



**City Manager Review Form
John Cabrales**

2020 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		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: I believe John and the city council work well together. He does a good job in bringing things to our attention when we need to know it. My only concern was that I've needed to follow-up with him on several items to get an update (DART property and Shady Shores Rd come to mind).				



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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:				
	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	



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	Information on opportunities for federal and state grant funding		X	
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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 does a great job running the city. I'm still aware of tension between John and the police department. I believe most of this hostility is from previous years, but John needs to do more to smooth his relationship with the police department. When disciplinary problems arise with employees, they are not written up to show patterns or if future actions are necessary.

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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:				
John has always impressed me with his knowledge of government agencies and his relationships with those agencies. Unfortunately for John, because he has exceeded my expectations in this area over the past couple years, this has become my new expectations.				

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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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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	
Comments:				
<p>John did a great job navigating the city through COVID while still making sure all citizen needs are met.</p> <p>I would like to see John's relationship with his staff where he considers or accepts ideas, and in fact encourages this type of input from his direct reports. Specifically, I'd like to see his relationship with the Chief be at a point where John is receptive to some of Chief's ideas regarding pay and policies.</p>				



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D. Goals				
The City Manager:				
	Adoption of an Ethics Code		X	
	Adoption of City Council Rules of Procedure		X	
	Update the Employee Handbook		X	
	Begin the City Charter Review process		X	
	Implement the 360 Employee Performance Review Process		X	
	Adoption of an Investment Policy		X	
	Adoption of a Fund Balance Policy		X	
	Implement some Economic Development processes with the assistance of the CDC Board.		X	
	Formulate a plan for Fire and Emergency Medical Services for Lake Dallas.		X	
	Review Sign Ordinance		X	
	Salary Survey		X	
	Comp Plan Update		X	
Comments: Hard to rate this section because of COVID. There are some goals that I thought could continue regardless of COVID but others I can see where they were impacted. I think John made sure those items that had a hard deadline were completed while the others slipped, but again, I think those were out of his control.				



SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

- What were the Manager’s most notable accomplishments during the past year?
Balanced Budget, Covid response, Fire Agreement, Hiring Open Positions.

- Which of the Manager’s qualities were most instrumental in fulfilling the role of City Manager this past year?
Organizational skills, budget management, multi-tasking.

PERFORMANCE OBJECTIVES FOR COMING YEAR:

- What does the Manager do that you would like him to continue?
Continue working his contacts outside the city to help the city with our many projects that need funding.

- Is there anything that the Manager does that you would like him to do differently?
His relationship with staff. Maybe have more 1-1 meetings with his direct reports. Maybe lunches. Create an environment where the direct reports feel comfortable giving their opinion.

- In what areas should the Manager focus his attention in this coming year?
Going into the 2021 – 2022 FY Budget Session, I would like to see the city take a more dramatic cut in property taxes

- Do you have any other general comments to share with the City Manager?
I still think John is the right City Manager for Lake Dallas. He has helped us recover from many years of bad management and leadership. I believe the city is still headed in the right direction.

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Rater's Signature

Date