

# FY25 City Manager Annual Self Performance Evaluation



## Rating Criteria

For each performance criteria, please use the following rating scale:

E - Exceeds your expectations

M - Meets your expectations

AG - Areas for Growth

NOB - Not Observed/No Basis for Judgement

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## Vision and Strategy:

**\_M\_** Supports the development of the Council's vision.

**\_E\_** Communicates and fosters the Council's vision throughout the organization and within the community.

**\_M\_** Supports Council's development of a City-wide strategy, including strategic plan development.

**\_M\_** Strikes the right balance of dealing with day-to-day demands versus attending to long-term strategic interests of the City.

**\_E\_** Encourages the City to tackle difficult, but necessary, long-range challenges.

**\_E\_** Prevents crisis when possible but responds to crisis appropriately when necessary.

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## Comments for Vision and Strategy:

Over the past year, I have prioritized leading the City with transparency and clarity of purpose. In the face of revenue shortfalls and complex policy decisions, I've taken deliberate steps to educate the Council, City of Reno employees, and the public on how municipal government revenue works and why we are facing certain fiscal constraints. I have worked to strike the right balance between addressing daily organizational needs and positioning the City to confront long-term challenges. As part of this effort, I have taken a very precise and disciplined approach to budget development, including scrutinizing expenditures, identifying sustainable cost-saving measures, and carefully evaluating personnel needs to ensure we are aligning staffing with Council priorities. I believe that by sharing information openly and inviting feedback from a range of voices, I've helped shape a strategic direction that is both grounded in our values and responsive to current realities.

While I've worked to lay the groundwork for long-term planning, some of the broader strategic efforts, including full development of a Citywide strategic plan and deeper alignment with Council's long-term vision, are still on the horizon. I look forward to collaborating with the Council this fall to develop the 2026 - 2030 Strategic Plan and ensure it reflects the needs and aspirations of our community. I will continue to strive to work with Council on their vision and direction for the City and focus my efforts, and those of the entire organization, on Council identified strategic priorities that deliver meaningful, measurable results for our residents.

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## Communication Skills:

### Verbal Communication Skills

- E** Good command of oral expression.
- E** Expresses ideas clearly and concisely through verbal communication.
- E** Easily comprehends ideas expressed by others through verbal communication.
- E** Ability to explain and understand difficult and complex subjects through verbal communication.

### Written Communication Skills

- E** Good command of written expression.
- E** Expresses ideas clearly and concisely through written communication.
- E** Easily comprehends ideas expressed by others through written communication.
- E** Ability to explain and understand difficult and complex subjects through written communication.

### Presentation Skills

- E** Ability to present effectively.
- E** Quality presentations in public settings appealing to a variety of audiences.

### Ability to Utilize Appropriate Communication Types

- E** TV
- E** Radio
- E** Newspaper
- E** Group Interaction
- E** Individual Meetings

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## Comments for Communication Skills:

I strive to communicate in a clear, honest, and accessible way, whether I am speaking with the public, staff, labor groups, or the Council. This year, I've spent a significant amount of time explaining the budget and our structural revenue issues in various settings, always aiming to meet people where they are. I've made it a point to be available, whether in one-on-one meetings, professional business organizations, community forums, or internal updates. I also co-host the City of Reno's podcast On the Agenda, which provides an accessible platform to explain City Council decisions, budget priorities, and local government operations in a way that is relatable and easy to understand. I've participated in multiple interviews with local and regional media to ensure accurate, timely information is shared with the public. Additionally, I've presented at the Nevada Legislature to advocate for the City's interests and educate lawmakers on the fiscal challenges municipalities like Reno are facing. I believe my ability to break down complex topics and listen intently has allowed me to build trust and support more collaborative problem-solving.

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## Interpersonal Skills/Relationships:

  E   Ability to relate well to others and to make people feel at ease, even in difficult situations.

  E   Ability to gain the trust and confidence of the public.

  E   Fosters contact and cooperation among citizens, community organizations and other government agencies.

  E   Fosters cooperative communication and positive working relationships with the Council.

  E   Skilled in negotiation techniques in a variety of scenarios including with employees, Council, public, interagency.

  E   Demonstrates sensitivity to individuals and groups, as appropriate.

  E   Is forthright and honest in all relationships.

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## Comments for Interpersonal Skills/Relationships:

One of the most meaningful parts of this job for me is the opportunity to build relationships across the organization and within our community. I care deeply about the people I work with and serve, and I make it a point to be present, approachable, and empathetic. I've developed strong working relationships with labor partners and employees through honest, ongoing conversations about where we are and where we're going. I believe these relationships are built on mutual respect and trust, and I take pride in fostering a culture of openness and support throughout the City. At the local level, I've prioritized building bridges between the City and the business community, including developing strong connections with small businesses along 4th Street and other commercial corridors. I've also worked to bring downtown bar owners and nearby residents together to collaboratively address concerns and find solutions that support both quality of life and economic vitality.

In addition to internal and local engagement, I have focused on strengthening partnerships with regional leaders, including the City Manager of Sparks and the County Manager of Washoe County. These relationships are essential as we work through shared challenges related to growth, infrastructure, and public safety. I'm currently involved in regional conversations around fiscal equity, aiming to create more transparent and sustainable models for funding services that span jurisdictional boundaries. I'm also engaged in active discussions about long-term strategies for regional fire services and wastewater management. Both of these issues are critical to the region's resilience and future planning. I view these efforts as foundational to creating more aligned and effective governance that reflects our interconnected community.

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## Leadership (Culture):

- E** Supports and manages in accordance with identified City Values and Council Priorities.
- E** Provides City staff with direction and management according to the transparent and high performance government model.
- E** Uses sound judgment in decision making.
- E** Seeks out all relevant and necessary data.
- E** Makes decisions in a timely manner.
- E** Directs utilization of City resources effectively.
- E** Consistently supports re-engineering efforts City-wide.
- E** Crises and/or emergencies are handled in an effective, efficient, and professional manner.
- M** Stays current on management practices and techniques and seeks to increase his/her value to the City.

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## Comments for Leadership (Culture):

In stepping into this role, I've approached every decision with a sense of responsibility and care. I know that leadership is not just about setting direction; it's about earning trust, responding to tough realities, and creating space for others to thrive. Throughout the FY26 budget process, I've worked to provide the organization with clarity, direction, and support, even as we've had to make hard choices. I took a proactive approach to navigating fiscal constraints, ensuring that department leaders, staff, and labor partners had a full understanding of the economic context and the rationale behind each decision. This process has been challenging, but I've remained grounded in the belief that transparency builds credibility and that people respond best when they feel respected and informed.

I've also focused on maintaining organizational stability and morale by being consistently present, listening carefully, and reinforcing our shared purpose. In moments of uncertainty, I've made a point to lead with empathy and recognizing the real impacts of budget decisions on people's work and lives, while also holding true to long-term strategic priorities. I hold myself to high standards when it comes to integrity and transparency, and I am committed to leading in a way that reflects not only sound judgment but genuine care for those I serve. Ultimately, I believe that a values-driven leadership approach is what allows an organization to weather difficult times and emerge stronger, more united, and more resilient.

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## Innovation:

- \_M\_** Participates with Council and Staff in strategic planning.
- \_E\_** Links strategic goals to the Strategic Plan and Council Priorities.
- \_E\_** Sets objectives for performance and manages toward those objectives.
- \_E\_** Promotes creative thinking and policy development that is suitable for the times.
- \_E\_** Receptive to new ideas, suggestions and approaches to make our community a better place.
- \_E\_** Exhibits a short-term and long- term forward- thinking approach to the State of the City.
- \_E\_** Receptive to a changing environment.

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## Comments for Innovation:

I believe innovation is not always about flashy new programs; it's often about rethinking how we approach persistent challenges. Over the past year, I've encouraged the team to question assumptions, share ideas, and look at problems from new angles. Whether it's in how we plan for the future, structure our operations, or engage the community, I've aimed to promote a culture that is adaptive and forward-thinking.

A key part of fostering innovation is creating an environment where staff feel safe to try new things without fear of failure. I've worked hard to reinforce that experimentation and learning are part of how we grow as an organization. I regularly encourage employees to propose solutions, pilot new approaches, and revisit legacy systems that may no longer serve our goals. This has helped spark more creativity and energy across departments and has empowered people at all levels to take ownership of their work.

In parallel, I've undertaken significant organizational restructuring to ensure departments are better aligned with the City's strategic goals. These changes were made thoughtfully, with input from staff, and were designed to eliminate silos, improve communication, and clarify accountability with a focus on improved constituent service. As we continue adapting to a rapidly changing external environment and roll out a new 5-year strategic plan, I remain committed to bringing creative, values-driven solutions to the table and to cultivating a workforce that feels equipped and inspired to help shape what comes next.

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## Management (Operations):

### Roles of Charter

- E Knowledgeable, effective and efficient use of authority granted by the City Charter to the City Manager, the City Council, and other elected or appointed positions.
- E Respectful of the delegation of powers described in the Charter.
- E Setting the Agenda for City Council Meetings
- E Presents issues for consideration by the Council in a timely manner.
- E Creates logical sequence for items to be considered.

### Preparation of Materials for City Council Meetings

- E Materials are explanatory to the Council, with the pertinent facts and analysis for the Council to make informed decisions.
- E Materials available for the general public and media to review and understand.

### Conduct of City Council Meetings

- E Initiates responses to issues and concerns that the Council and/or public poses.
- E Contributes positively to Council deliberations.
- E Ability to delegate authority, granting proper authority at the proper times.
- E Sound judgment in the evaluation of when delegation is appropriate.
- E Utilizes a positive approach to direct work efforts of staff.
- E Encourages and rewards initiative and promotes effective Human Resources programs and values.
- E Utilizes effective project management techniques.
- E Completes projects agreed upon with Council within a given time frame.
- E Promotes cohesive teamwork with the Senior Management Team.

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## Comments for Management (Operations):

I've worked diligently to ensure that our Council processes run smoothly, that materials are well-prepared, and that staff and community voices are considered in decision-making. I take seriously my responsibility to manage the day-to-day operations of the City while aligning our work with Council's goals. I believe in setting clear expectations, following through on commitments, and ensuring the team feels supported and empowered to do their best work. Operational excellence is a foundation of trust, and I am proud of the professionalism and collaboration I've seen across the organization this year. In that spirit, and to make Council meetings more publicly accessible and easier to follow, the Mayor and I have made thoughtful adjustments to the City Council agenda template. Department items now appear earlier in the meeting as "C" items, and we've removed department labels so items can be listed in the order they're expected to be heard. These changes are intended to reduce confusion and improve the meeting experience for the public and media.

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## General Comments:

In a brief narrative, please describe:

### What are you most pleased with in your performance?

I'm most proud of the transparency, accessibility, and stability I've brought to the organization during a time of transition and challenge. In stepping into the City Manager role, I prioritized creating a culture where employees, labor partners, Council members, businesses, and residents feel heard, valued, and respected. I've worked to communicate clearly about our fiscal outlook, lead with honesty through uncertainty, and foster trust at every level of the organization.

What stands out most to me are the relationships I've built, rooted in mutual respect and a shared commitment to public service, both inside and outside City Hall. I've approached this role with integrity, welcomed difficult conversations, remained focused on Council's priorities, and kept our long-term sustainability in view while continuing to deliver high-quality services to the community.

### What areas for growth would you like to see? Please provide specific suggestions on how you may improve the areas for growth?

One area I would like to strengthen is our internal change management practices, specifically how we adapt systems and structures to better support innovation, accountability, and long-term planning. While we've made progress in this area, I recognize that re-engineering large systems requires sustained momentum, and I want to ensure our organization is empowered to continuously evolve. Part of this effort includes taking a fresh look at how our boards and commissions are structured and how community engagement is integrated into the City's overall governance model. These components are foundational to how local government functions, and we must ensure they reflect today's realities, values, and opportunities for inclusive participation.

I also see room to grow in how we communicate across generational and digital divides. Expanding the City's outreach tools to better reach younger residents and historically underrepresented communities will be a focus for me moving forward. Finally, I want to make more space for strategic thinking at all levels of the organization. I want to help our staff connect day-to-day work with broader policy goals and outcomes, and ensure we are not only reacting to issues, but anticipating and planning for what comes next.

### Please provide any additional feedback not previously captured.

I am deeply committed to the success of the City of Reno and to supporting its employees, residents, and elected officials. I want to acknowledge how much I value the dedication and professionalism of our

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workforce. Every decision I make is grounded in my belief that public service matters and that we owe it to our employees and residents to operate with compassion, transparency, and accountability. I will continue to prioritize open dialogue, equity in resource allocation, and long-term planning that reflects our community's diverse needs. I view this role not just as a job but as a privilege, and I'm proud of the work we're doing together.