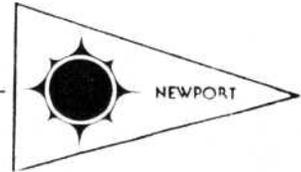


# NEWPORT YACHT BASIN ASSOCIATION

3911 Lake Washington Blvd. S.E., Bellevue, Washington 98006 746-7225



Evaluation of Eric Tower by Board of Directors Thursday, 7/7/94

Members present:

Kyle Anderson  
Mike Kavanaugh  
John Purcell  
Hank Field  
Don Hayes  
Carole Greene  
Eric Tower

Kyle explained to Eric the advantages of having a job description in writing and asked if, after reviewing the description, Eric felt there was anything new or anything that should not be on the description. Eric felt the description was fine.

John went through the list of daily tasks, not in the order of priority, listed on the job description.

1. Pick up trash in parking/dock areas - good
2. Clean/stock restrooms - good

3. Check docks for misc.repairs/debris in water - The board felt this was an area needing improvement. Kyle felt items like loose boards, loose cleats, end boards on finger piers missing, etc were things unattended. Kyle explained to Eric that no one expected Eric to replace capital expense items like the roofs. However, if Eric felt a board, for example, needed to be replaced or anything that he felt was unsafe, Eric should take care of it on his own and did not have ask Carole or expect to be told by Carole to make the repair. That painting boards was a much lower priority than fixing a board that someone might trip on. Kyle explained that a good employee doesn't wait to be asked but looks for what needs to be done. Mike felt that the board had not evaluated Eric in the past and is something that should have been done annually. This process was not just something the board decided they needed to come and talk to Eric but is a process they want to utilize the best resources of the marina. Eric felt his problem was that there are alot of ways to do things and who should he ask. Don felt that basically, the job of replacing timbers and finding the right fasteners was up to Eric. Eric felt that it was always the manager in the past to tell him how to do something, he has no idea how much money is available to fix things. Dave Brooks always told him how, but not Tina, the manager before Dave. Kyle explained that now that big line items like dredging have been done, the focus will now be on general maintenance of the docks etc. He felt with

Eric's 6 years experience that although there may be numerous ways to approach repair jobs, only one or two really make good sense. With a little initiative, 50% to 60% of the repair jobs to be done are within his capacity to do. Kyle stated that we need to approach things with a long term fix in mind. He said it comes down to the value of you (Eric) and the position you hold with this marina is going to be measured by just how fully you perform the job. The board felt that Eric should have enough supplies on hand to enable him to do general repair work and that he should make a list of items so that the manager can coordinate those expenses with the budget. Carole and Don both told Eric that he needs to have a supply on hand as well as tools to do the job. Eric has a credit card and has been given approval to go to company stores or have delivered items he feels he needs to have. Eric has to have enough supplies on hand, and not have to go to the store every time he does a job. With regard to contracted jobs, Kyle felt Eric should advise Carole if he felt the work was not being done correctly but that it was ultimately Carole's responsibility to decide how to correct the matter. Kyle explained to Eric that it was not his job to solve contract disputes. The reason the job position was made into a full time position was because of the amount of work to be done warranted it. Its imperative that Eric not just spend more time here but get more done in each hour that he is here. Eric asked what he should do when he's fixing a board and the stringer is rotted? Don explained that he has to fix the immediate problem, ie fix the board - use a larger nail, and make note that the stringer will have to be replaced in the near future. Those are the types of repairs that will need to be worked into the budget or be sent out for bids. Eric should make a list to give to the manager for these types of repairs. Team work and coordination needs to improve. Don felt the project sheets Carole submits to Eric need to come back at the end of the day for scheduling purposes. Kyle told Eric the focus of his job has changed significantly this year because all the stuff that use to get swept under the rug is now the only mess in the room.

The Board transferred to Eric the authority, the responsibility and all of the weight of whether the routine maintenance was done or not done. They told Eric he is responsible for having materials and tools on hand to do repairs, that \$200 to \$300 was not an unreasonable amount per order, nor does he have to get approval in advance. Eric should keep in mind, for example, that when ordering wood, 2 x 12 should be phased out due to cost and quality of material available and perhaps changing over, gradually, to 2 x 6's. The Board suggested to Eric that he keep a list of ongoing projects and review the list with Carole periodically. Also, Carole, as manager, is his boss. Eric was also made aware that the Board will review his progress within 30 days and if there is no significant change around the marina the Board will be forced to take appropriate action. Meeting adjourned.