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MEMORANDUM

TO: Michele Sanchez, Director of Finance/Human Resources

SUBJECT: Letter of Complaint Regarding Hostile Work Environment

DATE: October 28, 2020

This memo serves as a formal complaint into the conduct of City Manager John Cabrales, Jr., for creating and maintaining a hostile work environment demonstrated by numerous documented incidents of workplace threatening behavior, personal harassment, and discrimination by treating me significantly different from my peers at City Hall over a long period of time. This also includes retaliation against me for differences of opinion during the annual budget process, and for both aggressive and passive-aggressive behavior that is disruptive to both my daily working experience for the City of Lake Dallas, and also disruptive to the efficient operation Lake Dallas Police Department. The repetitive negative actions taken against me by City Manager Cabrales are physically and emotionally taxing to me and cause disruption to my daily work and life. His behavior affects my dignity and my professional reputation. I have documented examples of workplace harassment and hostility over the last several years. This memo begins with the most recent examples.

- On Tuesday, October 27, 2020, I had attended the weekly management meeting hosted by City Manager Cabrales. During the meeting, each department head is expected to outline several talking points for discussion with the group. One of the things I had brought up for discussion was the Trunk or Treat golf cart parade that I thought should be cancelled due to the wet weather. My points were that the public street was not a planned parade route to have the golf cart parade, and the grass inside the park is saturated from the weeklong rains that have soaked the ground. The only other option was to put motorized vehicles in the same space as children and pedestrians which I believe is unsafe. John became upset with me during the meeting and became abrasive and dismissive of my request to eliminate the golf cart parade. He let me know that we were having it no matter what, and that he has authorized the use of public walkways for the golf carts to drive on. I questioned this as appropriate because I believe we should not be allowing motor vehicles to drive in places where pedestrians, including disabled persons, are designated to safely walk. Again, I was publicly dismissed and admonished. One other department head who has asked to remain

anonymous stated to me “He shouldn’t cut you off or quickly extinguish your ideas,” and “I don’t get it, he doesn’t need to step on you like that.” I initiated a brief text message exchange with City Manager Cabrales over my City issued phone and was accused of merely having my feelings hurt. City Manager Cabrales did not believe he was disrespectful to me and called his behavior being “candid.” The text messages are **“Attachment A.”**

- On Friday, October 23, 2020, the City of Lake Dallas hosted a City Council leadership retreat at the Denton Convention Center. During the discussion, I was called upon to weigh in on “Organizational Integrity.” This topic was selected to address the culture of the City as an employer and interpersonal relationships between council-employees and employees-employees. City Manager Cabrales was impatient with me during my input about Voice, Fairness, Transparency, and Impartiality, and as soon as I was done speaking immediately reverted to his previous discussion about the necessity of “core values.” I felt that his demeanor and professional bearing were dismissive of the value that I had added to the conversation. His lack of professionalism towards me was in front of both my peers and the City Council and highlighted his oppositional and dismissive attitude he carries towards me.
- This budget cycle (FY 2020-2021), I had asked the City Manager if he was willing to meet with police department employees in advance of the approved budget and was informed by him that he would not, and he then angrily stated that this year he’s “ready for that guy,” which I took to mean Lieutenant Sawyer. This did not set a good tone for future budget discussions.
- On Wednesday, March 4, 2020, a memo was released via email by the City Manager stating that the Director of Finance, Michele Sanchez, would be added to the standing memo designating an Acting City Manager in the absence of the City Manager. The next day, March 5, 2020, the City Manager sent out an email designating Michele Sanchez as the Acting City Manager while the City Manager is out of town for the remainder of the week. At the time, the Finance Director was a grade “E” on the City’s position chart, which was commensurate with both the entry level police officer position and Public Works Manager. The position of Chief of Police was a grade of “H,” which placed me as the second highest compensated executive in the City, behind the City Manager. The other person designated as an Acting City Manager in the City Manager’s absence is the City Secretary, which was at the time a grade of “G.” The City Secretary was out of town with the City Manager during this time. I was not notified or consulted as a courtesy before this decision was made; however, I believe that this was done purposely to minimize my influence and in retaliation for previous conflicts with the City Manager. Although I respect the Finance Director as a professional, I have significantly more experience in City government, including with the City of Lake Dallas. We both possess a master’s degree in similar disciplines. On March 6, 2020, I asked to be removed from the memo for Acting City Manager, since I believe I no longer have the confidence of the City Manager to carry out duties in his absence **“Attachment B.”**
- On December 5, 2019, the City of Lake Dallas hosted the yearly employee award ceremony in the community room of City Hall. City Manager Cabrales had asked for attendees to RSVP to him for the event. As the event got closer, it was brought to my attention that myself, my command staff, and Records Clerk Karen Beaty were potentially the only police department employees that planned on attending. I made a personal appeal to my

staff to attend the awards ceremony so that the City Manager was not embarrassed and to recognize the other City employees for their service to the community. After I had made the personal appeal to my staff, a significant number of police employees attended the event. I felt good about our showing, both to support the City administration, and to support the other City staff. Shortly before the event started, City Manager Cabrales demanded that I speak to him in the hallway over by the kitchen. He was visibly upset with me and told me how disappointed he was in me for people that attended and did not RSVP that they were coming. The City Manager was shaking from anger, and he was spitting while he was talking to me. I took a few steps back to avoid a possible physical confrontation with him. The City Manager told me that he was going to stop short of telling the police department employees that they could not eat, which I suggested was a good idea not to say that to them. Me and several of the people who were sitting at the table with me agreed to not eat in order to make sure there was adequate food for everyone else. During the employee awards ceremony, a rumor had begun to go around the room that the City Manager had yelled at me and stated that police officers were unwelcomed to eat. Without my consultation, most of the uniformed police officers got up at the same time during the ceremony and left out of protest. This was an embarrassing moment for both the City and the City Manager and was a significant leadership failure on display in front of City leadership, City employees, and invited guests.

- To attend the 2019 Texas Municipal League conference in San Antonio, I had to involve the Mayor because the City Manager was attempting to keep me from attending the conference. During the trip, myself and Mayor Barnhart were dining in the same place for breakfast as the City Manager and some of his staff. We were not invited to sit with the group, and we were both obviously unwelcome. This is another example of being treated different by the City Manager than he treats his other employees, which contributes to the hostile work environment.
- On September 16, 2019, after the FY 2019-2020 budget was passed, I had asked the City Manager over email to consult with me about revising the **already existing advertising for the pay range** for hiring experienced police officers. I had used this program successfully for two years to staff the department to capacity twice, which compensated for the low pay at the starting position and gave us the ability to compete in the market (see “**Attachment C**” which was printed from the City website.”) My email communications on September 16, September 17, September 18, and September 19 were ignored, as well as one in-person attempt in our weekly management meeting. This behavior is customary when the City Manager is upset with me, and after multiple attempts to get an answer, I made the decision to post a pay range. I informed the City Manager of my decision to proceed with a pay range over email. City Manager Cabrales responded to me on September 20, less than one day after I made the decision, that I was to **not use any advertising listing a pay scale** and replace it with other wording about qualifications. My attempts to communicate with him were ignored for most of an entire work week, and he only decided to respond after I had made the decision and after our advertising had been pushed out to all our recruiting channels, which we later had to recall. I believe this behavior is unprofessional, passive aggressive, intentional, retaliatory and has harmed our recruiting efforts because a valuable tool in a competitive market was taken away from the police department, “**Attachment D.**” Several months after I was told to remove and rewrite our experienced officer advertising, I went to speak to City Manager Cabrales and

told him that we have not had a single applicant since we modified our advertising and removed the experienced officer pay scale. I asked for permission to put it back to what we were doing because it was working for us, as I had twice staffed the department to capacity using this technique. The City Manager admonished me citing my lack of attending job fairs (because that's what Denton used to do), and gave me the task of finding specific examples of when applicants, who in writing, said they applied for the Lake Dallas Police Department exclusively for the lateral pay program. This conversation had a hostile and demeaning tone to it. As I was getting ready to leave, the City Manager told me that I do not know how to properly recruit, and that if I wanted to know how to do it correctly, I should have come and asked him for advice. This conversation was not civil, and I felt like the City Manager had lost his temper. I also believe his lack of flexibility is harming the department recruiting process, and that it is more important for him to be "right" than to compromise. Since the City Manager became involved in the recruiting process, the Lake Dallas Police Department has received notably less applications of qualified applicants.

- On August 3, 2019, I informed the City Council and the City Manager that the animal shelter will be returning to its normal operating hours and how we were going to advertise the change, "**Attachment E.**" I made this decision because the City Manager had not communicated with me since July 26, 2019 and was not acknowledging any email communications. City Manager Cabrales was out of town during this time and I was appointed as the Acting City Manager. After a meeting on July 26, 2019, where three written complaints about the City Manager were generated, the City Manager essentially stopped communicating with me in person, via telephone, or over email for a significant length of time. These actions contributed to an untrusting and hostile work environment.
- I have been publicly admonished by the municipal court administrator who disparaged both me and the police department during the public commentary of a City Council meeting, and due to the organizational knowledge and current events that were spoken about, I strongly suspect had been coached by the City Manager or his designee prior to the meeting. I have also had to respond to open records requests for my emails and our police department policy from an anonymous person with a fictitious online profile. These events all were happening simultaneously while me, Lieutenant Sawyer, and Lieutenant Stone were all making formal complaints against the City Manager. Although I cannot draw a direct link to these events and the City Manager, the timing and the atmosphere at City Hall are suspect. I do not believe any corrective action was given to the municipal court administrator despite my asking the City Manager to address the City personnel manual code of conduct violation.
- In July of 2019, City Manager Cabrales and myself were planning the yearly budget for submission to the City Council in September of 2019. I felt like my concerns regarding the current market for police officer pay was not being heard, as terms such as "this is not a negotiation" were being used by the City Manager. I had requested a council agenda item to discuss police pay and was denied by the City Manager. Our police department employees felt strongly about this issue and asked for a meeting with the City Manager to discuss their concerns with him in person. This meeting was held on July 23, 2019. I intentionally did not attend this meeting to give the City Manager space. The meeting received mixed feedback from the police department staff. After the meeting, several police department employees requested to come speak during the open commentary portion of the next City Council meeting, which was scheduled for July 25, 2019. The request to

- ... speak during the citizen comment portion was because the department was denied an agenda item to hold a discussion with the full council, and many of our employees felt their voices were not being heard. Lieutenant Alan Sawyer, Lieutenant Mark Stone, Police Officer Syd Grant, and Texas Municipal Police Association President Clint McNair all spoke to the City Council about their concerns with the current police pay rate, concerns regarding the City Manager's perceived lack of fundamental fairness during the budget talks, and expressed concerns about retaliation. It was also brought up that some City employees are required to work 84 hour pay periods for the same annual pay as some 80 hour work period employees according to the City's master pay plan.
- On July 30, 2019, City Attorney Kevin Laughlin requested any recordings made of the meeting that took place on July 26, 2019.
 - On July 29, 2019, Lieutenant Alan Sawyer wrote a formal complaint regarding the conduct of City Manager Cabrales during the meeting on July 26, 2019. This complaint was sent to me, and then forwarded to the City Council. This complaint is "**Attachment F.**"
 - On July 28, 2019, I asked the City Secretary/Human Resources Director for my payout calculations for unused time as I was considering resigning or retiring because of the stress caused by the behavior of City Manager Cabrales. This communication is "**Attachment G.**"
 - On July 27, 2019, Lieutenant Mark Stone wrote a formal complaint regarding the conduct of City Manager Cabrales in the meeting on July 26, 2019. This complaint was sent to me, and then forwarded to the City Council. This complaint letter is "**Attachment H.**"
 - On July 27, 2019, Council Member Ray sent an admonishment email to City Manager Cabrales citing "this behavior is unacceptable and inappropriate and creates a hostile work environment within the work place," and "it is rather telling that an acting HR manager would not intervene in any way. It is also telling that when we reviewed performance last year the exact same issues have arisen." This communication is "**Attachment I.**"
 - On July 26, 2019, a calendar request was sent by City Manager Cabrales to me, Alan Sawyer, Mark Stone, Michele Sanchez, and Codi Delcambre. The meeting was regarding police pay and attendance was mandatory. The meeting request is "**Attachment J.**" Although retaliation was discussed at the City Council meeting by the police association president, we were retaliated against the very next day. During the meeting, City Manager Cabrales became agitated, insulting, and threatening. At one point the City Manager suggested that we may not continue to be employees of the City of Lake Dallas. The meeting was unproductive and me, Lieutenant Sawyer, and Lieutenant Stone excused ourselves. My recollection of this meeting are cited in the formal complaint that I wrote and submitted on July 27, 2019. This complaint letter is "**Attachment K.**" A recording of this meeting, "**Attachment L,**" was created by City Secretary Codi Delcambre which was given to the police department through an open records request submitted by the Texas Municipal Police Association. During this conversation City Manager Cabrales stated that he believed the command staff of the police department had drawn a "line in the sand" and that he's "crossing over it," and "accepting the challenge." He also stated that "I've been down this road before and that there are winners and there are losers. And at the end of the day, some of us in this room may not be here..."
 - Multiple times in the second half of 2019, I have had City business I needed to communicate with the City Manager and I have had to get the City Council involved to order him to respond to me. "**Attachment M**" is the email where I asked Mayor Pro-Tem

Andi Nolan to ask City Manager Cabrales to respond to my request to discuss the pay for a newly hired (experienced) officer, and “**Attachment N**” is the email outlining the repeated attempts to have a discussion with the City Manager about on-boarding a new employee and promoting an existing employee. Again, the City Manager refused to respond to me and continued to treat me dismissively. These are additional examples of hostile behavior towards me.

- The culture at City Hall under City Manager Cabrales leadership is toxic, specifically to me and Lieutenant Sawyer. The City Manager regularly takes his staff out to lunch or invites them to other events with him for professional development. These are things that I used to be regularly welcome at and had enjoyed. It has been approximately two years since I have had an invitation from the City Manager to participate in any group professional development or socialization. I have had lunch one time recently with City Manager Cabrales, because he wanted me to make an introduction for him for City business with contacts I have. I have literally been cast out of the management and decision-making circle and have no meaningful relationships with the City Manager or his senior staff members. The City Manager has told newly hired and existing senior staff members that I am not to be trusted and has intentionally damaged my reputation and my ability to form professional relationships. This undermines my ability to contribute to the team and harms my ability to collaborate.
- I used to sit on board interviews for applicants for senior staff and other key City positions. I was one of, potentially the only, senior staff member not invited or allowed to participate in the hiring of the Public Works Manager, Director of Development Services, and Deputy City Secretary.
- On one occasion in the Fall of 2019, I took my daytime staff to Angelina’s restaurant where we found the City Manager sitting alone at a table waiting for others to join him for a meeting. We all sat at a table approximately 10-15 feet from where he was sitting. I asked the City Manager if he would like to come over and speak to his officers for a moment which he declined in front of them. A few weeks later, the City Manager had taken his City Hall staff to Genti’s restaurant (I was not invited), which was also consequently where I went with my officers for lunch that day. Again, he did not acknowledge any of us and walked by our table on his way out. Animal Services Manager Cindy Uber became vocal until our table of City employees was acknowledged.
- After City Manager Cabrales received his performance review in 2018, he called a meeting of his staff, including me, and spoke about specific items in his performance review that he was evaluated poorly for, specifically employee relations. City Manager Cabrales would cite examples given by his evaluators, and then poll each of us what we know about the facts and circumstances he was presented with during his review. This meeting was extremely unorthodox and highly intimidating to the City staff members. Although most of the things the City Manager spoke about were not offered up by me or any other police department employee, I felt like the entire unorthodox interview was directed at me in an attempt to intimidate and shame me in front of a group. This meeting was also documented in “**Attachments F and K.**”
- The Texas Municipal Police Association obtained a copy of City Manager Cabrales’ 2018 performance review (“**Attachment O**”). This document contains wording regarding improvements needed such as:
 - “Treat all staff members with respect and dignity.”

- “Treat everyone fairly and equally, even if he does not agree with them. Listen to citizens who may have opinions that are in opposition to his own and regard those citizens and their opinions as meaningful and important. For example, the people who have been negatively impacted by development seen to be disregarded and sometimes ignored.”
- “HR issues.”
- “Treat everyone equally.”
- “Be fair and objective in all matters.”
- “Remember work is not personal.”
- “Listen.”
- “Some of the things that have occurred between Mr. Cabrales and some of the city staff are inappropriate for effective leadership...”
- As of the date of this memo, there has been no meaningful conversation between the City Manager and me about conflict resolution or any attempt made by him to address any ongoing issues. I understand that the City Manager has expressed that there is no ongoing conflict, however this is inaccurate, as I am continuing to document instances of passive-aggressive or aggressive and unprofessional behavior. In December of 2019, I went to City Manager Cabrales and initiated a conversation about my standing in regard to my employment. I asked the City Manager if he was intending on seeking to terminate my employment with the City of Lake Dallas, because I was getting ready to buy a new home nearby and I needed to know if my job was in jeopardy. He stated to me that the council was happy with my performance and as far as he is concerned, there is no conflict that he is aware of. This was the extent of any conversations we have had about past incidents and complaints.

These are not all the incidents of disrespect, hostility, and passive aggressive behavior exhibited towards me or my staff by the City Manager, however these are the ones that I have documented. Other verbal abuse that has been said to me by the City Manager, although I do not have the dates and times, are that I am not to be trusted and that I am not as professional as I lead others to believe. There have also been times in the last year where the City Manager was upset with me and would communicate with me through other City staff members instead of communicating with me directly. The City Manager does not act in a way that is both professional and respectful and has made me uncomfortable enough to attempt to seek employment elsewhere twice over the last year. I encourage you to read the attachments in detail as they provide necessary context and additional information. I love my job and I love serving this community where I live and have raised my family, but the toxic leadership that I am subjected to has taken a toll on my morale and my health. I am reluctant to go to the City Manager with any additional concerns because of his aggressive and confrontational attitude towards me, including times I felt could become physical if I did not de-escalate the encounter. I do not feel any issues will be resolved in a professional or respectful manner; thus I believe my only remaining avenue is to create a formal complaint.



Daniel Carolla
Chief of Police
Lake Dallas Police Department

Today 10:47 AM

Is there an issue we need to talk about?

You've snapped at me twice this week. The first was in the leadership retreat and the second was today. If there's an issue, we should talk about it.

I don't like being treated like that in front of my peers and city leaders

Sorry if I hurt your feelings. I did not realize that I snapped at you on this call and don't know what you are referencing about the retreat. We can talk more later when I get to the office.

It didn't hurt my feelings, it is disrespectful

issue, we should talk about it.

I don't like being treated like that in front of my peers and city leaders

Sorry if I hurt your feelings. I did not realize that I snapped at you on this call and don't know what you are referencing about the retreat. We can talk more later when I get to the office.

It didn't hurt my feelings, it is disrespectful.

I disagree that I was disrespectful. I was candid

Then we will agree to disagree.

Yes

Daniel Carolla

From: Daniel Carolla
Sent: Friday, March 6, 2020 12:06 AM
To: John Cabrales
Subject: RE: Acting City Manager

John, please accept my formal request to be removed from your standing memo regarding Acting City Manager in your absence. I believe that I am considerably more qualified to run the City in your absence than an inexperienced employee that does not hold a position of leadership, however this is your decision to make and not mine.

Thank you,

Daniel Carolla
Chief of Police
Lake Dallas Police Department
(940)-497-2228

-----Original Message-----

From: John Cabrales <jcabrales@lakedallas.com>
Sent: Thursday, March 5, 2020 8:34 AM
To: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Subject: RE: Acting City Manager

I will be back next week so we can talk then.

John Cabrales Jr.
City Manager
Lake Dallas, Texas
940-497-2226

-----Original Message-----

From: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Sent: Thursday, March 5, 2020 8:30 AM
To: John Cabrales <jcabrales@lakedallas.com>
Subject: Re: Acting City Manager

I think it's time we had the conversation about taking me off the acting list.

Sent from my iPhone

> On Mar 5, 2020, at 1:00 AM, John Cabrales <jcabrales@lakedallas.com> wrote:

>

>

> Folks,

>

> I'm in Austin for training on Thursday and Friday and have designated Michele Sanchez as Acting City Manager. Please contact her with any issues. You can also reach me via text or mobile phone. Thanks.

C

Job Details

Category

Police

Status

Open

Salary

SALARY AND BENEFITS:

Starting pay is \$46,334 - \$54,600, based on 84-hour bi-weekly pay periods and depending on qualifications and experience. City Emergency Services staff benefit package including employee health insurance, 2:1 TMRS retirement, paid sick leave, paid vacation and holidays, TCOLE certificate pay, and longevity pay.

Posted

July 6, 2017 4:00 PM

Closing

Open Until Filled

enforcement
follow-up or
required.

all laws and
for service.

Daniel Carolla

From: Daniel Carolla
Sent: Friday, September 20, 2019 5:04 PM
Subject: FW: Lateral Pay for Police Officers
Attachments: IMG_0105.jpg

Honorable Mayor and City Council Members, I am certain that you are all probably tired of my complaints about the City Manager creating roadblocks for my effective and efficient running of the police department. I am going to speak my peace in this email and this will be the last complaint I make about our working situation.

Please let me explain... I've compiled the entire email string into one email below:

1. Monday, September 16, I sent an email to the City Manager with two proposals for lateral transfer pay requests. **Lateral transfers are the only reason our police department has been able to meet our staffing goals and function correctly.** The majority of our hires have been experienced officers who have taken advantage of our lateral program to give them a modestly higher salary based on experience. My email was not responded to, which is typical these days.
2. On Tuesday, September 17, I asked about the lateral pay in the weekly management meeting. John did not make a decision and stated he did not read my email I sent the day before. No decision was made during the meeting.
3. On Tuesday, September 17, I sent a follow up email to John forwarding him the communication from Monday. I did not receive a reply.
4. On Wednesday, September 18, I sent John another email asking about lateral pay. **Our entire recruiting mechanism is on hold at this point with no advertising happening on any level because this issue was still outstanding.** I gave John a chart showing the number of experienced officers I've hired using the lateral pay program. I also attached a photo of our current human resources website showing a lateral pay listed. We've been using a lateral program for over two years. I've attached the photo for you to review. I did not receive a response to this email.
5. On Thursday, September 19, I sent John a last email stating that I was going to make the decision and move forward. As a department head, and number two on the City Org. chart, this should be something I am able to do without permission.
6. Thursday night, September 19, we released a new flyer on social media and our contacts who post them for us. We also updated the City website, TML, PoliceOne, and the other recruiting websites we use.
7. On Friday morning, John responded to the email string and told me we cannot advertise the lateral pay scale. We had to backtrack and remove all our marketing materials we pushed out on Thursday. I went to go see him in his office and plead my case. He told me that he was worried about Senate Bill 3 and that we haven't bid out a consultant to conduct a pay study. We are not talking about huge money in lateral pay. I wanted the flexibility to negotiate between 51K and 56K. It would take a very experienced officer, like Mark Stone or Brenda Hall to reach the 56k. This is not going to be impacted by SB3. I also do not need a pay study to show me what I need to do to recruit for Lake Dallas. Lastly, he cited that Corinth, Little Elm, and Highland Village do not post their lateral pays on their websites. My argument to this is that we have been more effective in recruiting than these other cities. When we are innovating and showing positive results, he is making us conform to other agencies tactics. It seems like our efforts that have been working well for us have been

sabotaged. We should be out in front leading, not changing what has worked for us because three other cities in the area are not advertising their lateral pays. These three cities starting pay is also much higher than our is, so this is not an apples to apples comparison. It should be noted that Lewisville proudly promotes it's lateral pay and it has been very successful for them.

Here are the signs of a toxic work environment. I'll let you decide for yourself what you think we have here at Lake Dallas.

- Disrespect and Belittlement
- Unreasonable pressure to get short term results at the expense of the long term strategy
- Inequality, unfairness, favoritism, injustice
- Any kind of harassment and bullying
- Lack of empathy, or appreciation, or support
- Excessive control known as micromanagement
- Morally questionable environments, lack of integrity, encouragement of dishonesty

I have recently applied for another Chief of Police position. I plan on leaving the City of Lake Dallas, however I will be taking my time to find the right position and the right fit, so I will not be immediately resigning.

This last exchange was too much for me. I'm exhausted after two years of fighting John for what's right and fair for these police employees and for the long term welfare of this department. Why was I not given a response for five days and then when I made the decision, I was immediately slapped down? I have not heard the words "what can I do for you" come out of anyone's mouth at City Hall. Instead, all I hear is excuses, defensiveness, and blaming. I'm trying my best to do right by this City, this department, and our community, but I can't work in an environment that is constantly trying to "win" while we "lose".

Thank you for your time in reading this email.

Sincerely,

Chief

From: John Cabrales <jcabrales@lakedallas.com>
Sent: Friday, September 20, 2019 9:06 AM
To: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Subject: RE: Lateral Pay for Police Officers

Dan,

I don't mind us looking into some guidelines for lateral pay, but I don't want to place this on the website or any other materials or locations shared with the public. I am ok with placing some wording communicating that officers with experience and/or specialized training will be considered for a higher starting pay. I did visit the recruiting websites for Corinth, Little Elm and Highland Village and noticed that none of them had any figures or info about lateral pay. Please come visit with me if you want to discuss this further. Thanks.

John Cabrales Jr.
City Manager
Lake Dallas, Texas
940-497-2226

From: Daniel Carolla
Sent: Thursday, September 19, 2019 12:11 PM
To: John Cabrales <jcabrales@lakedallas.com>
Subject: FW: Lateral Pay for Police Officers

John, I stopped by your office today to talk to you about this but you were not in. I am going to post our October 1 pay range on our marketing material as \$50,967.40 with no experience to \$56,191.56 as the lateral maximum pay. I am using the City of Lake Dallas Pay Plan Step 1 and Step 3 to determine these numbers.

Other City of Lake Dallas job postings including Animal Control, Public Works, and City Hall positions have a pay range posted.

I am going to move forward with getting our position posted with these numbers unless I hear otherwise from you.

Thank you,

Chief

From: Daniel Carolla
Sent: Wednesday, September 18, 2019 9:32 AM
To: John Cabrales <jcabrales@lakedallas.com>
Subject: FW: Lateral Pay for Police Officers

John, here is a list of the officers that I have hired over the last two years:

Chau	New Hire
Deville	New Hire
Cole	New Hire
Chiat	New Hire
Taylor	Lateral
Hall	Lateral
Stone	Lateral
Malik	Lateral
Sims	Lateral
Renes	Lateral

Our experienced officers are equal to or greater than our new academy graduates with no experience.

This is why I would like to discuss the lateral transfer pay scale so that we may direct market to this group. We currently have the old lateral transfer pay scale on all of our promotion materials, our TML listing, our PoliceOne listing, our TMPA listing, our Disocverpolicing listing, etc. I think not keeping the same level of detail in our Oct. 1 marketing is taking a step back with our recruiting strategy.

At this time our marketing materials and job advertisements are all on hold until we reach a decision.

Can you please advise?

From: Daniel Carolla
Sent: Tuesday, September 17, 2019 10:34 AM
To: John Cabrales <jcabrales@lakedallas.com>
Subject: FW: Lateral Pay for Police Officers

John, here is the email I sent previously about the proposed lateral transfer authority.

Because our target audience is officers with experience, I would like to post the range on the advertisement.

From: Daniel Carolla
Sent: Monday, September 16, 2019 9:18 AM
To: John Cabrales <jcabrales@lakedallas.com>
Cc: Codi Delcambre <cdelcambre@lakedallas.com>
Subject: Lateral Pay for Police Officers

John, we are finishing up our recruiting website and making a new flyer. As you know, over half of our new hires have been experienced officers who have utilized our old lateral entry pay program. Because we have changed the classification of the position, I wanted to see how you felt about the lateral transfer pay program.

The old lateral pay we were offering was up to \$54,600. This is somewhere between the old "D" step 4 and 5. Step 3 on the new "E" scale is \$56,191.56. Step 4 of the new "E" band comes out to \$59,001.14 (this is getting close to what Corinth pays for lateral officers)

Greg Noseff will be making \$56,885 with 10 years of experience this year.
Brenda Hall will be making \$57,346.85 with almost 30 years of experience.

Splitting the difference between "E" step 3 and step 4 comes out to \$57,596.35, which I think is a nice resting place for the max lateral (10 years plus).

Your thoughts?

Chief

Daniel Carolla

From: Daniel Carolla
Sent: Saturday, August 3, 2019 11:46 AM
To: John Cabrales
Cc: Cynthia Uber
Subject: FW: Return to regular operating hours - Animal Services

Mayor, City Council Members, and City Manager Cabrales, we will be re-opening the shelter to it's normal hours effective August 6, 2019.

The hours will be Monday-Saturday 11a-4p and closed on Sundays. The re-opening will be promoted on the City's social media sites and through Cindy Uber's network.

I would like to praise Cindy and Misha for working under less than ideal conditions and for keeping the ship floating during our period of low staffing. It takes several months to hire a new Animal Control Officer because the hiring process is similar to hiring a police officer. The hiring process is necessary because Animal Control Officers have access to DEA controlled chemicals, access to the police station, can write citations, and are on the Denton County Sheriff's Department CAD system. Because of these hurdles, this is a challenging position to replace.

Thank you,

Chief

Daniel Carolla

From: Alan Sawyer
Sent: Monday, July 29, 2019 2:03 PM
To: Daniel Carolla
Subject: Formal Complaint

Chief Carolla,

I would like to discuss the conduct of City Manager John Cabrales. On Tuesday July 23, 2019 at 4pm myself and eight other officers met with Mr. Cabrales regarding equity adjustments. During this meeting he discussed the Ad-valorem, Franchise Fees and the Fines and Fees numbers. He advised us; he would use these numbers to determine what the city would be able to do to make equity adjustments. Most of the officers do not understand what these numbers mean, therefore it was confusing. He stated he was looking at re-banding the officers from the current band of the Step plan to one band hire, to get the officer starting pay to approximately \$51,000.00. He advised he would then make adjustments to bring current officer who are below the new starting pay up to that level. He stated that he would have the final numbers to bring to us on Wednesday July 24, 2019 or Thursday July 25, 2019 at the latest. He advised he was looking at a 4% to 7% equity adjustment across the board for us. When Officer Grant asked him about the pay difference of officer, who work 84 hours, compared to other city employees who are on the same pay-band that only work 80 hours, Mr. Cabrales was visibly agitated. Officer Grant pointed out that these officers are working an extra 104 hours per year, which equates to 2.5 weeks more, for the same rate of pay. By this standard officer are at a lower rate of pay than the other city employees who are on the same pay-band. At the conclusion of the meeting I advised Mr. Cabrales that myself, Lt. Mark Stone, Officer Syd Grant and the Regional President of the Texas Municipal Police Association would be speaking to the council on Thursday July 25, 2019 and if they numbers reflected what he advised us we would speak in support of his budget proposal.

On Wednesday July 24, 2019 at approximately 5:30pm Mr. Cabrales met with Chief Carolla and provided him with the equity adjustment numbers and those numbers did not reflect what Mr. Cabrales had advised in the meeting the day before. It showed that Officer Grant was only going to get a 2.5% increase, which included the Cost of Living increase. That is only a .5% increase in pay, not a 4% to 7% that Mr. Cabrales stated he was going to do. He also had Inv. Brenda Hall at a 3.8% increase, which is only 1.8% above the Cost of Living increase. It also stated Cpl. Farrell would only get 2%, which is only the Cost of Living increase. Because of this, we could not support the city manager's plan.

On Thursday July 25, 2019 myself, Lt. Stone and Officer Grant appeared before the Lake Dallas City Council to make a plea for your help in obtaining fair equity adjustments so we could be able to compete with other police department when it comes to hiring good, qualified candidates.

On Friday July 26, 2019 Chief Carolla, Lt. Stone and I received a calendar request for a mandatory meeting to discuss police pay at 1:00pm. At that time, we went to the Conference room where we were joined by City Secretary/ HR Director Codi Delcambre and Finance Director Michelle Sanchez. When Mr. Cabrales entered the room, he was visibly angry. He immediately began to verbally abuse me, stating he has lost a lot of respect for me and continued to berate me, Lt. Stone and Chief Carolla. Mr. Cabrales began forcefully asking the Chief numerous questions, which he would not let him clarify and instructed him to answer "YES or NO!". He told us that we are ineffectively leading the police department. Mr. Cabrales interrogated Chief Carolla and continued to speak to us in a hostile and threatening manner. Mr. Cabrales stated "we drew a line in the sand, and "I'm willing to cross it." He stated he was going to "win," and that "some of us might not be here when it happens." At that time, myself and Chief Carolla asked him if he just threatened to fire us. Mr. Cabrales continued to be combative and argumentative with us, at which point all three of us stood up and I advised him I am going to end the conversation here and began walking out of the room. Mr. Cabrales state "you take it however you want to," and advised Chief Carolla to remain in the room. During this meeting, which only lasted 18 minutes, our HR Director Mrs.

Delcambre never attempted to stop Mr. Cabrales from his personal attack on us, which took place in front of the Finance Director Mrs. Sanchez.

In 2018 I was promoted to Lieutenant and was placed as second in command. I have been working very closely with Chief Carolla on the budget process for both FY 2018-2019 and FY 2019-2020. Last year during the budget process Mr. Cabrales showed the same behavior toward Chief Carolla. During that time, I was attending every management meeting and was able to discuss budget matters, including vehicles, maintenance cost for vehicles, and new vehicles. I recall attending a meeting with Mr. Cabrales, Chief Carolla where we discussed equity adjustments. During the meeting Mr. Cabrales advised us to find the money in our budget for the adjustments Chief Carolla was asking for. We went to Chief Carolla's office and made some cuts to our budget and found the money, but the money was not used for equity adjustment and was not put back where we had cut it from. Then after the Mr. Cabrales received his yearly review, he came to the next management meeting and was agitated. He advised everybody in attendance of his review and wanted to know who had been speaking with the council. He advised nobody was to speak with any council members without him knowing about it. Once the meeting was over and I returned to my office, Chief Carolla came in and advised me I was no longer allowed to attend the management meetings unless I was requested to or I was there on behalf of the chief.

With all this I believe the behavior Mr. Cabrales showed was unprofessional by any standard. Because of Mrs. Delcambre's lack of intervention during Friday's meeting, whether from fear of Mr. Cabrales or agreeing with him, I feel I would not be able to file a complaint regarding Mr. Cabrales behavior with a legitimate investigation conducted by Human Resources. I pray you will look into this matter and take appropriate actions to keep this from occurring again. We fear there will be further conflict with Mr. Cabrales, causing a hostile work environment, which is taking a toll on our department. The officers can see the stress we are under and in turns makes them nervous.

Respectfully,

Lieutenant Alan D. Sawyer
Lake Dallas Police Department
Patrol Division/ Bureau Commander
212 Main St.
Lake Dallas, TX 75065
WK: (940)497-2228 Ext: 205
FAX: (940)321-6780
asawyer@lakedallaspd.org



The accuracy, completeness, sequence or timeline of the information contained in this internet e-mail cannot be guaranteed. The Lake Dallas Police Department, agents, or employees shall not have any responsibility for direct, indirect, consequential, special or other damages you may incur from any reliance by you on the information or the reliability, accuracy, completeness, sequence or timeliness thereof, or for any delays or errors in the transmission or delivery of any part of the information, or for any unauthorized use by you of this e-mail.

Daniel Carolla

From: Daniel Carolla
Sent: Monday, July 29, 2019 5:19 PM
To: Codi Delcambre
Subject: Re: Question

Thank you Codi.

Sent from my iPhone

On Jul 29, 2019, at 5:17 PM, Codi Delcambre <cdelcambre@lakedallas.com> wrote:

Chief,

Yes, if an employee resigns they will be paid their sick and vacation.

Your current vacation and sick balance is 511.82 hours.

Your payout would be \$25,217.38 . (511.82 x \$49.27 (hourly wage)).

Please let me know if you have any questions.

Codi Delcambre, TRMC, MMC

City Secretary

212 Main Street

Lake Dallas, TX 75065

940-497-2226 ext 102

cdelcambre@lakedallas.com

<image001.jpg>

ATTENTION: Please note any correspondence, such as e-mail or letters, sent to City Staff or City Officials may become a public record and made available for Public/Media review.

PUBLIC OFFICIALS: A "Reply to All" of this e-mail may lead to violations of the Texas Open Meetings Act. Please reply only to the sender.

From: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>

Sent: Sunday, July 28, 2019 8:17 PM

To: Codi Delcambre <cdelcambre@lakedallas.com>

Cc: John Cabrales <jcabrales@lakedallas.com>

Subject: Question

If an employee resigns instead of retires, do they get paid out both sick and vacation? If so, I'd like to calculate my payout please.

Thank you,

Chief

Daniel Carolla

From: Daniel Carolla
Sent: Saturday, July 27, 2019 9:07 PM
To: Mark Stone
Subject: Re: Actions of the City Manager on 7/26/19

Received.

Sent from my iPhone

On Jul 27, 2019, at 8:38 PM, Mark Stone <mstone@lakedallaspd.org> wrote:

Sir,

To the best of my knowledge, your previous e-mail to the Mayor and Council accurately documents the timeline and specifics of the events of the last few months. Therefore, I will not rehash them. Instead, I would like to discuss my view of professional conduct issues by City Manager John Cabrales in our meeting on Friday, July 26th at 1:00 PM in the City Council workroom.

We already knew that Mr. Cabrales was upset by our appearance at the council meeting on the prior evening. I received an e-mail from Mr. Cabrales at 8:55AM which contained a calendar entry for 1:00 PM and simply stated: *"I want to discuss police pay. This meeting is mandatory so I expect to see all of you there."* Going into that meeting, I think we all knew that the meeting had the potential to be contentious. I expressed to you that I thought it would probably have been better for him to wait a few days before calling a meeting so that he had time think about what he wanted to say, and hopefully consider some new proposals. I held out hope that Mr. Cabrales would approach the meeting in a professional manner, allowing us to "hash out" any misunderstandings that may have led to his being upset about our council appearance, and then move on to a productive discussion of police pay issues. I was encouraged that he also invited Codi Delecambre and Finance Director Michelle Sanchez to the meeting, as I knew that he would need their input should we be able to reach a consensus.

Unfortunately, the meeting was doomed to fail from the start. Mr. Cabrales entered the room visibly upset and immediately launched into a verbal tirade directed at yourself and Lt. Sawyer regarding the events of the previous evening and months. It was obvious that it would be a very one sided conversation. Mr. Cabrales continued to vent what I can only describe as "pent up anger". When you tried to respond, he replied "You had your turn to talk last night, now it's my turn." What should have been a meeting to resolve conflict turned into more conflict in the form of berating and personal attacks (i.e "I've lost a lot of respect for you" directed at Lt. Sawyer) . To make matters worse, this was taking place in front of the your subordinates as well as employees from other city departments.

I was profoundly disappointed that the Chief Executive of our City could not control his anger and lash out in such an unprofessional manner. As a veteran police officer, I am keenly aware that the inability to control one's emotions would quickly result in disciplinary action if not a finding of unfitness for duty of even a rookie officer. I fail to see how a high ranking city official could or should be held to any lesser standard.

Respectfully,

Lt. Mark Stone

Daniel Carolla

From: Megan Ray
Sent: Saturday, July 27, 2019 5:56 PM
To: Daniel Carolla; John Cabrales
Cc: Alan Sawyer; Mark Stone; Syd Grant
Subject: Re: Budget Timeline and Associated Events

This behavior is unacceptable and inappropriate and creates a hostile environment within the work place. Budget time is stressful, however it should not be an opening for screaming, yelling or intimidation. It is rather telling that an acting HR manager would not intervene in any way. It is also telling that when we reviewed performance last year the exact same issues have arisen.

Our police officers have worked very hard to turn the department around, make it less of a liability, and garner the community's trust. It is a shame that this is the treatment when they voice their concerns. I would say the same for any other department within the city.

Again this behavior is absolutely unacceptable. I suggest that this tactic be reevaluated and changed.

Councilman Ray

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From: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Sent: Saturday, July 27, 2019 12:53:19 PM
To: John Cabrales <jcabrales@lakedallas.com>
Cc: Alan Sawyer <asawyer@LAKEDALLASPD.ORG>; Mark Stone <mstone@LAKEDALLASPD.ORG>; Syd Grant <sgrant@LAKEDALLASPD.ORG>
Subject: Budget Timeline and Associated Events

Honorable Mayor and City Council Members, on July 25, 2019, Lake Dallas Police Lieutenant Mark Stone, Lieutenant Alan Sawyer, and Officer Syd Grant came before you to speak to you about the future of the Lake Dallas Police Department. The regional president of the Texas Municipal Police Association, Clint McNear also spoke on behalf of the department along with numerous citizens. One of the talking points that Clint McNear emphasized is that in the current City Hall environment, it was dangerous for our officers to speak to the City Council directly and candidly, and that retaliation was a distinct possibility. Unfortunately, that is what we experienced the very next day, July 26, 2019, at 1:00 P.M. in the City Hall conference room.

Please allow me to give you the timeline of events leading up to this moment:

- On July 11, 2019, at 9:00 A.M., I met with City Manager John Cabrales Jr. in the City conference room regarding the police department budget for FY 2019-2020. I had previously drafted a document, that was a budget request for pay increases for the police officers of the Lake Dallas Police Department. During this meeting, he took my handout, verified the numbers, and police pay increases were not discussed further during this meeting.
- During the week of July 15th through July 19th, I met with my supervisory staff and key Department peer leadership to discuss the proposed pay increase plan. I did not initially propose an across the board percentage in the plan because it would have taken a 10% increase to achieve the new starting pay I was looking for, which was \$51,000. I did not believe the City Manager would support a 10% across the board increase, thus, the initial proposal had a varying degree of percentages based on the City of Lake Dallas Step Plan for FY 2018-2019. My initial goal was to get larger increases for officers that were the farthest away from the median pay for their position. I compromised

where I thought I would be the most successful in gaining the City Manager's support, which as you can see, was successful.

- The feedback I received from the officers who were advising me was that the draft version of the pay equity plan did not achieve their collective goal of significantly increasing the police pay to be competitive with other cities. The officers expressed that they are highly motivated to make a larger move because they are concerned about attrition and the ability to recruit quality candidates. I had been advised that there are several officers who are considering leaving the department, and at the time there were two openings which we have been struggling to fill since February.
- The officers asked for my consent to organize and approach the City Manager to set a meeting and discuss their concerns. I agreed to support their decision to ask for a meeting with the City Manager, and I agreed that I would be open to further negotiations about police pay. I was willing to revise the proposal based on the idea of more and accelerated attrition of officers. I did not feel that I would be successful in asking for more pay than was in the draft document without the officers expressing themselves to the City Manager directly, so I was in full support. The document I produced for the pay equity plan was like all other budget documents, not meant to be the only version, but was the first version. Lieutenant Alan Sawyer approached the City Manager and asked for an employee group meeting and advised me that the City Manager instructed him to arrange the specifics. I created a calendar request on behalf of the officers because I had access to the City Manager's calendar. The meeting was set for July 23, 2019, at 4:00 P.M. I did not attend the meeting. After the meeting, the City Manager told me he believed the meeting went well. I received mixed responses from the officers about the meeting.
- On Wednesday, July 24th, the City Manager summoned me to his office and presented me with a proposed pay plan for the police officers. The City Manager produced the budget document that I had prepared previously and told me that he was taking my recommendations. The demeanor of the City Manager during this meeting was agitated about working through this proposition. I attempted to tell him that some of my recommendations have changed after speaking to my staff, and I was informed that "this is not a negotiation." During the meeting the City Manager stated to me several times that I was getting what I had asked for. I made one recommendation about an officer whom he proposed a cost of living adjustment only, which he agreed to reconsider (Corporal Farrell). I asked specifically about Police Officer Syd Grant, whom received a 0.5% above the City proposed cost of living increase. He stated that it was not going to be considered and that Officer Grant did not receive a pay decrease when he stepped down from the Sergeant position, and that because of his status on the Denton County's "Brady List," that he is lucky to have a job. I wanted to make additional recommendations during this meeting, but the City Manager's demeanor changed during the conversation, and based on prior experience, I chose not to challenge him any further for fear of inciting an outburst like I have received numerous times over the last year and a half. I decided I would wait and try to speak to the City Manager the next day if possible, and advise about further improvements I would like to see made to the plan. A follow up meeting did not occur because of busy schedules.
- I was instructed by the City Manager to take the plan with me and look at it in detail. After the meeting, and with the budget document proposed by the City Manager, I returned to my office and consulted with my command staff and the peer representation. All three of them stated that the plan did not meet the needs of the department and decided to ask the City Council to consider a larger increase. The City Manager knew the officers were going to speak in the council meeting, and he advised that they should not speak while wearing a police uniform. I advised the officers to wear civilian clothing to the meeting.
- On July 25th, Lieutenant Mark Stone, Officer Syd Grant, Lieutenant Alan Sawyer, Clint McNear from the Texas Municipal Police Association, and numerous citizens signed up for public comments so they could personally address the City Council and ask them to consider better pay for the police officers. The Texas Municipal Police Association Representative Clint McNear advised the City Council during his commentary that he was concerned about retaliation for the officers who were speaking about trying to better themselves and the department. After the meeting, the City Manager instructed me to send him the budget document again, which I complied and added a statement that the document was a work in progress. I believe that the City Manager was intentionally inflexible with this document because he wanted to demonstrate that he was "working with me" about police pay and to demonstrate that I had received what I had asked for in the draft copy.
- On July 26th at 1:00 P.M., Lieutenant Stone, Lieutenant Sawyer and myself were summoned to the City Hall conference room for a "Discussion of Police Officer Pay." Present during the meeting was the City

Secretary/Human Resources Director Codi Delcambre and the Finance Director Michele Sanchez. The City Manager began the meeting by becoming disrespectful to Lieutenant Sawyer by stating that he had lost respect for him. The City Manager continued to make personal attacks against Lieutenant Sawyer and made statements that I am ineffectively leading the police department. The City Manager then began to rapid fire questions to me about his and my level of cooperation regarding the budget. The City Manager would not let me speak and repeatedly instructed me to answer "yes or no." to each question. I was not allowed to offer any explanation or ask for clarification. The City Manager literally interrogated me in front of other City staff, also while I was in full police uniform. During his questioning, I informed the City Manager that he was "not going to talk to me this way." He replied that he will indeed talk to me this way. The City Manager produced a chart and demanded that we look at it. The chart showed that my initial recommendations were similar to his recommendations. I acknowledged to the City Manager that I did indeed submit the budget document he was referencing and my initial recommendations were indeed similar to his. I also stated that I had wished to revise my recommendation after speaking to my officers to better reflect their concerns, but I was unable to negotiate with him any further because he was unwilling.

- Instead of having a meaningful discussion about police pay, the City Manager continued with the hostile and threatening dialogue. He stated that we "drew a line in the sand, and I'm willing to cross it." He also stated that he was going to "win," and that "some of us might not be here" when that happens. At this time both myself and Lieutenant Sawyer asked him if he had just threatened to fire us. The City Manager continued to be combative, argumentative, and abusive. At this time all three of us got up and left the room. The meeting lasted approximately 18 minutes. Nothing productive was completed during this time. The City Manager had been told previously in this conversation that we would leave if he became abusive, which his reply to me was "go ahead." Both Lieutenant Sawyer and Lieutenant Stone were allowed to leave. I was recalled by the City Manager on my way out and given instructions to prepare a report for the City Manager regarding attrition planning and recruiting. I was also instructed to inform both Lieutenants that they are to inform the City Manager each time they have contact with the Mayor or a City Council member and give the City Manager an account of what was discussed.
- I would like to point out that the City's Human Resources Director was present during this conversation and did not say anything to stop the City Manager from his abusive tactics, nor did she intervene in any way. I do not believe she can fairly process a human resources complaint against the City Manager, or any employee, with any degree of transparency or accountability.

Upon reviewing the City of Lake Dallas Personnel Policies and Procedures Manual, published October 22, 2015, I believe the following items were violated:

- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (2) Intimidation:** The notes described above outline numerous intimidation tactics by the City Manager
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (3) Unnecessary disruption of the work area:** At this time, the entire command staff of the police department has been put on notice about possible pending conflict with the City Manager and possible termination of command staff members.
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (4) Use of abusive or threatening language:** As the notes above outline, this is self-evident.
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (6) Other disruption of the harmonious relations among employees or the public:** I did not, nor did our police department command staff, appreciate being degraded in front of other City employees whom we need to collaborate with for the business of the City.
- During the budget process of FY 2017-2018, the City Manager lashed out at me on three separate occasions, one of which I believed had the potential to turn into a physical confrontation had not walked away. I believe that as a result of submitting this communication, the City Manager will retaliate against me like he did in FY 2018-2019. If requested, I can provide information regarding these events.
- When the City Manager received his performance review in 2018, he called a meeting of his staff and spoke about things in his review that he was evaluated poorly for, such as employee relations. He would cite the examples given by his evaluators, and then asked each of us what we knew about the facts and circumstances he was

presented with. This meeting was intimidating and extremely unorthodox in nature. I left this meeting confused, as much of the content he cited was not offered up by me or the police department. I did feel like the meeting was directed at me and was an attempt to intimidate me and shame me in front of a group.

As this communication illustrates, this is not about the City Manager and police pay. He did indeed take my initial recommendation, even if he is refusing to negotiate the draft version with the police department. This is about much more than that. I sincerely love being your police chief. I left the Dallas Police Department just two years prior to my ability to honorably retire, so that I could serve in my own community, in a place that was hurting, that I knew I could fix. Hopefully I will have the opportunity to see transforming our police department through to its completion. I understand how emotions can get the best of us at times. I do not appreciate the threat made by the City Manager to end my 20 year career in law enforcement, Lieutenant Mark Stone's 31 year career in law enforcement, and Lieutenant Alan Sawyer's 19 year career in law enforcement over a budget discussion. I also know that as leaders, we must think rationally about decisions that affect our city. Our job is to provide you with facts so that you may make informed decisions. We will continue to do that.

Sincerely,

Chief Carolla

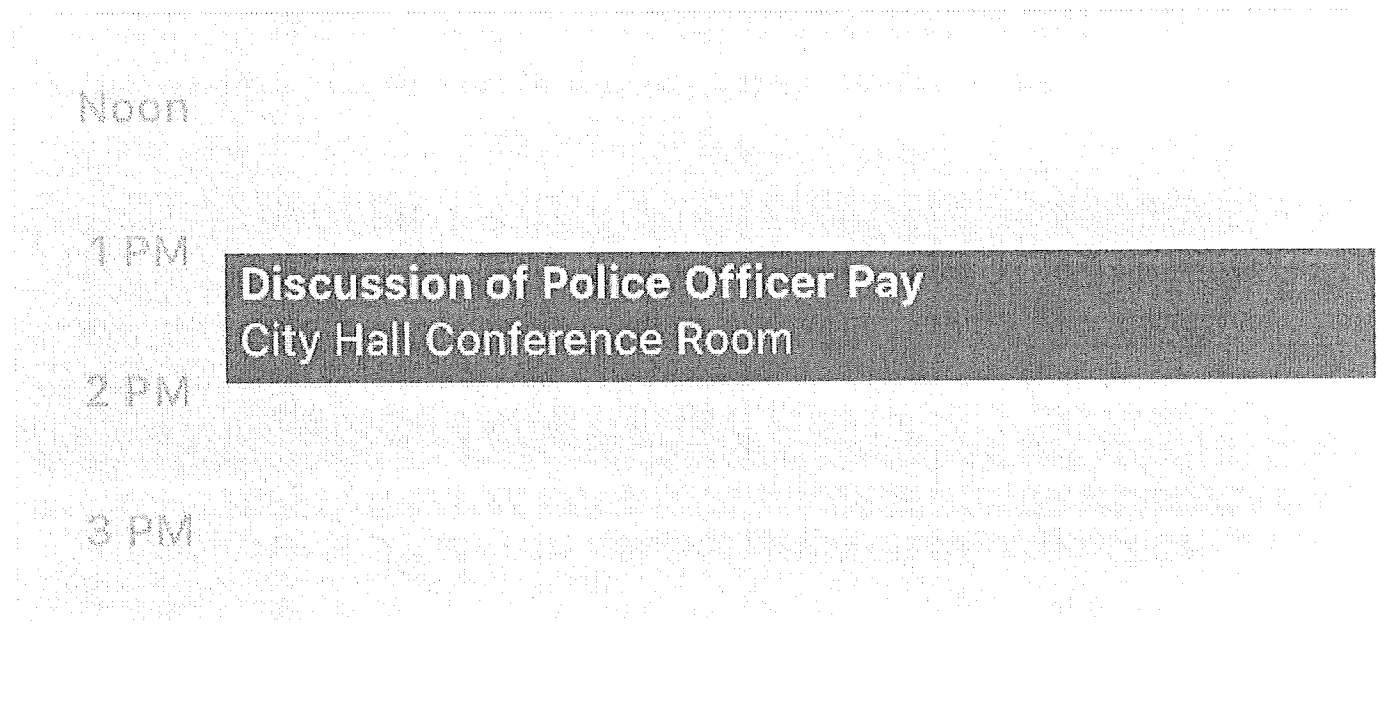
Discussion of Police Officer Pay

City Hall Conference Room

J

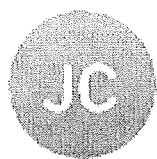
Friday, Jul 26, 2019

from 1 PM to 2 PM



Calendar

● Calendar



Invitation from
John Cabrales

Invitees

5

● Daniel Carolla
● Codi Delcambre

② Michele Sanchez
② Alan Sawyer
② Mark Stone

3 PM

Calendar

● Calendar



Invitation from
John Cabrales

Invitees

5

● Daniel Carolla
● Codi Delcambre

② Michele Sanchez
② Alan Sawyer
② Mark Stone

Alert

None

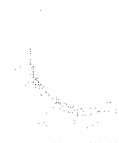
Notes

I want to discuss police pay. This meeting is mandatory so I expect to see all of you there.

Show As

Busy

Private



Daniel Carolla

From: Daniel Carolla
Sent: Saturday, July 27, 2019 12:53 PM
To: John Cabrales
Cc: Alan Sawyer; Mark Stone; Syd Grant
Subject: Budget Timeline and Associated Events

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- I was instructed by the City Manager to take the plan with me and look at it in detail. After the meeting, and with the budget document proposed by the City Manager, I returned to my office and consulted with my command staff and the peer representation. All three of them stated that the plan did not meet the needs of the department and decided to ask the City Council to consider a larger increase. The City Manager knew the officers were going to speak in the council meeting, and he advised that they should not speak while wearing a police uniform. I advised the officers to wear civilian clothing to the meeting.
- On July 25th, Lieutenant Mark Stone, Officer Syd Grant, Lieutenant Alan Sawyer, Clint McNear from the Texas Municipal Police Association, and numerous citizens signed up for public comments so they could personally address the City Council and ask them to consider better pay for the police officers. The Texas Municipal Police Association Representative Clint McNear advised the City Council during his commentary that he was concerned about retaliation for the officers who were speaking about trying to better themselves and the department. After the meeting, the City Manager instructed me to send him the budget document again, which I complied and added a statement that the document was a work in progress. I believe that the City Manager was intentionally inflexible with this document because he wanted to demonstrate that he was "working with me" about police pay and to demonstrate that I had received what I had asked for in the draft copy.
- On July 26th at 1:00 P.M., Lieutenant Stone, Lieutenant Sawyer and myself were summoned to the City Hall conference room for a "Discussion of Police Officer Pay." Present during the meeting was the City Secretary/Human Resources Director Codi Delcambre and the Finance Director Michele Sanchez. The City Manager began the meeting by becoming disrespectful to Lieutenant Sawyer by stating that he had lost respect for him. The City Manager continued to make personal attacks against Lieutenant Sawyer and made statements that I am ineffectively leading the police department. The City Manager then began to rapid fire questions to me about his and my level of cooperation regarding the budget. The City Manager would not let me speak and repeatedly instructed me to answer "yes or no." to each question. I was not allowed to offer any explanation or ask for clarification. The City Manager literally interrogated me in front of other City staff, also while I was in full police uniform. During his questioning, I informed the City Manager that he was "not going to talk to me this way." He replied that he will indeed talk to me this way. The City Manager produced a chart and demanded that we look at it. The chart showed that my initial recommendations were similar to his recommendations. I acknowledged to the City Manager that I did indeed submit the budget document he was referencing and my initial recommendations were indeed similar to his. I also stated that I had wished to revise my recommendation after speaking to my officers to better reflect their concerns, but I was unable to negotiate with him any further because he was unwilling.
- Instead of having a meaningful discussion about police pay, the City Manager continued with the hostile and threatening dialogue. He stated that we "drew a line in the sand, and I'm willing to cross it." He also stated that he was going to "win," and that "some of us might not be here" when that happens. At this time both myself and Lieutenant Sawyer asked him if he had just threatened to fire us. The City Manager continued to be combative, argumentative, and abusive. At this time all three of us got up and left the room. The meeting lasted approximately 18 minutes. Nothing productive was completed during this time. The City Manager had been told previously in this conversation that we would leave if he became abusive, which his reply to me was "go ahead." Both Lieutenant Sawyer and Lieutenant Stone were allowed to leave. I was recalled by the City Manager on my way out and given instructions to prepare a report for the City Manager regarding attrition planning and

recruiting. I was also instructed to inform both Lieutenants that they are to inform the City Manager each time they have contact with the Mayor or a City Council member and give the City Manager an account of what was discussed.

- I would like to point out that the City's Human Resources Director was present during this conversation and did not say anything to stop the City Manager from his abusive tactics, nor did she intervene in any way. I do not believe she can fairly process a human resources complaint against the City Manager, or any employee, with any degree of transparency or accountability.

Upon reviewing the City of Lake Dallas Personnel Policies and Procedures Manual, published October 22, 2015, I believe the following items were violated:

- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (2) Intimidation:** The notes described above outline numerous intimidation tactics by the City Manager
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (3) Unnecessary disruption of the work area:** At this time, the entire command staff of the police department has been put on notice about possible pending conflict with the City Manager and possible termination of command staff members.
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (4) Use of abusive or threatening language:** As the notes above outline, this is self-evident.
- **Chapter 5, Discipline, Section 2, Grounds for Disciplinary Action, (6) Other disruption of the harmonious relations among employees or the public:** I did not, nor did our police department command staff, appreciate being degraded in front of other City employees whom we need to collaborate with for the business of the City.
- During the budget process of FY 2017-2018, the City Manager lashed out at me on three separate occasions, one of which I believed had the potential to turn into a physical confrontation had not walked away. I believe that as a result of submitting this communication, the City Manager will retaliate against me like he did in FY 2018-2019. If requested, I can provide information regarding these events.
- When the City Manager received his performance review in 2018, he called a meeting of his staff and spoke about things in his review that he was evaluated poorly for, such as employee relations. He would cite the examples given by his evaluators, and then asked each of us what we knew about the facts and circumstances he was presented with. This meeting was intimidating and extremely unorthodox in nature. I left this meeting confused, as much of the content he cited was not offered up by me or the police department. I did feel like the meeting was directed at me and was an attempt to intimidate me and shame me in front of a group.

As this communication illustrates, this is not about the City Manager and police pay. He did indeed take my initial recommendation, even if he is refusing to negotiate the draft version with the police department. This is about much more than that. I sincerely love being your police chief. I left the Dallas Police Department just two years prior to my ability to honorably retire, so that I could serve in my own community, in a place that was hurting, that I knew I could fix. Hopefully I will have the opportunity to see transforming our police department through to its completion. I understand how emotions can get the best of us at times. I do not appreciate the threat made by the City Manager to end my 20 year career in law enforcement, Lieutenant Mark Stone's 31 year career in law enforcement, and Lieutenant Alan Sawyer's 19 year career in law enforcement over a budget discussion. I also know that as leaders, we must think rationally about decisions that affect our city. Our job is to provide you with facts so that you may make informed decisions. We will continue to do that.

Sincerely,

Chief Carolla

Daniel Carolla

From: Daniel Carolla
Sent: Thursday, September 12, 2019 9:14 AM
To: A Nolan
Subject: Fwd: Chief

Andi, thank you for this. He scheduled a meeting with me today to discuss these issues.

Sent from my iPhone

Begin forwarded message:

From: John Cabrales <jcabrales@lakedallas.com>
Date: September 11, 2019 at 5:35:24 PM CDT
To: A Nolan <anolan@lakedallas.com>
Cc: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>, Michele Sanchez <msanchez@lakedallas.com>
Subject: RE: Chief

Andi,

I don't recall seeing any email from Dan asking me what the starting pay should be for the new officer, but I will get with him tomorrow to discuss this. Thanks.

John Cabrales Jr.
City Manager
Lake Dallas, Texas
940-497-2226

From: A Nolan <anolan@lakedallas.com>
Sent: Tuesday, September 10, 2019 10:32 PM
To: John Cabrales <jcabrales@lakedallas.com>
Subject: Chief

John,

I was excited to hear we have a new officer coming on with Lake Dallas. Could you please respond to Chief's email so he can let the officer know what his pay will be? Thanks!

Get [Outlook for iOS](#)

Daniel Carolla

From: Daniel Carolla
Sent: Wednesday, September 11, 2019 3:06 PM
To: A Nolan
Subject: RE: ...

I had a talk with Codi about it today. We game planned a little bit and she asked me to come back next week after the budget is discussed again by Council.

I'll try again next week.

From: A Nolan <anolan@lakedallas.com>
Sent: Wednesday, September 11, 2019 3:05 PM
To: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Subject: Re: ...

Did you get confirmation on new officers pay?

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From: Daniel Carolla <dcarolla@LAKEDALLASPD.ORG>
Sent: Tuesday, September 10, 2019 9:08:42 PM
Subject: ...

Mayor Pro-tem and Councilmember Price, I am sending this email to you both because you two were involved in the last meeting I attended regarding police pay with the City Manager. I've run into a bit of a dilemma and I am asking if you could provide me some guidance. Here are some items to consider, in order of occurrence.

- Corporal Farrell was tapped to be the interim sergeant for his shift earlier in the year. He's proven himself to be a capable leader who is ready to move into the position. John and I had discussed this and I had informed John of my intention to promote Cpl. Farrell on October 1, 2019. I confirmed that we would be promoting Cpl. Farrell October 1, 2019 on August 24, 2019 in a police pay meeting in the City Manager's Office.
- Tuesday September 3, 2019, my meeting with John about structuring pay for police academy cadet position was cancelled by the City Manager and re-scheduled for September 10, 2019.
- On September 5th, 2019, I emailed John informing him of my possible intent to hire an experienced lateral transfer officer. I asked him a question about how we should insert him into the pay scale. I have yet to receive a reply.
 - Here is a copy of that email:

John, I am conducting a final interview tomorrow with a police officer candidate who currently works for Krum PD. He has five years of experience and is certified in both Animal Control and Code Enforcement.

I'd like to offer to bring him in at the new Step 2 which is \$53,515.78. This is almost the same rate of pay that Officer LaBeau will be receiving in October (\$53,637). Officer LaBeau also has five years of experience so I thought this was a good apples to apples comparison.

Please let me know what you think.

Thanks,

Chief

- September 6, 2019, Michele Sanchez emailed me to re-schedule the police academy cadet talk with John. I emailed both Michele and John that I also wanted to discuss the pay for the officer I just gave a conditional offer to, and the promotion pay for Cpl. Farrell. Again, I have not received a response from John. The text from this email is below:

I'd also like to add an additional item to this meeting if possible.

I gave a conditional offer today to a new hire with experience, and I'd like to discuss where on the pay plan we should place him. Also, on October 1, 2019, I am promoting Cpl. Farrell, who is an acting sergeant, to the vacant sergeant position. I'd like to discuss where to place him on the pay scale.

Thank you,

Chief

- September 10, 2019, the meeting was cancelled by John for a second time in a row.

I am acutely aware that the City Manager does not care for me. This is self-evident by the consistent public hostility towards me and his refusal to respond to many of my written requests. The problem that I am having is that I have a new hire who has no idea what his pay is going to be, which is unprofessional, and a person I am getting ready to promote who has no idea if he will be getting a promotion raise, which is also unprofessional. Most people do not want to make employment decisions sight on scene without knowing what their salary is going to be.

Can we please compel the City Manager to address these issues so I can give some direction to our new and existing employees? Again, his personal feelings and attitude towards me may make my work experience uncomfortable, but now his behavior is impacting my ability to conduct my job in a professional manner.

Thank you,

Chief



City Manager Review Form John Cabrales

2018 Year Review

SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information				
The City Manager provides information which is:				
	Detailed and reliable		XXX	XX
	Explained in a thorough manner and includes alternatives or recommendations		XXXX	X
	Timely	X	XXX	X
	Helpful in preventing trivial administrative matters from being reviewed by the Council	X	XXX	X
	Helpful and adequate to assist City Council in making sound decisions		XXX	XX
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		XX	XXX
	Keeps City Council informed, in a timely manner, of the things Council wants to know		XXX	XX
	Keeps City Council well informed with concise written and oral communications		XXX	XX
	Provides City Council members with information on an equal basis	XX	XX	X
	Informs the City Council of administrative developments	X	XXX	X
	Follows up in a timely manner on City Council requests for information or action	X	XXX	X
B. Providing Advice				
The City Manager:				
	Has adequate knowledge of municipal affairs, including the City's laws and ordinances		XX	XXX
	Considers alternatives before making recommendations		XXXX	X
	Plans ahead, anticipates needs and recognizes potential problems		XXXX	X
	Has a good sense of timing in bringing issues to the Council for action	X	XXX	X
Comments: <ul style="list-style-type: none"> Mr. Cabrales's communication is on point anytime I have had a question or an issue Mr. Cabrales has been available to speak to me and come to a solution/resolution. All council members should be informed equally, not just the Mayor or Mayor Pro Tem. Weekly memos are GREATLY appreciated. 				



City Manager Review Form John Cabrales

2018 Year Review

SECTION II: INTERNAL ADMINISTRATION

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

B. Financial Management

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



City Manager Review Form John Cabrales

2018 Year Review

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Personnel Management				
The City Manager is:				
	Successful in guiding people as a team toward common objectives	X	XXX	X
	Effective in selecting qualified and highly competent staff members		XXXXXX	
	Effective in maintaining professional relationships with Department Directors	XXX	XX	
	Effective in assuring that staff members make a positive impression on citizens		XXXXXX	
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	XXXX	
	Develops and motivates employees so that they are increasingly effective	XX	XXX	
	Addresses disciplinary problems and takes action when warranted	X	XXX	
	Monitors performance of employees and initiates corrective action as needed	X	XXX	
Comments: <ul style="list-style-type: none"> Some of the things that have occurred between Mr. Cabrales and some of the city staff are inappropriate for effective leadership. While being financially prudent is important it is important to support staff decisions as well as support staff desire to cut items from the budget in order to afford other items that are more important. While I understand the desire to save money on the bottom line I also understand cutting budgetary items that are no longer important and shifting that money in the same department to things that are important. Our staff works very hard in order to maintain the level of excellence that we expect as council. They need to be consistently treated as such. Follow up of matters from council meetings. System needed for keeping ongoing updates on projects. Tighten spending where possible. 				



City Manager Review Form John Cabrales

2018 Year Review

SECTION III: EXTERNAL RELATIONS

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

B. Intergovernmental Relations

The City Manager is:

	Effective representing the City's interests in dealing with other agencies		XX	XX
	Participative in enough intergovernmental activity to have an impact on behalf of the City		XX	XX
	Cooperative with the county, state and federal governments		X	XXX

Comments:

- John is well known throughout the state and has worked to promote the city of lake dallas in order to improve our standing.
- He attends all city functions and is visible.
- When a communication issue with city hall was presented to him, he immediately called the citizen to correct the problem. (Christmas Fair banner issue.)
- Excellent with intergovernmental relations.



City Manager Review Form John Cabrales

2018 Year Review

SECTION IV: PERSONAL ACCOMPLISHMENTS

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

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



City Manager Review Form John Cabrales

2018 Year Review

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City		XXXXXX	
	Gives his staff the tools necessary to provide efficient, responsive City services		XXXXXX	
	Coordinates the implementation of City goals and objectives		XXXXXX	
	Supports policies that will promote annexation and growth in the City of Lake Dallas	X	XXXX	
	Creates a positive atmosphere for successful economic development in the City	XX*	XXXX*	
	Supports responsible infrastructure expansion and maintenance	X	XXXX	
	Emphasizes the need for employee training and technological improvements		XXX	XX
Comments: <ul style="list-style-type: none"> Mr. Cabrales ensures that staff has the proper tools to do their job and for the most part in an effective leader. I can see where Mr. Cabrales needs to be more inclusive With all departments and I can also see where the city's efficiency and standing have improved. *Not sure, only heard comments from one developer. 				



City Manager Review Form John Cabrales

2018 Year Review

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

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

- ✓ Guiding the passing of the city's comprehensive plan.
- ✓ Staying on budget for 17-18 FY & preparation of 18-19 budget.
- ✓ Preparing several 5 yr CIP for city assets.
- ✓ Mr. Cabrales has had a varied list of accomplishments this year. Most notable for me would be the fiscal responsibility that he has shown along with the completion of the strategic plan
- ✓ John has hired a staff that creates the atmosphere of professionalism and has eliminated most perceptions of corruption and wrong doing
- ✓ Handling of boat fire, budget prep.
- ✓ Getting all the cities to work together
- ✓ Worked with country to successfully fund the Shady Shores road project.
- ✓ Balanced the budget.

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

- ✓ John's experience and knowledge of the city has helped steer the city to start looking towards our future. I feel we have turned the corner from past administration's mistakes and can finally look forward.
- ✓ His positive attitude. I would like to see us become more proactive instead of reactive.
- ✓ John's ability to network and work with other agencies and entities has allowed the city to discover and benefit from previously undiscovered funds and benefits. For example, county assist for road repair. John has an astute financial background that has produced sound budgeting and accountability.
- ✓ Attendance of events, answering my questions (I have many).
- ✓ Trustworthy, strong understanding of governmental polices, ethical. Great communication with and accessibility to the council.

PERFORMANCE OBJECTIVES FOR COMING YEAR:

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

- ✓ Continue taking steps towards hitting milestones that guide us towards the city's vision.
- ✓ Communication and strategic ways to accomplish goals while saving the city money.
- ✓ John discovers and implements more effective and professional ways to manage activities of the city. For example, an event planner will enable the city to capitalize on Forth of July event and possibly, eventually turn this and other events into profit centers rather than expenses.
- ✓ Informative
- ✓ Open Door Policy
- ✓ Friday Memo
- ✓ Looking out for the best interest of Lake Dallas citizens.



City Manager Review Form John Cabrales

2018 Year Review

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

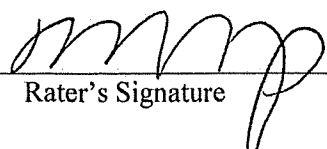
- ✓ Treat all staff members with respect and dignity. Work with developers in a productive manner.
- ✓ Treat everyone fairly and equally, even if he does not agree with them. Listen to citizens who may have opinions that are in opposition to his own and regard those citizens and their opinions as meaningful and important. For example, the people who have been negatively impacted by development seem to be disregarded and sometimes ignored.
- ✓ Tighten up spending where possible.

In what areas should the Manager focus his attention in this coming year?

- ✓ Continue to give attention to our small developers. It's our small developers that will help shape our city in the years to come.
- ✓ In this year we have outlined many projects and areas of concern, However I would like his to work towards cleaning up the city's zoning so that we can create better business opportunities.
- ✓ Making do with less and being a good steward of the cities resources; both financial and land use.
- ✓ HR issues
- ✓ Speedy-ness of changes
- ✓ Economic growth to increase tax revenue.

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

- ✓ Thank you for everything you have done so far. You have helped prepare the city for the upcoming years. Citizens and other cities are starting to notice Lake Dallas in a positive way and give the city some respect. I believe you deserve the majority of the credit for that.
- ✓ Keep up the stellar work and continue to strive to make the city a better place.
- ✓ Treat everyone equally.
- ✓ Be fair and objective in all matters.
- ✓ Bigger city government is not better government.
- ✓ Remember work is not personal.
- ✓ Listen.
- ✓ Be responsive, even if it is to provide a negative answer.
- ✓ Make decisions as it would impact your home.
- ✓ Some how wish we could have group council discussions "privately" not always in chambers. Not always, just occasionally.
- ✓ Wish council was included in more "inside stuff". Sometimes feel as if we are just the council and excluded.
- ✓ He has gained my trust in as an ethical city manager.


Rater's Signature


Date