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|  | <b>City Manager Review Form</b><br><b>John Cabrales</b> | 2019 Year Review |
|---|---|------------------|

**SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE**

|  |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|--|--|-------------------|--------------------|----------------------|
| <b>A. Providing Information</b>  |  |                   |                    |                      |
| The City Manager provides information which is:  |  |                   |                    |                      |
|  | Detailed and reliable  |                   | X                  |                      |
|  | Explained in a thorough manner and includes alternatives or recommendations  | X                 |                    |                      |
|  | Timely   |                   | X                  |                      |
|  | Helpful in preventing trivial administrative matters from being reviewed by the Council  | X                 |                    |                      |
|  | Helpful and adequate to assist City Council in making sound decisions  |                   | X                  |                      |
| The City Manager:  |  |                   |                    |                      |
|  | Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy |                   | X                  |                      |
|  | Keeps City Council informed, in a timely manner, of the things Council wants to know   |                   | X                  |                      |
|  | Keeps City Council well informed with concise written and oral communications  |                   | X                  |                      |
|  | Provides City Council members with information on an equal basis   |                   | X                  |                      |
|  | Informs the City Council of administrative developments  | X                 |                    |                      |
|  | Follows up in a timely manner on City Council requests for information or action   | X                 |                    |                      |
| <b>B. Providing Advice</b>   |  |                   |                    |                      |
| The City Manager:  |  |                   |                    |                      |
|  | Has adequate knowledge of municipal affairs, including the City's laws and ordinances  |                   | X                  |                      |
|  | Considers alternatives before making recommendations   |                   | X                  |                      |
|  | Plans ahead, anticipates needs and recognizes potential problems   |                   | X                  |                      |
|  | Has a good sense of timing in bringing issues to the Council for action  |                   | X                  |                      |
| <b>Comments:</b>   |  |                   |                    |                      |
| AS for performance with council John Seems to do fine. I can see some areas where the internal issues bleed over onto council and could be easily remedied but have been left to fester. |  |                   |                    |                      |



**City Manager Review Form  
John Cabrales**

2019 Year Review

**SECTION II: INTERNAL ADMINISTRATION**

|   |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|---|--|-------------------|--------------------|----------------------|
| <b>A. Implementation of Council Policies</b>          |  |                   |                    |                      |
| The City Manager is effective in the following areas: |  |                   |                    |                      |
|   | Carrying out Council directives  |                   | X                  |                      |
|   | Assigning work so that it is performed efficiently and effectively   |                   | X                  |                      |
|   | Paying sufficient attention to detail to avoid error or things “slipping through the cracks”   |                   | X                  |                      |
|   | Analyzing problems or issues and identify causes, reasons, and implications  |                   | X                  |                      |
|   | Accurately interpreting the direction given by Council   |                   | X                  |                      |
|   | Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority |                   | X                  |                      |
|   | Supporting the actions of the City Council after a decision is made  |                   | X                  |                      |
|   | Assuming responsibility for staff performance  | X                 |                    |                      |
|   | Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation    |                   | X                  |                      |
|   | Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations  |                   | X                  |                      |

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| <b>B. Financial Management</b>             |  |   |   |  |
| Are you satisfied with the City Manager’s: |  |   |   |  |
|  | Approach to budget preparation and review  | X |   |  |
|  | Use of standard financial management procedures to meet Council’s policy guidelines                |   | X |  |
|  | Implementation of Council’s policy regarding the expenditure of budgeted funds                     |   | X |  |
|  | Cost control through economical use of labor, materials and equipment                              |   | X |  |
|  | Information on the financial status of City government   |   | X |  |
|  | Use of available funds and his ability to operate the City efficiently and effectively             |   | X |  |
|  | Knowledge of financial matters   |   | X |  |
|  | Information pertaining to long or short-term financing for capital projects or equipment purchases |   | X |  |
|  | Information on opportunities for federal and state grant funding                                   |   | X |  |



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John Cabrales**

2019 Year Review

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| <b>C. Personnel Management</b>   |  |                   |                    |                      |
| The City Manager is:   |  |                   |                    |                      |
|  | Successful in guiding people as a team toward common objectives  | X                 |                    |                      |
|  | Effective in selecting qualified and highly competent staff members  |                   | X                  |                      |
|  | Effective in maintaining professional relationships with Department Directors  | X                 |                    |                      |
|  | Effective in assuring that staff members make a positive impression on citizens  |                   | X                  |                      |
| The City Manager:  |  |                   |                    |                      |
|  | Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner | X                 |                    |                      |
|  | Develops and motivates employees so that they are increasingly effective   | X                 |                    |                      |
|  | Addresses disciplinary problems and takes action when warranted  | X                 |                    |                      |
|  | Monitors performance of employees and initiates corrective action as needed  | X                 |                    |                      |
| <p><b>Comments: For the most part John is effective, However when it comes to managing staff professionally I would say that this is not occurring. He has consistently alienated the police department and has allowed attrition to become out of control. There are many complaints from former and current employees that support this statement. While leadership aside from personal management seems to be adequate. This is an area that has been handled in an unacceptable manner and has created a hostile work environment. There seems to be too much or unnecessary accountability for some employees and no accountability for others.</b></p> |  |                   |                    |                      |



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John Cabrales**

2019 Year Review

**SECTION III: EXTERNAL RELATIONS**

|                             |   | Needs Improvement | Meets Expectations | Exceeds Expectations |
|-----------------------------|---|-------------------|--------------------|----------------------|
| <b>A. Citizen Relations</b> |   |                   |                    |                      |
| The City Manager:           |   |                   |                    |                      |
|                             | Makes a positive impression on citizens and is he respected in the City of Lake Dallas  | X                 |                    |                      |
|                             | Has appropriate visibility or identity in the community   | X                 |                    |                      |
|                             | Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action                               |                   | X                  |                      |
|                             | Is willing to meet with members of the community and discuss issues of concern  |                   | X                  |                      |
|                             | Is skillful with the news media, avoiding political positions and partisanship  |                   | X                  |                      |
|                             | Provides information to the public in a timely fashion on matters which will cause public reaction                                      |                   | X                  |                      |
|                             | Represents Council positions and policies accurately and effectively  |                   | X                  |                      |
|                             | Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important | X                 |                    |                      |
|                             | Responds completely and in a timely manner to citizen complaints  |                   | X                  |                      |

|                                       |  |  |   |  |
|---------------------------------------|--|--|---|--|
| <b>B. Intergovernmental Relations</b> |  |  |   |  |
| The City Manager is:                  |  |  |   |  |
|                                       | Effective representing the City's interests in dealing with other agencies                 |  | X |  |
|                                       | Participative in enough intergovernmental activity to have an impact on behalf of the City |  | X |  |
|                                       | Cooperative with the county, state and federal governments                                 |  | X |  |

**Comments:**


I am only aware of one citizen encounter and it was no pleasant. From this encounter I could surmise that john does not listen to understand he listens to respond. And sometimes that response is anger.



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2019 Year Review

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|---|---|------------------|

**SECTION IV: PERSONAL ACCOMPLISHMENTS**

|   |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|---|--|-------------------|--------------------|----------------------|
| <b>A. Communications</b>                            |  |                   |                    |                      |
| With regard to communications, the City Manager is: |  |                   |                    |                      |
|   | Easy to talk to and a good listener  | X                 |                    |                      |
|   | Thoughtful, clear and to the point   | X                 |                    |                      |
|   | Sensitive to the concerns of others  | X                 |                    |                      |
|   | Candid and forthright in discussing City business matters with members of City Council |                   | X                  |                      |

|                            |  |   |   |  |
|----------------------------|--|---|---|--|
| <b>B. Management Style</b> |  |   |   |  |
| The City Manager           |  |   |   |  |
|                            | Demonstrates interest and enthusiasm in performing his duties                                    |   | X |  |
|                            | Commands respect and good performance from staff   | X |   |  |
|                            | Shows initiative and creativity in dealing with issues, problems and unusual situations          |   | X |  |
|                            | Is open to new ideas and suggestions for change  |   | X |  |
|                            | Works well under pressure  | X |   |  |
|                            | Consistently puts aside personal views and implements Council policy and direction               | X |   |  |
|                            | Displays the ability to resolve the numerous conflicts inherent in municipal government          | X |   |  |
|                            | Responds well to a changing world and local conditions; is adaptive                              |   | X |  |
|                            | Is accessible to City Council members  |   | X |  |
|                            | Conforms to the high standards of the profession; follows the "ICMA Code of Ethics               |   | X |  |
|                            | Exhibits a commitment to continuing education in order to encourage his professional development |   | X |  |
|                            | Is receptive to constructive criticism and advice  | X |   |  |



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2019 Year Review

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| <b>C. Job Effectiveness</b>  |  |                   |                    |                      |
| The City Manager:  |  |                   |                    |                      |
|  | Demonstrates interest and enthusiasm about the Council's Vision for the City         |                   | X                  |                      |
|  | Gives his staff the tools necessary to provide efficient, responsive City services   |                   | X                  |                      |
|  | Coordinates the implementation of City goals and objectives                          |                   | X                  |                      |
|  | Supports policies that will promote annexation and growth in the City of Lake Dallas |                   | X                  |                      |
|  | Creates a positive atmosphere for successful economic development in the City        | X                 |                    |                      |
|  | Supports responsible infrastructure expansion and maintenance                        |                   | X                  |                      |
|  | Emphasizes the need for employee training and technological improvements             |                   | X                  |                      |
| <p><b>Comments: again I have to go back to John's habit to take things out on his employees when things do not align with his personal opinion or goals. There seems to be a vindictive almost petty nature to John especially around budget time. Some of the items here are self-explanatory but his management of staff is still a major issue.</b></p> |  |                   |                    |                      |



**SECTION V: NARRATIVE RESPONSES**

**ACHIEVEMENTS FROM THIS PAST YEAR:**

- What were the Manager’s most notable accomplishments during the past year?

**Again budget time is most stressful and John was able to finalize the budget**

- Which of the Manager’s qualities were most instrumental in fulfilling the role of City Manager this past year?

**PERFORMANCE OBJECTIVES FOR COMING YEAR:**

- What does the Manager do that you would like him to continue?

His Friday communication

- Is there anything that the Manager does that you would like him to do differently?


He needs to learn to control his temper, accept persona responsibility, and to not retaliate. He needs to hold people accountable in an appropriate manner and not treat them differently just because he does not agree with them

- In what areas should the Manager focus his attention in this coming year?
- Working on employee relations

- Do you have any other general comments to share with the City Manager?

I am disappointed that some of the same issues that were brought to the CM’s attention last year are coming back up this year. The inappropriate behavior has continued even after our meeting with him. It is simply unacceptable and at this time I do not have confidence that this issue will change.



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\_\_\_\_\_megan ray\_\_\_\_\_

9/17/2019

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Rater's Signature

Date