

	<b>City Manager Review Form</b> <b>John Cabrales</b>	2019 Year Review
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**SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE**

		Needs Improvement	Meets Expectations	Exceeds Expectations
<b>A. Providing Information</b>				
The City Manager provides information which is:				
	Detailed and reliable		X	
	Explained in a thorough manner and includes alternatives or recommendations		X	
	Timely		X	
	Helpful in preventing trivial administrative matters from being reviewed by the Council		X	
	Helpful and adequate to assist City Council in making sound decisions			X
The City Manager:				
	Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy		X	
	Keeps City Council informed, in a timely manner, of the things Council wants to know		X	
	Keeps City Council well informed with concise written and oral communications		X	
	Provides City Council members with information on an equal basis		X	
	Informs the City Council of administrative developments		X	
	Follows up in a timely manner on City Council requests for information or action		X	
<b>B. Providing Advice</b>				
The City Manager:				
	Has adequate knowledge of municipal affairs, including the City's laws and ordinances			X
	Considers alternatives before making recommendations		X	
	Plans ahead, anticipates needs and recognizes potential problems			X
	Has a good sense of timing in bringing issues to the Council for action		X	
<b>Comments:</b>				
I believe John has done a good job in keeping the Council informed about city business on a timely basis. He reaches out to council when necessary to make sure we are informed and is always available if council needs to meet with him on a one on one basis.				



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**SECTION II: INTERNAL ADMINISTRATION**

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

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



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		Needs Improvement	Meets Expectations	Exceeds Expectations
<b>C. Personnel Management</b>				
The City Manager is:				
	Successful in guiding people as a team toward common objectives	X		
	Effective in selecting qualified and highly competent staff members		X	
	Effective in maintaining professional relationships with Department Directors	X		
	Effective in assuring that staff members make a positive impression on citizens	X		
The City Manager:				
	Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	X		
	Develops and motivates employees so that they are increasingly effective	X		
	Addresses disciplinary problems and takes action when warranted	X		
	Monitors performance of employees and initiates corrective action as needed	X		
<b>Comments:</b>				
<p>Although I believe John does an excellent job in running the city, I've lost confidence in him that he can lead city staff. I also believe that he has lost the respect and trust of staff and some city residents due to the conflicts he has with some department heads. I don't believe he treats all staff fairly.</p>				

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**SECTION III: EXTERNAL RELATIONS**

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

<b>B. Intergovernmental Relations</b>				
The City Manager is:				
	Effective representing the City's interests in dealing with other agencies			X
	Participative in enough intergovernmental activity to have an impact on behalf of the City			X
	Cooperative with the county, state and federal governments			X
<b>Comments:</b>				
<p>I worry that John doesn't take the necessary time to meet with citizens to address their concerns. I've heard about a few meetings that John has had with citizens where he raises his voice to argue with the citizen or they feel that John doesn't make them feel that he is interested in their concern.</p> <p>On the flip side, John does an outstanding job representing Lake Dallas with other cities and government agencies.</p>				

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**SECTION IV: PERSONAL ACCOMPLISHMENTS**

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

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



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		Needs Improvement	Meets Expectations	Exceeds Expectations
<b>C. Job Effectiveness</b>				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City		X	
	Gives his staff the tools necessary to provide efficient, responsive City services		X	
	Coordinates the implementation of City goals and objectives		X	
	Supports policies that will promote annexation and growth in the City of Lake Dallas		X	
	Creates a positive atmosphere for successful economic development in the City	X		
	Supports responsible infrastructure expansion and maintenance		X	
	Emphasizes the need for employee training and technological improvements		X	
<b>Comments:</b>				
The atmosphere at City Hall is toxic. I've heard this from staff, residents and business owners.				



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**SECTION V: NARRATIVE RESPONSES**

**ACHIEVEMENTS FROM THIS PAST YEAR:**

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

- John has done a great job in representing Lake Dallas to other municipalities and government agencies. As a result, Lake Dallas is being viewed more positively compared to past years.
- Balancing the budget.

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

- John’s ability to manage the budget and expenses have kept the city’s financials in a favorable position over the past couple years.

**PERFORMANCE OBJECTIVES FOR COMING YEAR:**

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

- Continue working with other agencies to sell Lake Dallas.

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

- I would like John to change his management style so that he creates a culture at city hall where people are not afraid to voice their concerns, opinions or ideas. It’s ok if staff doesn’t always agree with you, but listen to why they don’t. Is there any middle ground between the ideas on the table?

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

- John needs to repair the culture at city hall and it starts with his management style. John is too confrontational. He needs to learn that not all people can be managed the same way. And that sometimes just listening to people to hear their concerns and their advise goes a long way. And that he doesn’t have to be right all the time. It’s ok to change policy/course of direction/or his mind after hearing feedback from staff.

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

- John does a great job in running the city, but not the staff. We have had too much turnover related to his management style and the toxic culture that it has created.

\_\_\_\_\_  
Rater’s Signature

\_\_\_\_\_  
Date