

## Dunnellon Police Chief Annual Evaluation

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**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.

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**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.

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### 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

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

3.6 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.

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

**Total Points 21.6**

Mayor White: Excellent administrator with the highest of work standards.

Councilwoman Kenny: There was a lack of critical thinking and sound decision making regarding the retrofit and zoning issues for a police station, i.e. Soul Harbor, which was a critical mistake.

Councilwoman Williams: The Chief is very effective in the administration of DPD. His training and years of experience in law enforcement testifies to his knowledge, skills and abilities. He has demonstrated his ability to answer questions I've had or has gotten back with me in a timely manner in an effort to relay correct information.

Vice-Mayor Hanchar: Our Dunnellon Police Department is run very efficiently to protect and serve our citizens, always their top priority, during our everyday lives, natural emergencies, etc. Our officers and the whole department work effectively to have a positive presence in the community. Chief McQuaig leads by example. As a Council, we can be assured that we are well protected, the police department is respected in the community, and we are not constantly receiving complaints about the crime rate or our police officers.

Councilwoman Cabbage: Does not always respond to councilmember suggestions with an attitude of acceptance.

**2. Budgeting and Financial Administration**

- 3.8 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.
- 4.0 c. Makes regular financial and other budget reports to the City Council with the ability to explain deviations to budget.
- 3.8 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: One of Chief's strengths is stretching dollars.

Councilwoman Williams: DPD Chief is commended for his efforts to obtain grants for various programs.

Vice-Mayor Hanchar: Chief McQuaig continues to look for funding from various sources, including grants.

**3. Personnel Administration**

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

**Total Points 21**

Mayor White – Chief holds his officers to high standards and will discipline when necessary.

Councilwoman Williams: Based on my interaction with officers and office staff, they are very knowledgeable and skilled in the performance of their job duties. I have experienced professionalism and quick responses to citizen's requests.

**4. Program Administration**

- 4.0 a. Oversees the development of programs and services that address the needs of citizens and the community at-large.

- 2.8 b. Measures Police Department program output and evaluates according to goals and objectives, providing direction to ensure adjustment and subsequent goal attainment.
- 3.8 c. Involves the Police Department in the community and the community in the Police Department through an active program of public relations.
- 4.0 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.
- 3.8 f. Reflects these standards in his/her own activities and decisions.

**Total Points 22.6**

Mayor White: Chief is very engaged with the public. This is one of his strengths.

Councilwoman Williams: In my opinion, DPD Chief puts forth a concerted effort in the area or program administration.

Vice-Mayor Hanchar: 4(d) Yes, Chief does make sure that all systems, equipment are improved or adequate for the job he and the staff are tasked with. However, it has been beyond his control regarding the facility due to the Council's indecision to secure a new facility for the Dunnellon Police Department.

**5. City Council Relations**

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

**Total Points 21.8**

Mayor White – Chief sometimes pushes the limits of the needs of the police over the other important demands of the City.

Vice-Mayor Hanchar: 5(b-e) Covid 19 was still an issue this year and as the policies changed Chief McQuaig worked to keep Council, fellow city managers updated on the newest protocols. Worked with the Council and fellow managers on the Blue Run Park ordinance.

## **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: 1. Quick to respond; 2. has a strong network; 3. Loves his work; 4. Holds his officers to high standards.

Councilwoman Kenny: Public speaking.

Councilwoman Williams: Resourcefulness - takes initiative in identifying grants for DPD needs. Active listening – demonstrates a willingness to listen, answers questions with clarity. Concern – puts forth a continuous effort to provide a professional and safe work environment for DPD staff.

Vice-Mayor Hanchar: Chief McQuaig continues to manage the Dunnellon Police Department at a high level of efficiency, working within a budget that still delivers a level of professionalism for all of the DPD staff that we have come to expect. The city has a police force that is out in the public fostering good working relationships. Chief works with Marion County Sheriff department allowing for a positive relationship that is beneficial for both agencies, our citizens and Marion County residents.

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: works with diligence to keep PD equipment at state of the art.

**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: Respond more positively to constructive criticism. Deal with unfounded and unfair criticism in ways that dissipate it.

Councilwoman Kenny: More direct communication between the Council and officers would be helpful in a review of this kind.

Councilwoman Williams: Keep abreast of changes in laws and rules that affect law enforcement staff in the performance of their duties. Ensure DPD staff is well informed and understand their responsibility in a position of trust.

Vice-Mayor Hanchar: See below.

Councilwoman Cabbage: 1. Keep Council aware of all discussions with persons outside of Dunnellon in the quest to build a new PD station; 2. Monitor routines/locations of patrol officers to keep them close to Dunnellon's main traffic locations and central businesses; 3. Develop a fitness program for PD staff.

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

Mayor White: The police department has received much attention and funding in recent years. There must be an understanding that the city also has essential needs.

Councilwoman Kenny: Code enforcement and community policing.

Councilwoman Williams: Continue to research and apply for available grants that will be helpful in enhancing DPD. Continue to monitor speeding in residential areas which is a continual complaint of residents. Continue to work towards a safe and professional work environment for staff. Continue to educate the community on crime prevention.

Vice-Mayor Hanchar:

1. Continue toward a new police facility that will meet today's requirements while looking to the future needs of the Dunnellon Police Dept., citizens, neighbors and visitors of Dunnellon
2. Continue to actively search for grants that enhance the safety of our police officers and the public.
3. Continue to provide a list to Council of the outreach programs that the DPD is currently involved in, the goals and yearly outcomes of said projects. Also provide a list of proposed new programs.
4. Make recommendations to Council and staff to implement rules to address the new boat ramp.
5. Provide with evaluation request accomplishments, previous goals met or still in process or why not met.
6. Management goals you would like for department to assist us with evaluation.

Councilwoman Cabbage: N/A dependent on review!

## Overall Performance Assessment

### Total Job Duty Performance Rating of 116.60

<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: Chief is considered to be somewhat too involved in city politics. He would be best served to remedy that public opinion and stay neutral.

Councilwoman Kenny: Fiscal limitations and budgetary restraints limit giving salary increases annually. Salary increase was given last year.

Councilwoman Williams: DPD is a very important agency to have in the City of Dunnellon. With growth and potential for even more growth and activities, police protection is vital.

Vice-Mayor Hanchar: Chief McQuaig has continued to work with Council in a positive manner. He works towards a new facility, researching options that is just not wanted but that is necessary for the efficiency and safety of all the staff of the Dunnellon Police Department. Although the score equates to less, the recommended increase is 3%. Chief not only runs an efficient department, more important, he is willing to put his life on the line for each of us each day.

<b>PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF</b>										
<b>1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards</b>										
<b>1. GENERAL ADMINISTRATION</b>					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	4	5	3	4.20
B.	Provides expertise to the City Council to support their oversight functions of the Police Department.				4	4	5	4	3	4.00
C.	Provides leadership to ensure that the goals and objectives of the Police Department are carried out.				5	3	4	5	3	4.00
D.	Has effectively executed strategies and policies as adopted by the Council; recommends policy changes and review as appropriate.				4	3	5	4	3	3.80
E.	Demonstrated critical thinking and the display of sound decision-making in directing the Department.				4	0	4	4	3	3.00
F.	Displays high working standards and attitude that is a model for staff, volunteers, and the community.				5	4	5	5	3	4.40
<b>Total possible points</b>					<b>30</b>					<b>23.40</b>
<b>2. BUDGETING AND FINANCIAL ADMINISTRATION</b>					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	3	4	4	3	3.80
B.	Maintains accurate financial and other required records in compliance with standards.				5	3	5	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	3	5	4	3	4.00
D.	Applies purchasing practices that provide desired products and services cost-effectively and in a timely manner.				5	3	4	4	3	3.80
E.	Ensures appropriate risk management practices to mitigate losses.				5	3	4	4	3	3.80
F.	Seeks potential sources of outside funding for programs through grant opportunities.				5	3	5	5	4	4.40
<b>Total possible points</b>					<b>30</b>					<b>23.60</b>



<b>PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF</b>									
<b>1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards</b>									
<b>3. PERSONNEL ADMINISTRATION</b>			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	3	5	5	3		4.20
B.	Adequately trains, develops, and delegates responsibilities to employees to ensure effective and efficient accomplishment of tasks.		5	3	5	4	3		4.00
C.	Enables optimal performance of Police Department staff through communication and training.		4	3	5	4	3		3.80
D.	Monitors employees' behavior and performance on an on-going basis and through performance appraisals as appropriate.		5	3	4	4	3		3.80
E.	Addresses employee behaviors and conflicts exhibited by employees and takes timely, appropriate action to resolve such issues.		5	4	4	5	3		4.20
F.	Adheres to state and federal personnel-related regulations.		5	4	5	4	0		3.60
<b>Total possible points</b>		<b>30</b>							<b>23.60</b>
<b>4. PROGRAM ADMINISTRATION</b>			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	3	5	4	3		4.00
B.	Measures Police Department program output and evaluates according to goals and objectives, providing direction to ensure adjustment and subsequent goal attainment.		4	3	4	3	3		3.40
C.	Involves the Police Department in the community and the community in the Police Department through an active program of public relations.		5	3	4	4	3		3.80
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.		5	3	5	5	2		4.00

<b>PERFORMANCE EVALUATION OUTLINE FOR DUNNELLON POLICE CHIEF</b>									
<b>1-Unacceptable Performance, 2-Does Not Consistently Meet Requirements; 3-Meets Requirements; 4-Performs Beyond Requirements, 5-Highly Exceeds Performance Standards</b>									
E.	Develops a model Department which exemplifies high professional standards.	5	3	5	5	3	4.20		
F.	Reflects these standards in his/her own activities and decisions.	4	3	5	4	3	3.80		
	<b>Total possible points</b>	<b>30</b>					<b>23.20</b>		
<b>5. CITY COUNCIL RELATIONS</b>		Mayor BW	Council 2 LK	Council 3 AW	Council 4 VH	Council 5 JC			
A.	Maintains productive working relationship with the City Council.	3	3	5	4	3	3.60		
B.	Recommends to the Council plans, policies and technological improvements relating to Police Department operations.	5	3	5	3	3	3.80		
C.	Works with the City Council to maintain community support for the department's activities and programs.	5	3	5	4	3	4.00		
D.	Reports to the City Council regularly on departmental operations, activities, opportunities and problems.	5	3	4	4	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	3	5	4	3	4.00		
F.	Submits materials to the City Council in time to allow for review and preparation for meetings.	5	3	4	3	3	3.60		
	<b>Total possible points</b>	<b>30</b>	142	92	138	124	87	<b>22.80</b>	
								<b>TOTAL AVERAGE</b>	<b>116.60</b>