



City Manager Review Form

John Cabrales

2019 Year Review

SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

		Needs Improvement	Meets Expectations	Exceeds Expectations
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A. Providing Information

The City Manager provides information which is:

	Detailed and reliable	X	XXX	X
	Explained in a thorough manner and includes alternatives or recommendations	XX	XX	X
	Timely		XXXXX	
	Helpful in preventing trivial administrative matters from being reviewed by the Council	XXX	XX	
	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		XXXXX	
	Keeps City Council informed, in a timely manner, of the things Council wants to know		XXXXX	
	Keeps City Council well informed with concise written and oral communications		XXXXX	
	Provides City Council members with information on an equal basis	X	XXX	X
	Informs the City Council of administrative developments	XXX	XX	
	Follows up in a timely manner on City Council requests for information or action	XX	XX	X

B. Providing Advice

The City Manager:

	Has adequate knowledge of municipal affairs, including the City's laws and ordinances		XXX	XX
	Considers alternatives before making recommendations	X	XXXX	
	Plans ahead, anticipates needs and recognizes potential problems	X	XXX	X
	Has a good sense of timing in bringing issues to the Council for action		XXXX	X



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Comments:

- 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.

- 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.
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.
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.

- AS for performance with council John Seems to do fine. I can see some areas where the internal issues bleed over onto council and could be easily remedied but have been left to fester.

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	/XXX	
	Assigning work so that it is performed efficiently and effectively	X	XXXX	
	Paying sufficient attention to detail to avoid error or things “slipping through the cracks”	X	XXXX	
	Analyzing problems or issues and identify causes, reasons, and implications	X	XX	XX
	Accurately interpreting the direction given by Council		XXXXX	
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority		XXXXX	



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	Supporting the actions of the City Council after a decision is made		XXXXX	
	Assuming responsibility for staff performance	XXXXX		
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation		XXXX	X
	Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations	X	XXXX	

B. Financial Management

Are you satisfied with the City Manager's:

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

	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/XXX	/	
	Effective in selecting qualified and highly competent staff members	X	XXXX	
	Effective in maintaining professional relationships with Department Directors	XXXXX		
	Effective in assuring that staff members make a positive impression on citizens	XX	XXX	

The City Manager:

	Insures that the City's personnel policies and practices are administered by City Department Directors and	XXXX	X	
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	management staff in an equitable manner			
	Develops and motivates employees so that they are increasingly effective	X/XXX	/	
	Addresses disciplinary problems and takes action when warranted	XXXXX		
	Monitors performance of employees and initiates corrective action as needed	XXXXX		

Comments:

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.

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" 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. I 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.

- For the most part John is effective, However when it comes to managing staff professionally I would say that this is not occurring. He has consistently alienated the police department and has allowed attrition to become out of control. There are many complaints from former and current employees that support this statement. While leadership aside from personal management seems to be adequate. This is an area that has been handled in an unacceptable manner and has created a hostile work environment. There seems to be too much or unnecessary accountability for some employees and no accountability for others.



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SECTION III: EXTERNAL RELATIONS

	Needs Improvement	Meets Expectations	Exceeds Expectations
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A. Citizen Relations

The City Manager:

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

B. Intergovernmental Relations

The City Manager is:

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

Comments:

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.

On the flip side, John does an outstanding job representing Lake Dallas with other cities and government agencies.

Council has felt forced to add agenda items because business wouldn't get done otherwise.



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

- I am only aware of one citizen encounter and it was no pleasant. From this encounter I could surmise that John does not listen to understand he listens to respond. And sometimes that response is anger.
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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	/X/	
	Thoughtful, clear and to the point	/X	X/XX	
	Sensitive to the concerns of others	XXX	XX	
	Candid and forthright in discussing City business matters with members of City Council		XXXX	X

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



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C. Job Effectiveness

The City Manager:

Demonstrates interest and enthusiasm about the Council's Vision for the City		XXXXX	
Gives his staff the tools necessary to provide efficient, responsive City services	X	XXXX	
Coordinates the implementation of City goals and objectives		XXXXX	
Supports policies that will promote annexation and growth in the City of Lake Dallas		XXXX	
Creates a positive atmosphere for successful economic development in the City	XXXXX		
Supports responsible infrastructure expansion and maintenance		XXXX	X
Emphasizes the need for employee training and technological improvements		XXXXX	

Comments:

The atmosphere at City Hall is toxic. I've heard this from staff, residents and business owners.

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.

A.2. Refusing to answer emails or direct questions cannot be mistaken as being sensitive to the needs of others.

B.1. It is difficult for anyone to command respect when not displaying respect. Not sure that the City Manager respects any staff member.

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.

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.

B.4. I am unaware of the City Manager taking off to do any continuing education in order to encourage his professional development.

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.

- again I have to go back to John's habit to take things out on his employees when things do not align with his personal opinion or goals. There seems to be a vindictive almost petty nature to John especially around budget time. Some of the items here are self-explanatory but his management of staff is still a major issue.



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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.
- John should have a list.
- 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.
- Again budget time is most stressful and John was able to finalize the budget

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

- John's ability to manage the budget and expenses have kept the city's financials in a favorable position over the past couple years.
- Knowledge of finances and city government.
- The City Manager's qualities in finance and knowledge of government have aided the City in a balanced budget and into some desired ILAs.
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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.
- Communication with council.
- Maintaining a balanced budget while dropping the tax rate.
- His Friday communication.

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?
- Team/Staff Management.
- Make efforts to resolve personal issues when they first appear and not let them fester. This appears to be an ongoing request by council.
- He needs to learn to control his temper, accept persona responsibility, and to not retaliate. He needs to hold people accountable in an appropriate manner and not treat them differently just because he does not agree with them



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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.
- Police relations, changing some staff.
- 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.
- Working on employee relations.

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.
- Unfortunately with all of the staff/HR issues, I'm having a hard time being positive at the moment. I feel that council is being put into a position that could/should have been handled internally. Lack of staff interaction with council.... We are not in the office 40 hours a week to watch over. We rely on conversations with staff to stay in tune of whats going on.
- Staff needs to come up with a better routine with the permit process... quicker, less hurdles. This is a small town, we need to keep it that way. No need to keep up with the Smith's, Jones' or Williams'. I know there has been progress this past year. Sadly with the loss of employees and bickering of others, staff and citizens making things better is a priority and time to move forward.
- An effective City Secretary shouldn't need a deputy city secretary in a town our size.
- 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.
- I am disappointed that some of the same issues that were brought to the CM's attention last year are coming back up this year. The inappropriate behavior has continued even after our meeting with him. It is simply unacceptable and at this time I do not have confidence that this issue will change.

Rater's Signature

Date