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Board of Commissioners
Colleen McAleer, *President*
Connie Beauvais, *Vice President*
Steven Burke, *Secretary*
Executive Director
Karen Goschen

January 26, 2017

Re: Statement of Performance Concerns for Daniel Binswanger

On January 22, 2017 I sent an email to Mr. Binswanger which included a summary of my concerns that we discussed on January 20. The following is an excerpt from my email.

"I needed to have a direct conversation about what you are doing well (business outreach, networking, creativity) and what you are not doing well (day-to-day property management, priorities, analysis, contracts, deadlines). It appears that you understand my expectations. I don't feel comfortable that you embrace them. I have re-read your recent messages and have reflected upon many interactions we have had. I feel your support is conditional, that it is only when it is aligned with doing things your "certain way" or if you also agree it is a priority. I am seeing a pattern of disrespect for my leadership role. That concerns me."

The following two emails I consider insubordination and are most concerning.

1. January 18, 2017: Email from Danny to Susan (employee) (subject RE: Jeannie on Thursday) including a copy of the email Danny sent Karen stating Karen's "lack of understanding how entrepreneurial business actually works to produce bottom line results."
 - a. "... I recognize she [Karen] has great abilities but it is crystal clear senior management leadership is not one of them at this time."
 - b. "... I will continue to do all I can to push back from the dysfunctional management we have all been forced to operate under and, I will continue to work toward a functional on boarding process and going forward work."
2. January 18, 2017: Email from Danny to Karen with cc to Jeannie Beckett (consultant) (subject RE: Jeannie on Thursday)
 - a. "... I believe the problem is not with my lack of understanding of learning about operating in a public entity, it's about your lack of understanding how entrepreneurial business actually works to produce bottom line results."

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Ex. 37
page 1 of 3

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Following is a list of email communications that support my reasons for considering disciplinary action, up to and including termination.

1. Insubordination

- a. January 18, 2017: Email from Danny to Susan (employee)
 - i. "... I recognize she has great abilities but it is crystal clear senior management leadership is not one of them at this time."
 - ii. "... I will continue to do all I can to push back from the dysfunctional management we have all been forced to operate under and, I will continue to work toward a functional on boarding process and going forward work."
- b. January 18, 2017: Email from Danny to Jeannie Beckett (consultant)
 - i. "... I believe the problem is not with my lack of understanding of learning about operating in a public entity, it's about your lack of understanding how entrepreneurial business actually works to produce bottom line results.
- c. December 14, 2016 email from Karen to Danny:
 - i. "Please put together a budget for training and travel expenses ... We can discuss any gaps between what is needed and what is budgeted."
Verbally I requested to have this information before approving any training. Danny signed up for training for both Danny and Susan without providing this information.
- d. November 28, 2016 email from Karen to Danny asking Danny to develop a marketing plan and budget before deciding on Levenger Folios as a marketing expense. Danny never provided Karen the information requested on a marketing plan and budget to review how the folios would fit in. Danny went around Karen's authority.
 - i. On December 1, 2016, John informed Danny that the 2016 marketing budget was fully spent and any additional expenditures would need justification.
 - ii. December 4, 2016 Danny sent email to Commissioners and staff asking for input on how we could get the folios sponsored by other departments or personal purchases.

2. Unsatisfactory Performance

- a. Repeated request for a priority list with dates:
 - i. January 17, 2017 email from Karen to Danny: "I am looking for two priority lists, one for yourself and one for Susan, showing different projects, tasks and due dates. It should consolidate the various emails that I have sent you regarding things that we need to get done."

Ex. 37
Page 2 of 3

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- ii. December 14, 2016 email from Karen to Danny: "... I would like you to immediately create a running list of current and future action items/priorities and timelines. I would like to review this weekly with you to ensure clarity of communications and to adjust course if necessary. It is important to me to avoid last minute surprises, miscommunications or misunderstandings. Following are priorities I have already provided."
 - iii. November 3, 2016: Email from Karen to Danny on priorities
 - iv. October 2, 2016: Email from Karen to Danny on priorities
- b. Inability to meet deadlines
- i. January 5, 2017 email from Karen to Danny when he didn't meet the deadline for the commission packet: "The packet has to be completed tonight. You sent the contract and other documents to Simon for reviewing indicating that they were complete. You did not tell him we needed him to write a section that provides a 10 year option if CRTC has re-invests \$1.5 million of IP operating income in Clallam County. When I called you as you were leaving the office, you told me it was done. You acted surprised that we still needed language in the contract even though Dave didn't send you anything. This is a huge oversight. I need to rely on you for details and completeness."
 - ii. Starting in October, we discussed the need to develop a marketing plan, especially for the 1010 building, including getting it listed and creating a flyer. On December 27 Karen sent an email to Danny on marketing plan considerations. The Marketing Plan was initially listed on the January 9 Commission meeting. It was rescheduled for the January 23 meeting because it was not ready. On January 16, 2017 Karen sent Danny an email outlining what was needed for the January 23 commission meeting. On January 18, Danny sent an email to Karen to take the marketing plan as well as two other items off the agenda.
 - iii. September 25, 2016 sent email on reviewing delegation of authority. There were several verbal conversation on reviewing this delegation. The delegation was listed as an item for the January 23 Commission meeting. On January 16, 2017 Karen sent Danny an email reminding him of the agenda item and resent Colleen's notes on delegation of authority.
- c. Inability to adapt his style to work within a public entity and integrate with the team
- i. January 18, 2017: Email from Danny to Karen with a cc to Susan (Strategic Plan Summary)
"... I also know that unless you allow me to be who I am and to bring the skills I have in doing things the "certain way" I have come to know is an almost guaranteed path to success, our work together will be challenging at the very least..."

Ex - 37
Page 3 of 3

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