
52 – 77	1.5%	
78 – 103	2%	
104 – 129	2.5%	
130 – 150	3%	

Additional comments:

Mayor White: Dunnellon is fortunate to have Chief. He brings a wealth of experience, knowledge and energy. His officers reflect his professionalism in their daily duties. Recommend 100% performance increase.

Councilwoman Kenny: Florida Laws/Constitution/Section 3

Section 3: Branches of government. The powers of the state government shall be divided into legislative, executive and judicial branches. No person belonging to one branch shall exercise any powers appertaining to either of the other branches unless expressly provided herein.

Councilwoman Williams: I commend Chief for his efforts in trying to create a professional and safe work environment. Recommend 3% performance increase.

Vice-Mayor Hanchar: Please see attached accomplishments that I asked Chief to provide. Note – I am recommending a 3% increase instead of what the score suggests. When the City needed leadership, Chief agreed to take on more responsibilities that normally our City Administrator handled, all while we were still in the middle of a pandemic and he was still managing the DPD. Also, another factor that I considered was even though it is part of the Chief's job description when a state of emergency is declared that the Chief of Police is in charge of the care of the City and all who report to him. We usually think of the hurricane season and yes Chief always makes sure Dunnellon is well prepared and if need be, the County has provided Chief with what he needs. This year though he did the hurricane emergencies but also took on that role during an uncertain time. The pandemic was not a week or two, not even a month but over a year of extra stress, unknown outcomes, rethinking and redoing how we performed in our daily lives. We the City never missed a beat. We were provided timely information and hard to obtain resources were made available. While many had to be or chose to be house bound, Chief, the DPD, City Hall, Public Works, Finance and Community Development did not. They all worked together to accomplish the City continue to run to protect and serve the citizens of Dunnellon, our neighbors and visitors through the leadership of Chief. Recommend a 3% performance increase.

Councilwoman Cabbage: Officers need more direction on where they are to be visible as they patrol the City. Initiate more self-discipline goals for police officers; no texting while driving, return lost wallets. Stay within the city limits while on duty. Recommend a 2% performance increase.

From: Mike McQuaig <mmcquaig@dunnellonpd.org>
Sent: Saturday, July 3, 2021 7:17 AM
To: Valerie Hanchar
Subject: Fwd: Bullet points

Sent from my iPhone

Begin forwarded message:

From: Mike McQuaig <mikemcquaig@hotmail.com>
Date: July 3, 2021 at 7:16:49 AM EDT
To: Mike McQuaig <mmcquaig@dunnellonpd.org>
Subject: **Bullet points**

Vice Mayor,
Bullet points for my evaluation.

1. Three new patrol cars on USDA grant
2. Three reserve officers. one performs the duties as a part time detective
3. Took on the role as the City Administrator
4. Did away with City Administrator position
5. Guided the city thru the pandemic
6. Put an officer full time on the river
7. All of my departments procedural general orders (PGO) are up to date
8. Maintained a high clearance rate for part one crimes
9. Brought on Andy as the city IT person
10. Stayed within my budget

Mike

PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF										
1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards										
1. GENERAL ADMINISTRATION					Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC	AVERAGE
A.	The Chief of Police effectively leads and manages the daily operations of the Police Department.				5	4	5	5	3	4.40
B.	Provides expertise to the City Council to support their oversight functions of the Police Department.				5	4	5	5	3	4.40
C.	Provides leadership to ensure that the goals and objectives of the Police Department are carried out.				5	4	4	4	3	4.00
D.	Has effectively executed strategies and policies as adopted by the Council; recommends policy changes and review as appropriate.				5	4	5	4	3	4.20
E.	Demonstrated critical thinking and the display of sound decision-making in directing the Department.				4	4	4	5	3	4.00
F.	Displays high working standards and attitude that is a model for staff, volunteers, and the community.				5	4	4	5	1	3.80
Total possible points					30					24.80
2. BUDGETING AND FINANCIAL ADMINISTRATION					Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC	
A.	Expends Police Department funds in accordance with the annual budget.				5	4	5	3	3	4.00
B.	Maintains accurate financial and other required records in compliance with standards.				5	4	4	3	3	3.80
C.	Makes regular financial and other budget reports to the City Council with the ability to explain deviations to budget.				5	4	3	3	3	3.60
D.	Applies purchasing practices that provide desired products and services cost-effectively and in a timely manner.				5	4	4	4	3	4.00
E.	Ensures appropriate risk management practices to mitigate losses.				4	4	4	4	3	3.80
F.	Seeks potential sources of outside funding for programs through grant opportunities.				4	4	5	5	3	4.20
Total possible points					30					23.40

PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF									
1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards									
3. PERSONNEL ADMINISTRATION			Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC		
A.	Supervises the personnel functions of the Police Department to include management of employees, records-keeping, scheduling/staffing, performance management, policy development, and training.		5	4	5	3	3		4.00
B.	Adequately trains, develops, and delegates responsibilities to employees to ensure effective and efficient accomplishment of tasks.		5	5	4	4	3		4.20
C.	Enables optimal performance of Police Department staff through communication and training.		5	4	4	4	3		4.00
D.	Monitors employees' behavior and performance on an on-going basis and through performance appraisals as appropriate.		5	4	4	3	2		3.60
E.	Addresses employee behaviors and conflicts exhibited by employees and takes timely, appropriate action to resolve such issues.		5	5	4	3	3		4.00
F.	Adheres to state and federal personnel-related regulations.		5	4	5	4	3		4.20
Total possible points		30							24.00
4. PROGRAM ADMINISTRATION			Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC		
A.	Oversees the development of programs and services that address the needs of citizens and the community at-large.		5	4	4	5	3		4.20
B.	Measures Police Department program output and evaluates according to goals and objectives, providing direction to ensure adjustment and subsequent goal attainment.		4	4	4	4	3		3.80
C.	Involves the Police Department in the community and the community in the Police Department through an active program of public relations.		5	5	5	5	3		4.60
D.	Ensures all Police Department systems, facilities, and equipment are adequate to the fulfillment of the Department's mission by maintaining or improving them as necessary.		3	4	5	4	1		3.40

PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF									
1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards									
E.	Develops a model Department which exemplifies high professional standards.	5	4	5	5	2	4.20		
F.	Reflects these standards in his/her own activities and decisions.	5	4	4	5	2	4.00		
	Total possible points	30							24.20
5. CITY COUNCIL RELATIONS		Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC			
A.	Maintains productive working relationship with the City Council.	4	4	5	3	1	3.40		
B.	Recommends to the Council plans, policies and technological improvements relating to Police Department operations.	5	4	5	5	2	4.20		
C.	Works with the City Council to maintain community support for the department's activities and programs.	4	4	5	4	2	3.80		
D.	Reports to the City Council regularly on departmental operations, activities, opportunities and problems.	5	4	4	3	3	3.80		
E.	Cooperates with other city departments and other agencies to achieve common goals; is proactive in developing partnerships which improve departmental functions. (VH additional 5 points added)	5	5	5	8.5	2	5.10		
F.	Submits materials to the City Council in time to allow for review and preparation for meetings.	4	4	5	3	2	3.60		
	Total possible points	30							
			141	124	134	125.5	77		23.90
								TOTAL AVERAGE	120.30