

	<p style="text-align: center;">City Manager Review Form John Cabrales</p>	<p style="text-align: right;">2019 Year Review</p>
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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	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. Providing Advice				
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	
Comments:				
<p>A. 1. The City Manager often gives information skewed towards the direction he wants council to go in. This includes information about developers and developments going on within the city as well as directions given from council.</p> <p>2. Not all issues can be written off as "Bad Developers" or "That Crazy Person" especially when it is clear that the City is at fault.</p>				



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3. This past year, council has had to be contacted more times to intervene on behalf of citizens, business owners and other city employees based on the common ideal that the City Manager and City Secretary (HR) are indifferent to the needs of others.
4. Often conversations with the City Manager will include “Council Member(s) told me they wanted” while I have to listen to “Well I have to ask the other Council Members”
5. The City Manager, when it comes to administrative developments, often seems to keep the City Council in the dark.
6. Still waiting for the City Manager’s Plan B for police services if the city is to lose more officers or police staff. The thirty-day timeframe for this report is now nearly thirty days past due and we are still waiting.
- B.**
1. The City Manager regularly brings one recommendation to the Council, his. Seldom is there ever a second or third recommendation.
 2. The City Manager may try to plan ahead, but as he does not want to leave the office, he has no ability to anticipate needs or recognize problems.

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		
	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. Financial Management

Are you satisfied with the City Manager’s:

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	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			
	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	

		Needs Improvement	Meets Expectations	Exceeds Expectations
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C. Personnel Management

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		

Comments:

John's personal management style in 2019 has revealed a weakness that needs to be addressed. From his "my way or the highway" comments (made during a staff meeting after his first review) to his boorish communication style (you made me angry so now I do not respond to you), these are characteristics of a bully and not the traits of a good leader.

A.1. Never have I heard so many times in Executive Session " I have asked you for this or for that"



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or “I have asked you more than one time for”. The answer seems to be either “I do not remember that” or “I forgot”.

A. 2. The City Manager will dole out new jobs as priority one while not giving consideration to other jobs still in progress or waiting to be started, then questions why the first items have not been completed.

A.3. Benefits not paid, car orders lost or delayed in ordering costing the city more money. Council minutes not posted repeatedly. Contracts getting lost or misplaced.

A. 4. The City Manager has stated that he has had to correct City Staff on more than one occasion, but has not yet taken corrective action to avoid continual reoccurrences.

A.5. The City Manager is the final stop for the buck, not her fault or his fault the City Manager” fault. This includes any corrective actions that needs to be taken.

A. 6. The City Manager either allows or encourages all staff to take lunch at one time. This leaves the City without anyone available to make decisions or address citizens. Some of these lunches have taken more than one hour.

C. 1 and 3. One just needs to visit City Hall and feel the adversity that lingers in the air.

C. 3 thru 6. No evidence that the City Manager has taken any interest in this area.

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

Comments:

A.1. The City Manager was a breath of fresh air when he first came to Lake Dallas, now the citizens of Lake Dallas are holding their breath. His approval rate within the city is taking a downward spiral. This comes from talking with citizens.

A. 2, The City Manager only goes out into the community when there are special events. Not sure if he has ever just made an appearance to any local business just for the sake of visiting them.

A.3. The City Council has repeated asked the City Manager to address others and have not seen any actions taken by the City Manager.

A.4. Council has asked to see better discipline in City Hall by the City Manager, still waiting.

A.5. The City Manager continues to isolate the PD on an island. He refuses to answer emails or even recognize their presents during staff meetings.

A.6. I do not know how many complaints the City Manager has to deal with on a regular bases:



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However, the citizens I have spoken with say that the City Manager is hard to talk with and difficult at best to work with.

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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		
	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. Management Style				
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
C. Job Effectiveness				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City		X	
	Gives his staff the tools necessary to provide efficient, responsive City services		X	
	Coordinates the implementation of City goals and objectives		X	
	Supports policies that will promote annexation and growth in the City of Lake Dallas		X	
	Creates a positive atmosphere for successful economic development in the City	X		
	Supports responsible infrastructure expansion and maintenance		X	
	Emphasizes the need for employee training and technological improvements		X	
<p>Comments:</p> <p>A.1. The City Manager displays clear mood swings. This creates a barrier between listening and talking with anyone. The City Manager also takes objection to those who might have a different point of view than his. This results in communication breakdown.</p> <p>A.2. Refusing to answer emails or direct questions cannot be mistaken as being sensitive to the needs of others.</p> <p>B.1. It is difficult for anyone to command respect when not displaying respect. Not sure that the City Manager respects any staff member.</p> <p>B.2. The biggest issue in the City today is the communication between City Manager and the Lake Dallas Police Department. The City Manager's stance on this issue is to ignore any emails or communications from the PD. He has stated to council members that he does not see any avenue to correct or reconcile these differences.</p> <p>B.3. The City Manager has on more than one occasion, disregarded my views by stating that he would need to get majority consent from the council or just delaying addressing the issue until the timeframe expired.</p> <p>B.4. I am unaware of the City Manager taking off to do any continuing education in order to encourage his professional development.</p> <p>C.1. More developers have stated that they would not and will not do any more developing in Lake Dallas, as City Hall is just too hard to work with.</p>				



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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?

The City Manager put together and past a CO Bond. This bond is to pay for the Lake Dallas Share of the Shady Shores Bridge Project, streetlights for Main Street, and Building supports for City Hall and Parking lot repairs to various City properties.

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

The City Manager’s qualities in finance and knowledge of government have aided the City in a balanced budget and into some desired ILAs.

PERFORMANCE OBJECTIVES FOR COMING YEAR:

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

Maintaining a balanced budget while dropping the tax rate.

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

Make efforts to resolve personal issues when they first appear and not let them fester. This appears to be an ongoing request by council.

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

Work with his staff to ensure they have clearly defined duties and that they receive proper training for those duties. Make sure he has the ability to correct weaknesses and hold each employee accountable for their actions and their time management.

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

If you truly wish to continue as the city manager for Lake Dallas, work with your council, there is no need to try to hide everything that is going on from them. Get to know your business owners and make sure that the city retains those businesses and help make our city one that can grow; we need businesses and growth, be a part of making that happen, not the hindrance.

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__Michael D. Barnhart__
Rater's Signature

_____September 20, 2019
Date