



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	MB	CM BB MR CP	AN
	Explained in a thorough manner and includes alternatives or recommendations	MR	MB CM BB CP	AN
	Timely	MR	AN MB CM BB CP	
	Helpful in preventing trivial administrative matters from being reviewed by the Council	MR	MB CM BB MR CP	AN
	Helpful and adequate to assist City Council in making sound decisions		MB CM BB CP	AN
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	AN	MB CM BB MR CP	
	Keeps City Council informed, in a timely manner, of the things Council wants to know	MB CM MR	AN CM BB CP	
	Keeps City Council well informed with concise written and oral communications	CM	MB CM BB MR CP	AN
	Provides City Council members with information on an equal basis	CM MR	MB CM BB CP	AN
	Informs the City Council of administrative developments	MB CM	AN CM BB MR CP	
	Follows up in a timely manner on City Council requests for information or action	MB CM MR CP	AN CM BB	

B. Providing Advice				
The City Manager:				
	Has adequate knowledge of municipal affairs, including the City's laws and ordinances			
	Considers alternatives before making recommendations			
	Plans ahead, anticipates needs and recognizes potential problems			
	Has a good sense of timing in bringing issues to the Council for action			
Comments:  - Great with communication with council. Very knowledgeable on city matters.  - Still waiting on a response from 2019-2020 Budget pertaining to a Plan B in regards to the Police Department. – Still waiting on an answer about Willow Grove Park and the Core of Engineers, Two months. - Why was there such a problem with Peace, Grace and Mercy's COA application (First appl. Lost but not lost).  - providing and timely – unless we are unincluded from the very beginning... hard to rate!  - These are the items that I see that could use improvement. I believe that the timing was off on the discussion for the employee compensation plan. It consumed so much of the budget season that there were issues that slipped by and should have been discussed. A person could almost say that it was done on purpose in order to let unnecessary items in the budget slip through.  - 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).				

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			



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	Assigning work so that it is performed efficiently and effectively	AN MB	CM BB MR CP	
	Paying sufficient attention to detail to avoid error or things “slipping through the cracks”	MR	AN MB CM BB CP	
	Analyzing problems or issues and identify causes, reasons, and implications	MR	AN CM BB CP	
	Accurately interpreting the direction given by Council	AN MB	CM BB MR CP	
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority	MB MR	AN CM BB CP	
	Supporting the actions of the City Council after a decision is made	MR	AN MB CM BB CP	
	Assuming responsibility for staff performance	AN MB CM MR CP		BB
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation	MB	AN CM BB MR CP	
	Ensuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations	MB	AN CM BB MR CP	

B. Financial Management

Are you satisfied with the City Manager’s:				
	Approach to budget preparation and review		MB BB MR	AN CM CP
	Use of standard financial management procedures to meet Council’s policy guidelines		MB CM BB MR CP	AN
	Implementation of Council’s policy regarding the expenditure of budgeted funds		AN MB CM BB MR CP	



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	Cost control through economical use of labor, materials, and equipment		AN MB CM BB MR CP	
	Information on the financial status of City government		CM BB	AN MB CP
	Use of available funds and his ability to operate the City efficiently and effectively		AN CM BB MR	MB CP
	Knowledge of financial matters		BB MR CP	AN MB CM
	Information pertaining to long or short-term financing for capital projects or equipment purchases		BB MR CP	AN MB CM
	Information on opportunities for federal and state grant funding		AN MB MR CP	CM

	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	AN MB MR	CM CP	
	Effective in selecting qualified and highly competent staff members		AN MB CM BB MR	CP
	Effective in maintaining professional relationships with Department Directors	AN MB BB MR CP	CM	
	Effective in assuring that staff members make a positive impression on citizens	AN CM	MB BB MR CP	

The City Manager:

	Ensures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner	AN MB CM	AN BB MR CP	AN
	Develops and motivates employees so that they are increasingly effective		AN MB CM MR CP	

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	Addresses disciplinary problems and takes action when warranted			
	Monitors performance of employees and initiates corrective action as needed			

Comments:

 – He did not go to the animal shelter to check on staff’s facility when air cond was out. – Allows disrespect of staff towards council. – Does not promote unity among council, police, admin and library. – Employees appear to feel others are “protected”. – Employees seem to like John.

 - The rating here has to do with directives given to John at the end of his last review, as I remember them (employee discipline, resolve issues with the police department and eliminate the toxic attitude within City Hall.).

 - with not being in the office on a daily basis this is a tough one. Mostly hear-say. Staff seems to shy away from talking too deeply to council. Not really sure if staff feels comfortable going to city manager with everything. Consoling outside of the office and approaching from a different point of view could help resolve a possible issue.

 - Again, these are things that I think need improvement. The entire city should be a team and I still do not see it there is a division within the city and there it tensions that can be felt when entering the building. I think that personnel management is still an issue.

 - 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.

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			
	Has appropriate visibility or identity in the community			



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	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action	CM	MB CM BB MR CP	AN
	Is willing to meet with members of the community and discuss issues of concern	AN MB	AN CM BB MR CP	AN
	Is skillful with the news media, avoiding political positions and partisanship		MB CM BB MR CP	
CM STOP	Provides information to the public in a timely fashion on matters which will cause public reaction	CM	AN MB BB MR CP	
	Represents Council positions and policies accurately and effectively		AN MB BB MR CP	
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important	AN MB CM	AN CM BB MR CP	AN
	Responds completely and in a timely manner to citizen complaints	CM MR	AN MB CM BB CP	

B. Intergovernmental Relations

The City Manager is:

	Effective representing the City's interests in dealing with other agencies		BB MR CP	AN MB CM
	Participative in enough intergovernmental activity to have an impact on behalf of the City		BB MR CP	AN MB CM
	Cooperative with the county, state, and federal governments		BB MR CP	AN MB CM

Comments:

MB - The citizens I spoke with have all praised the administrative staff of Lake Dallas with the exception of John. John is difficult to get ahold of by phone and often does not return calls. I say this knowing it is only a one-way conversation. But have spoken with John about this as it pertains to all City Hall staff.

CM - We only know many times what we are told and its not everything which is impossible. – timely manner etc. – maybe just list out things and if we are curious we can ask.

MR - There is not too much issue here, but I have had complaints from citizens that they feel that their complaints went unanswered and feel that they were left “holding the bag”. I have had this issue personally as well.



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CP - 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.

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	MR	MB, CM, BB, CP	AN
Thoughtful, clear and to the point	MR	AN, MB, CM, BB, CP	
Sensitive to the concerns of others	AN, MR	AN, MB, CM, BB, CP	
Candid and forthright in discussing City business matters with members of City Council	MR	MB, CM, BB, CP	AN

B. Management Style			
The City Manager			
Demonstrates interest and enthusiasm in performing his duties		MB, CM, BB, MR, CP	AN
Commands respect and good performance from staff	CM, MR	AN, MB, BB, CP	
Shows initiative and creativity in dealing with issues, problems and unusual situations	AN, MR	MB, CM, BB, CP	
Is open to new ideas and suggestions for change	CP	AN, MB, CM, BB, MR	



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	Works well under pressure	MR	AN MB BB CP	CM
	Consistently puts aside personal views and implements Council policy and direction	AN	MB CM BB MR CP	
	Displays the ability to resolve the numerous conflicts inherent in municipal government	AN BB MR	MB CP	CM
	Responds well to a changing world and local conditions; is adaptive		AN MB BB MR	CM CP
	Is accessible to City Council members		MB MR	AN CM
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics"		AN MB CM BB MR CP	
	Exhibits a commitment to continuing education in order to encourage his professional development	MR	AN MB CM BB CP	
	Is receptive to constructive criticism and advice	AN MR CP	MB CM BB	

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Manager:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City	AN	MB CM BB MR CP	
	Gives his staff the tools necessary to provide efficient, responsive City services		AN MB CM BB MR CP	
	Coordinates the implementation of City goals and objectives		AN MB CM BB MR CP	
	Supports policies that will promote annexation and growth in the City of Lake Dallas	MR	AN MB CM BB CP	

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	Creates a positive atmosphere for successful economic development in the City			
	Supports responsible infrastructure expansion and maintenance			
	Emphasizes the need for employee training and technological improvements			

Comments:

-  - Lake Dallas City Hall is still difficult to work.
 -  - I believe that John would benefit from leadership and emotional intelligence courses and the implementation of the of these courses within the city. It would also be prudent for John to end the us. them mentality that persists at the city.
 -  - John did a great job navigating the city through COVID while still making sure all citizen needs are met.
- 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.

	Needs Improvement	Meets Expectations	Exceeds Expectations
D. Goals			
The City Manager:			
Adoption of an Ethics Code			
Adoption of City Council Rules of Procedure			
Update the Employee Handbook			
Begin the City Charter Review process			
Implement the 360 Employee Performance Review Process			



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	Adoption of an Investment Policy			
	Adoption of a Fund Balance Policy			
	Implement some Economic Development processes with the assistance of the CDC Board.			
	Formulate a plan for Fire and Emergency Medical Services for Lake Dallas.			
	Review Sign Ordinance			
	Salary Survey			
	Comp Plan Update			

Comments:



- Difficult to score without start, expected completion and completed dates.



- D: NI=taken entirely too long. Should already be done or getting done.



- I think that more of these need to be accomplished. I still believe that the salary study was out of touch and was a horrific waste of time and money. I believe these things have been completed or at least started but I still feel that we are either missing some things or we need to finish out some of these.



- 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?

MB - Presented a Balanced Budget for council approval. - Assisted in a new five year Fire Contract.
- Hired three new City Staff Members

CM - the handling of COVID itself seemed to be a very smooth process.

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

CP - 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?

MB - Presented a Balanced Budget for council approval. - Assisted in a new five year Fire Contract.
- Hired three new City Staff Members

CM - managing budget, moving forward on projects like Shady Shores and even Truck/Treat.

CP - Organizational skills, budget management, multi-tasking.

PERFORMANCE OBJECTIVES FOR COMING YEAR:

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

MB - John is great when it comes to the financial side of City Manager. I would like to see him continue within this realm.

CM - Keep up the good work to help make Lake Dallas a great place to live and correcting previous mess-ups.

MR - I would like to see him continue to attempt to economically grow the city.

CP - 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?

MB - I would like to see John looking at City Staff as a whole and not just the departments that he did the hiring in.

CM - Managed staff – personal folders – good, bad and otherwise. -Training, teaching and growing is a good plan, but all should be stated in file not just verbal reprimand. Support, defend department directors and council. We all have jobs and make decisions – others may not like!



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MR

- Communicate with all council members equally. I know that there are some that do not receive the same emails and can be left out altogether. I would also like to see him unite the city and as I stated above think that he may benefit from and emotional intelligence and leadership courses

CP

- 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?

CM

- Be more involved with local businesses. – Be more visible to them. Reach out to them, stop in. – Notify public of upcoming projects, possibly a City Quarterly Newsletter.

MR

- Continue to work on streets. We do have a citizen informed priority list for this, I would also like to see economic growth continue and maybe figure out how to generate some excitement in getting the citizens to spend more of their dollars in town.

CP

- 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?

CM

- City Hall seems to be sooo divided, seems to be 3 sections. Staff, Police, Council. – At one time it seemed to be one some what happy big group.

MR

- I do not have any further general comments to share with John. I did speak to him over the phone and he does indeed know how I feel.

CP

- 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.

Rater's Signature

Date