

City Manager Self Evaluation Response

Vision and Strategy:

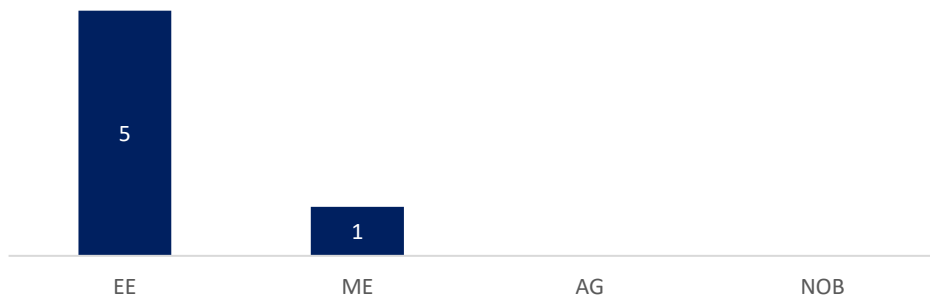
Rating	EE	ME	AG	NOB
Supports the development of the Council's vision.	X			
Communicates and fosters the Council's vision throughout the organization and within the community.	X			
Supports Council's development of a City-wide strategy, including strategic plan development.	X			
Strikes the right balance of dealing with day-to-day demands versus attending to long-term strategic interests of the City.		X		
Encourages the City to tackle difficult, but necessary, long-range challenges.	X			
Prevents crisis when possible but responds to crisis appropriately when necessary.	X			
Total				

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Vision and Strategy:

The Council's direction and Strategic Priorities and Goals are the guiding principles of the work we do every day. I lead with this vision and it informs everything from how we take care of streets to how we police to how we write staff reports. I am proud of the work we completed the past year in moving the Council's vision through the strategic plan and identified priorities. I launched new efforts in operational planning to support Council's priorities, including cross-departmental teams that are focused on each of the seven overarching goals, and we will begin quarterly reporting on these strategic plan results in 2023.

Some long term challenges the City faces include appropriate growth and development. Without focused effort today, we will not be able to provide necessary infrastructure in the future. Based on the direction provided by Council and the vision for our future, we have ensured that our efforts in this space are not only focused on the operations of today, but also the impacts of our decisions and efforts and the future on the City.

Identifying an impending crisis before it occurs takes constant awareness of what is happening, often deep into the organization. I monitor events and highlight potential problems for the team. The focus on improving culture, building a safe space for diverse thoughts and opinions, and developing a team focused on the best outcome for the City has also provided a deeper understanding and connection to the core of our employee groups.

Communication Skills:

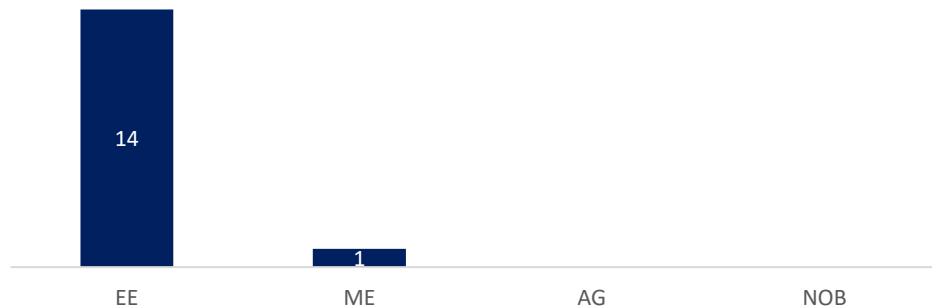
Rating	EE	ME	AG	NOB
Verbal Communication Skills				
Good command of oral expression.	X			
Expresses ideas clearly and concisely through verbal communication.		X		
Easily comprehends ideas expressed by others through verbal communication.	X			
Ability to explain and understand difficult and complex subjects through verbal communication.	X			
Written Communications Skills				
Good command of written expression.	X			
Expresses ideas clearly and concisely through written communication.	X			
Easily comprehends ideas expressed by others through written communication.	X			
Ability to explain and understand difficult and complex subjects through written communication.	X			
Presentation Skills				
Ability to present effectively.	X			
Quality presentations in public settings appealing to a variety of audiences.	X			
Ability to Utilize Appropriate Communication Types				
TV	X			
Radio	X			
Newspaper	X			
Group Interaction	X			
Individual Meetings	X			
Total				

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Communication Skills:

I continue to strive to be an effective and approachable communicator, both internally and externally. I am readily available for Council and staff for informal and formal communication, and have grown my relationships with community partners over the last year. I meet regularly with all levels of staff, Council, external partners, stakeholders, and the public.

I utilize all formats of communication including videos, emails, and informal and formal meetings to consistently articulate Council's vision, as well as disseminating pertinent information to allow for timely execution of services and projects. I brief both my core team and Council to ensure that questions can be answered quickly, and communication flows both ways. Based on Council direction during my 2022 review, I have directed my focus on improved communication and collaboration over the last year which has contributed to more meaningful engagement and a stronger alignment of city functions and Council's strategic priorities.

With the onset of three new council members this year, I held a kick off orientation meeting with them within their first few weeks of service (as well as a welcome breakfast with all department and division leaders), and arranged for them to integrate into the organization through departmental meetings to discuss function, service, and strategy. This opens the line of communication immediately, and sets Council up for success from the onset of their term.

Interpersonal Skills/Relationships:

Rating	EE	ME	AG	NOB
Ability to relate well to others and to make people feel at ease, even in difficult situations.	X			
Ability to gain the trust and confidence of the public.	X			
Fosters contact and cooperation among citizens, community organizations and other government agencies.	X			
Fosters cooperative communication and positive working relationships with the Council.	X			
Skilled in negotiation techniques in a variety of scenarios including with employees, Council, public, interagency.	X			
Demonstrates sensitivity to individuals and groups, as appropriate.	X			
Is forthright and honest in all relationships.	X			
Total				

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Interpersonal Skills/Relationships:

This year has been an immense year of growth for myself as the City Manager in terms of community/public relationships and connection and cooperation with other government agencies. I am especially proud of the three regional managers (Sparks, Washoe County, and Reno) coming together and working on a regional solution to fire, dispatch, and EMS services. We are quickly approaching the end of this project, and are excited to concurrently present some regional opportunities for improvement in public safety. Based on Council direction and priorities, I have worked collaboratively with the Regional Transportation Commission in terms of micromobility and regional infrastructure to ensure the goals and directions of Council are being considered and addressed.

I have participated and encouraged staff to lean into public engagement efforts as often as possible during project execution. We have had robust public engagement processes over the last year for many projects including Virginia Street Placemaking, the Chief of Police search process, City Council appointments, and the Micromobility Pilot Study. We are proud of the growing public input we have received during these public engagement efforts.

Leadership (Culture):

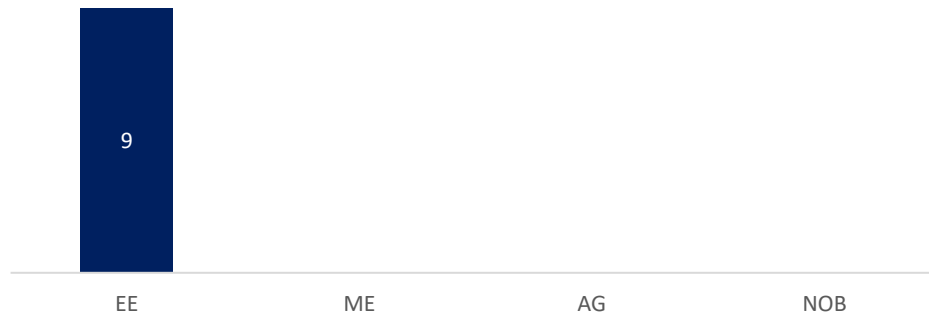
Rating	EE	ME	AG	NOB
Supports and manages in accordance with identified City Values and Council Priorities.	X			
Provides City staff with direction and management according to the transparent and high performance government model.	X			
Uses sound judgment in decision making.	X			
Seeks out all relevant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

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Leadership (Culture):

One of my greatest strengths, and my greatest focus the first three years, was on being the leader the City of Reno deserves and to fulfill the direction of Council to focus on culture, progress, and making the City of Reno one of the best places to work and live. The work and dedication of Council and the staff in this area has led to receiving recognition as one of the best places to work for working parents and our second Best Places to Work nomination.

I am constantly evaluating and re-evaluating the direction the City is taking and alignment with Council priorities. I continue to seek out the relevant data to make data-driven decisions and evaluate the trajectory of the City. The result of this effort is two years in a row nomination for Best Places to Work in Northern Nevada, with a third place win in the first year. We will find out the results of the second year nomination on May 19th. The information received from the anonymous surveys from the first year's nomination was used to create 4 distinct employee-led working groups to address identified needs. This effort has resulted in increased trust between employees and the City Manager's Office, efficiency gains, and increased employee morale.

Council priorities drive my decision making process and ensure that the entire team understands the goals of the Council and the vision for the City. Some of the more notable decisions and execution of Council's direction this past year include:

- 1. Hiring the new Chief of Police and Parks and Recreation Director.*
- 2. Establishing an emphasis on increasing revenue and economic development.*
- 3. Improved service delivery and transparency initiatives that have brought on new processes and a focus on customer service and efficiency.*

Innovation:

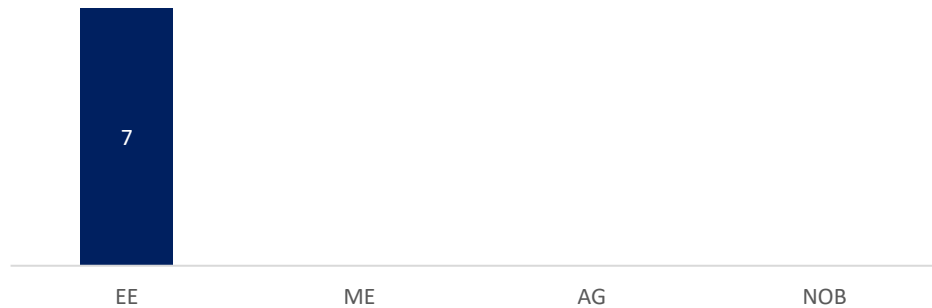
Rating	EE	ME	AG	NOB
Participates with Council and Staff in strategic planning.	X			
Links strategic goals to the Strategic Plan and Council Priorities.	X			
Sets objectives for performance and manages toward those objectives.	X			
Promotes creative thinking and policy development that is suitable for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

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Innovation:

Over the past 12 months, my team and I have continued to innovate in service delivery and create a flexible approach to governing the city while maximizing limited taxpayer dollars. We continue to focus on both incremental approaches and large systemic approaches to create change over time.

We are taking a new approach to create citywide outcomes to the strategic plan by removing silos and encouraging cross departmental problem solving. Our innovation and experience team has brought forth problem solving initiatives that I have enacted including improvements to technology systems, organizational change management, process improvement. I have also made several key hires to increase our policy & strategy team and economic development team based on the direction and desires of Council to focus on key priority areas that will have a significant impact on our planning and success in the future.

We have diversified our budget by applying for project-specific grants, strategizing on how to effectively use State and Local Fiscal Recovery Funds (SLFRF) to complete innovative projects that will benefit our citizens for multiple generations, and have embarked on innovative new revenue streams such as the single role medic program.

I continue to encourage staff to test new and innovative ideas through pilot projects and public engagement. This approach allows us to try new things with little cost and staff time. If the effort is successful, then we implement it on a broader scale.

Management (Operations):

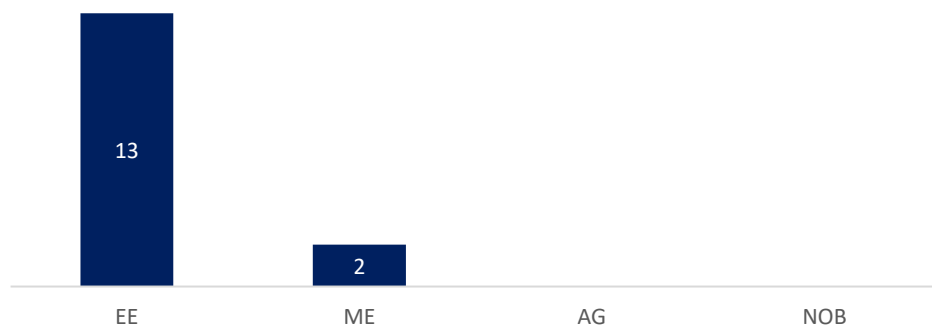
Rating	EE	ME	AG	NOB
Roles of Charter				
Knowledgeable, effective and efficient use of authority granted by the City Charter to the City Manager, the City Council, and other elected or appointed positions.	X			
Respectful of the delegation of powers described in the Charter.	X			
Setting the Agenda for City Council Meetings				
Presents issues for consideration by the Council in a timely manner.	X			
Creates logical sequence for items to be considered.	X			
Preparation of Materials for City Council Meetings				
Materials are explanatory to the Council, with the pertinent facts and analysis for the Council to make informed decisions.	X			
Materials available for the general public and media to review and understand.	X			
Conduct of City Council Meetings				
Initiates responses to issues and concerns that the Council and/or public poses.	X			
Contributes positively to Council deliberations.	X			
Ability to delegate authority, granting proper authority at the proper times.	X			
Sound judgment in the evaluation of when delegation is appropriate.	X			
Utilizes a positive approach to direct work efforts of staff.	X			
Encourages and rewards initiative and promotes effective Human Resources programs and values.	X			
Utilizes effective project management techniques.		X		
Completes projects agreed upon with Council within a given time frame.		X		
Promotes cohesive teamwork with the Senior Management Team.	X			
Total				

EE - Exceeds Expectations (EE)

ME - Meets Expectations (ME)

AG - Area for Growth (AG)

NOB - Not Observed/No Basis for Judgement (NOB)



Comments for Management (Operations):

A properly prepared staff, an effective Council agenda, and timely distribution of information means informed decision making and the best possible outcomes. My team and I continue to strive to prepare staff and Council for effective council meetings through various improvements to process, technology, and training. In my first year as city manager, I revised the briefing process and began the moot council program. I am proud to say both of these efforts continue to operate and staff is more prepared for council presentations than ever before. Based on Council feedback, I am also constantly promoting the diversification of staff who give presentations to increase the growth mindset and advance the skills of our growing team.

We have relied on our Charter to help navigate a variety of processes this year including three appointments and redistricting to a sixth ward. I am confident in my ability to utilize and interpret the rules of our Charter to navigate Council and staff.

General Comments:

In a brief narrative, please describe:

What are you most pleased with in your performance?

I am pleased with the continued morale, successes, and progress made by the City as a whole under the leadership of the Council. I am proud of my progress made in growing community relationships and driving forward accomplishments under the strategic plan. Under my management, I have created teams that no longer operate in silos, but work together to excel in service delivery and governance of Reno.

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

I continue to strive to see a trajectory in growth both internally and externally through relationships and mentorships. Internally, the key hires that I have made this year will continue to grow in their positions and the outcomes of that growth will be felt in many areas such as, economic development, public safety, and policy & strategy. Externally, I will continue to grow regional efforts, including efforts with RTC, Washoe County, and the City of Sparks. Both of these will stretch my leadership, relationship, and communication skills which will translate back to my personal and professional growth for the betterment of the City of Reno.

Please provide any additional feedback not previously captured.

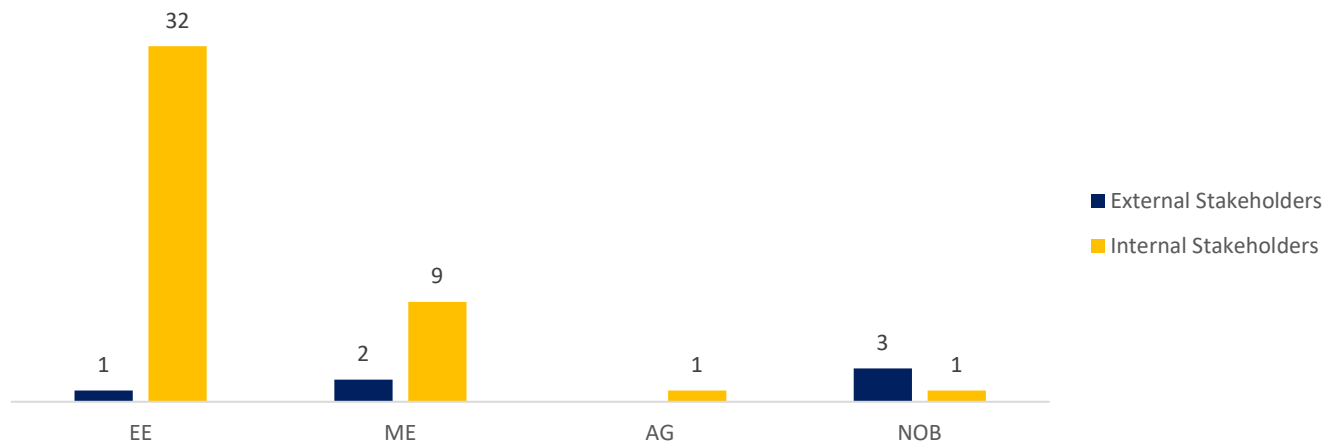
I am ready and excited to continue to serve as your City Manager and execute Council's vision to grow the City and the organization. However, I cannot acknowledge enough how none of this is possible without the incredible employees at the City of Reno and the leadership of this Council. I am humbled to be in a position to execute Council's vision and to work with a dedicated team of professionals that make Reno not only livable, but loveable.

Internal and External Stakeholders Responses

Vision & Strategy

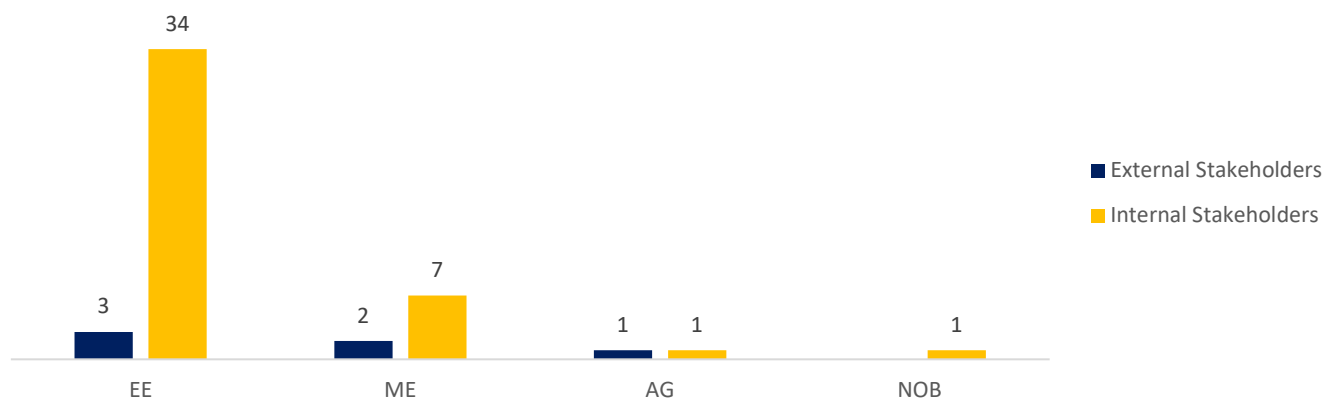
Supports the development of the Council's vision.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	32	33	67.3%
Meets Expectations (ME)	2	9	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	3	1	4	8.2%



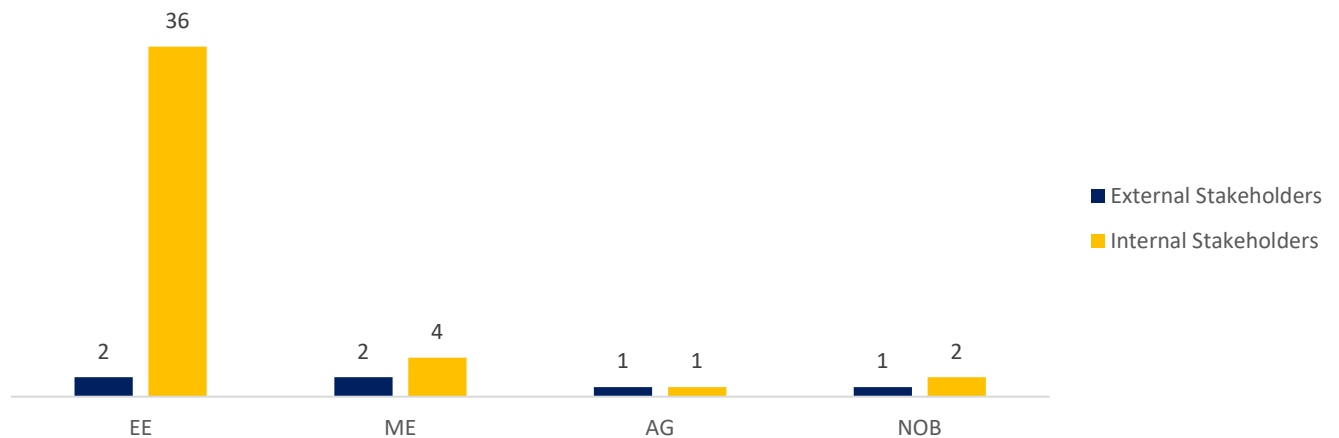
Communicates and fosters the Council's vision throughout the organization and within the community.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	34	37	75.5%
Meets Expectations (ME)	2	7	9	18.4%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	1	1	2.0%



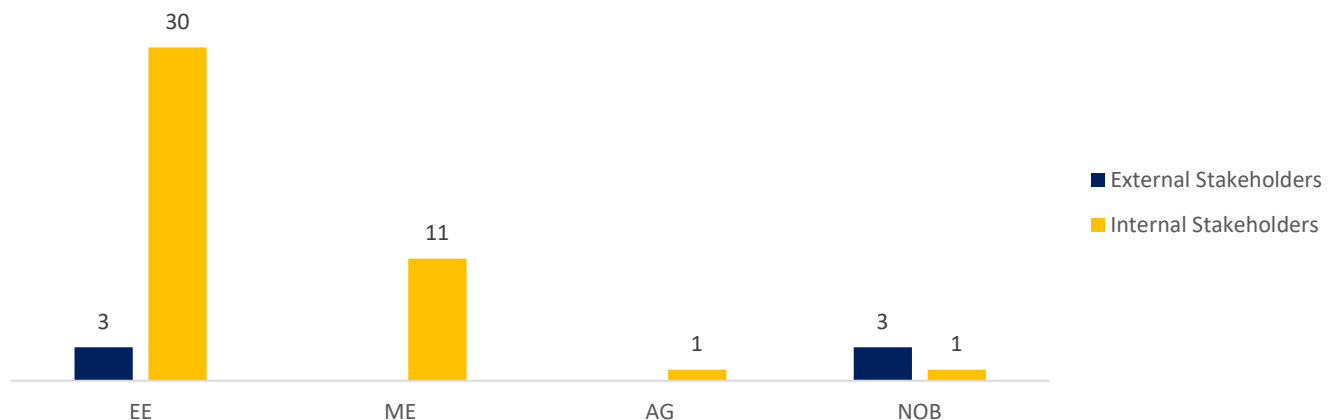
Supports Council's development of a City-wide strategy, including strategic plan development.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	36	38	77.6%
Meets Expectations (ME)	2	4	6	12.2%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



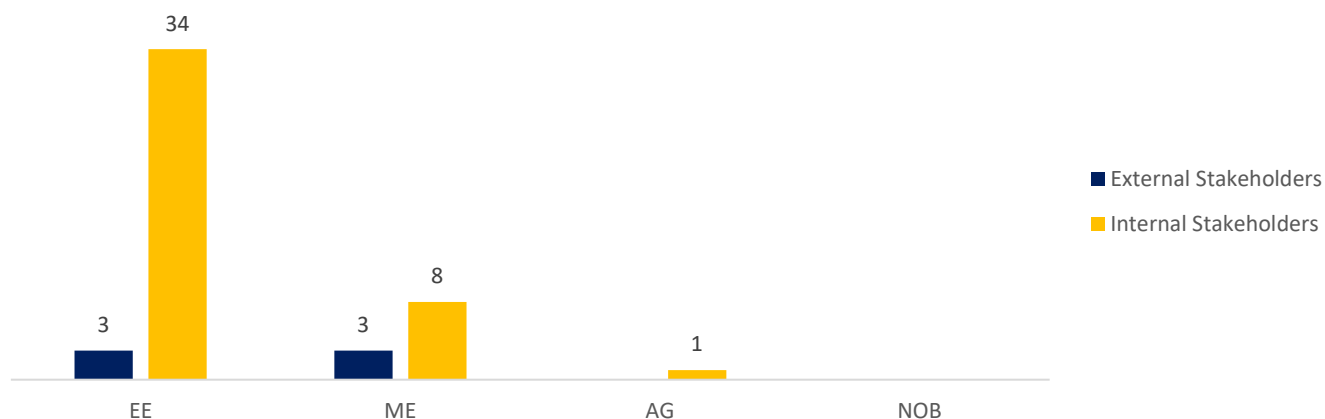
Strikes the right balance of dealing with day-to-day demands versus attending to long-term strategic interests of the City.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	30	33	67.3%
Meets Expectations (ME)	0	11	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	3	1	4	8.2%



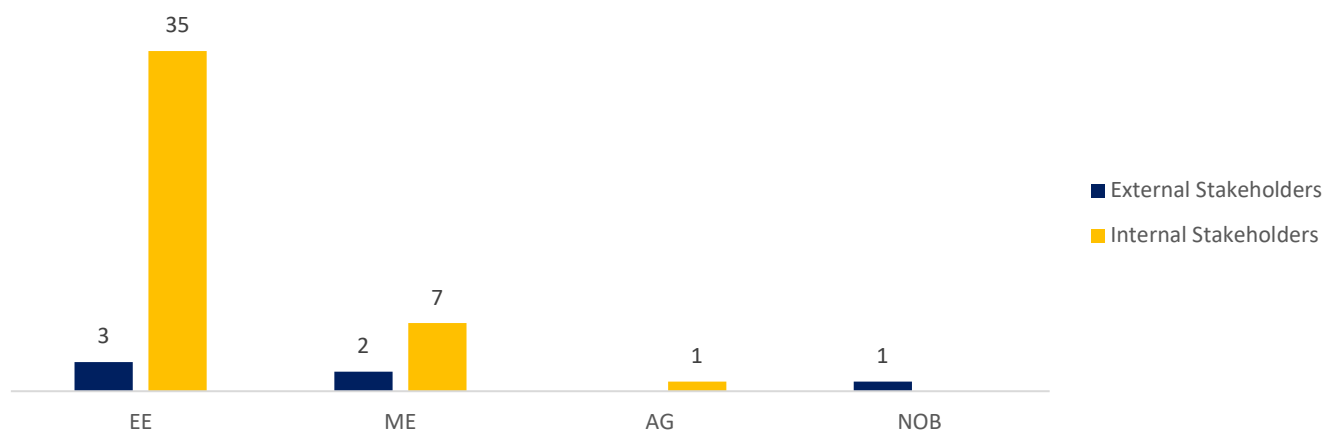
Encourages the City to tackle difficult, but necessary, long-range challenges.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	34	37	75.5%
Meets Expectations (ME)	3	8	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	0	0	0	0.0%



Prevents crisis when possible but responds to crisis appropriately when necessary.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	35	38	77.6%
Meets Expectations (ME)	2	7	9	18.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	1	0	1	2.0%



Comments for Vision & Strategy:

I would like to meet with Doug more frequently and work on City-wide strategic planning and development.

Special thanks to Doug for supporting finance in tackling the subject of deferred maintenance of our City facilities! In the 20 years, I've worked for the City---Not one City Manager has dared to address this.

The City Manager has done an incredible job linking the day-to-day work with the larger vision and strategy set by Council for the organization. He has made strategic decisions to ensure adequate resources are aligned with the future and has worked diligently to ensure we are prepared to meet the goals and expectations set by council and the community.

Mr. Thornley is driving the City of Reno in the right direction and producing the desired outcomes. I am impressed with Mr. Thornley's vision and strategy to deliver measurable goals and objectives. Mr. Thornley is thoughtful and disciplined in advising Council on how to achieve short-and long-term goals.

Mr. Thornley does an incredible job at both working for the council, his employees, and the community. I'm certain he even sleeps. As a colleague I'm constantly impressed with his poise and empathy. The changes happening within the community are a testament to his leadership. He is consistently asking why and how to insure all parties are considered while still moving the organization forward. Finally, Mr. Thornley's calm demeanor sets the tone for crisis management. He is experienced in delegating tasks and communication efforts when a crisis arises. He (and his entire CMO team) are constantly working with Council and staff to prevent crises through active listening and engagement. They are proactive and responsive when necessary.

Mr. Thornley has demonstrated progress with Vision & Strategy that has not been seen at the city in over ten years. His application of resources needed to make progress on long-term goals points to his commitment to the City, our region, and the strategic goals of Council. His leadership exceeds my expectations regarding Vision & Strategy.

Mr. Thornley is a visionary leader with a strong ability to foresee strategic opportunities, while also proactively addressing crises. He's intentional and upholds organizational interests in decision-making.

City Manager Thornley has performed poorly in this arena. This is problematic in two respects. First, without a strategic vision for the city organization, operations and focus are reactive. Second, without an agreed upon strategic direction, a vacuum exists, and that void is filled by priorities that are not reflective of community needs or preferences that have been transparently identified. This is of the CM's failing, because he has not organized a City Council strategic planning workshop during his tenure. The last Council workshop was in fall 2019. At that time there was a different city manager and three of the current Council Members were not in office. Still, CM uses those workshop priorities as justification for his activities. This is disingenuous because at the conclusion of the 2019 strategic planning effort, Council agreed to revisit that plan annually and distilled it into yearly work program tasks. An example of a reactive priority is this past winter's revocation of alcohol licenses. This ad hoc effort impacted two businesses specifically but was not based on any Council adopted policy nor was the revocation routine administrative operations. In fact, the staff reports did not mention any policy goals being advanced by the revocations. Nor has there been any follow up on this initiative in terms of what outcomes were met or if there are other problematic actors. One is left wondering if this was an isolated incident or if a problem has been solved. A more preferable approach would have been for the Council to identify, in general terms, a policy of business license revocation as a tool to advance specific goals prior to undertaking the procedural mechanics of revocation. As it evolved, the revocations appeared targeted and discriminatory. This review of Mr. Thornley presents specific examples to expand upon the conclusions I have made about his performance. These highlighted examples are illustrative but not exhaustive. I point to a few occurrences during the year because I think reference to concrete incidents is helpful. For each evaluation category, I could (and would if the CM was willing to meet in person to go over this review) expand upon other examples.

By allowing department heads the proper amount of freedom, guidance, support, and information, I feel we can work through issues as they arise and provide support to the people that work for us. Having worked under a variety of city managers, this is the best opportunity I have had for personal and department growth while still supporting our council.

The City Manager has created Goal Teams to develop and execute action plans based on Council Goals and Strategies. The City Manager has created a strong crisis communication format to inform the City Council of upcoming threats or concerns balanced with actions taken and preparations that have been made. This communication ensures that everyone has the best information available and that they receive it at the same time.

City Manager Thornley had to overcome quite a bit of turmoil that plagued our organization for the 10 years prior to his arrival. In the past 2.5 years, not only has he been able to "right the ship", but he has also put us on a path to provide better service delivery for residents while also building long-term fiscal sustainability to support public safety and infrastructure in our rapidly growing community.

Doug does an excellent job of both supporting and guiding Council

Doug's balance of priorities and staffing levels is the best I have seen in the 8 years I have been here at the COR

Manager Thornley keeps the Council's vision and city's direction in mind when weighing in and making decisions.

The Manager regularly communicates his desire to follow the vision of the City Council. Strategic Development has been a priority and is evident by the establishment of working groups and regular communication with Council Members. The Manager has established a culture that is not afraid to tackle short term and long term challenges.

Doug has worked hard to execute the vision of Council.

Doug has an impeccable ability to balance the immediate needs of the City while simultaneously engaging in planning for the City's future growth and sustainability.

We're working specifically towards accomplishing goals and outcomes directly related to the consensus of council's strategic direction. Doug remains calm as do his ACMs.

Doug balances the extensive day to day needs of the organization with its long term goals. He has been forward thinking in employee engagement and the development of a positive culture. He involves his leadership team in planning for future infrastructure and service needs. Doug focuses on the efficiency of a strategic plan that will move City initiatives forward to support long-range solutions and use City resources effectively.

Doug does an excellent job of balancing the current needs with the long term strategy needs. Running a City is a marathon and he adjusts well to keep up with both the now and the future.

Doug has significantly changed the way the team at the City operates. Previously the City was response-driven, but now we are not only responding to issues today, but we are planning and building for the future. With the addition of the redevelopment and policy teams, we are also working to identify revenue sources for the future.

Mr. Thornley is a visionary leader and seeks to create a team atmosphere where the Council's vision can be carried out. He is innovative and seeking to educate himself and others about cutting edge practices.

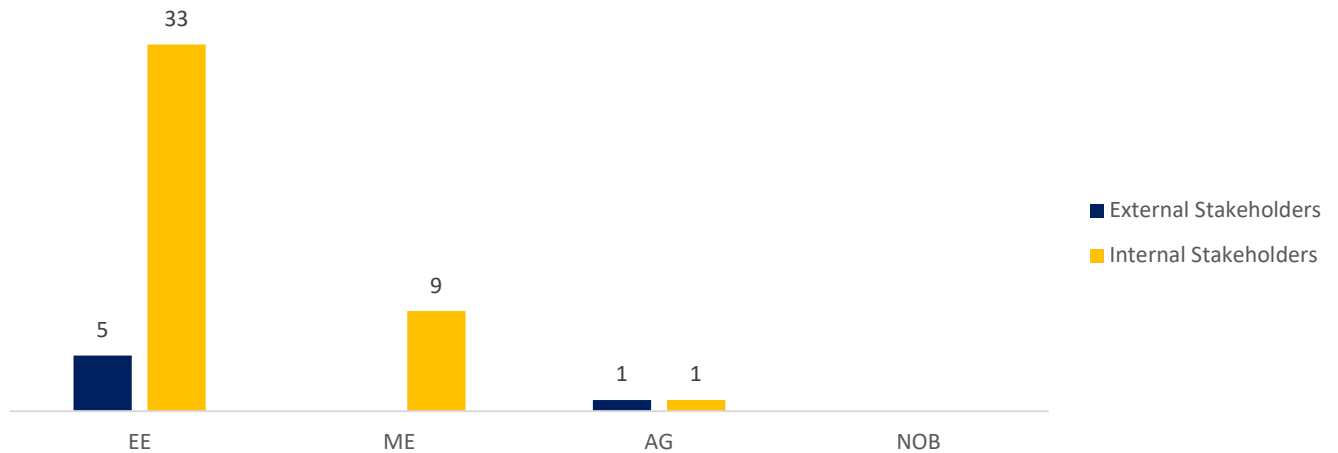
Balances incredible amounts of information, direction and opinion daily but keeps the staff focused on long term objectives.

Communication Skills:

Verbal Communication Skills:

Good command of oral expression.

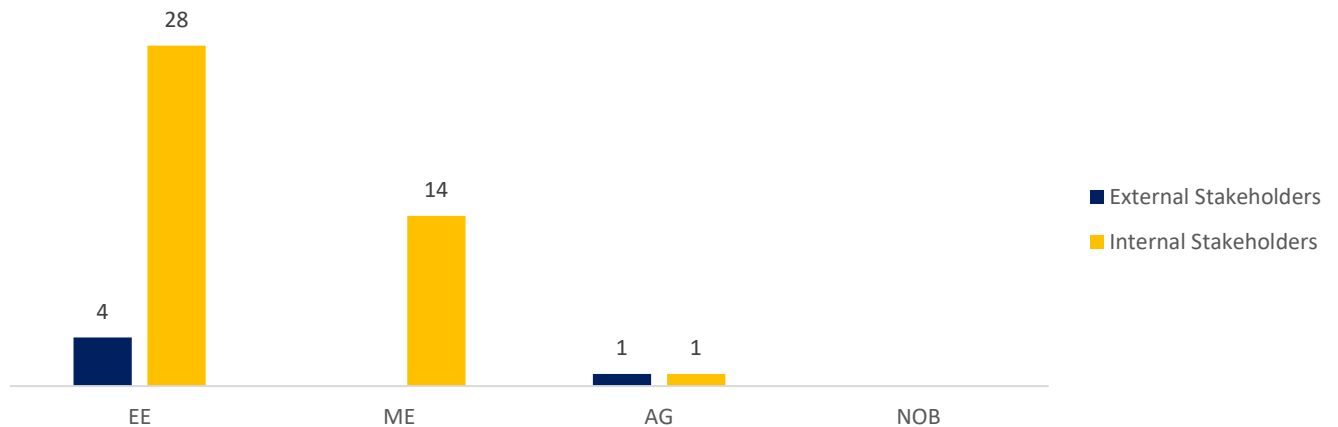
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	5	33	38	77.6%
Meets Expectations (ME)	0	9	9	18.4%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	0	0	0.0%



Expresses ideas clearly and concisely through verbal communication.

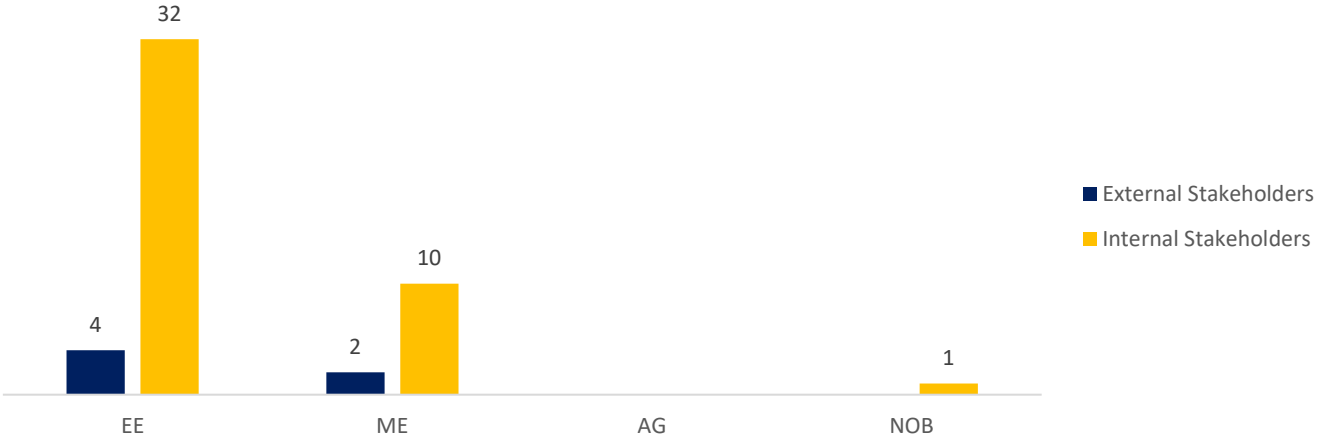
Rating	External Stakeholders*	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	28	32	65.3%
Meets Expectations (ME)	0	14	14	28.6%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	0	0	0.0%

*One external stakeholder did not answer.



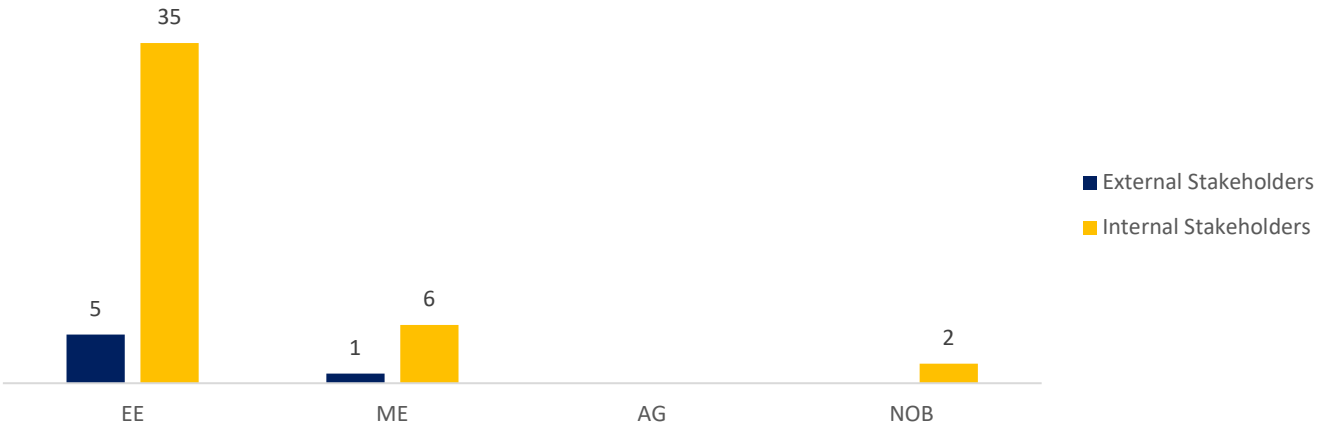
Easily comprehends ideas expressed by others through verbal communication.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	32	36	73.5%
Meets Expectations (ME)	2	10	12	24.5%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	0	1	1	2.0%



Has the ability to explain and understand difficult and complex subjects through verbal communication.

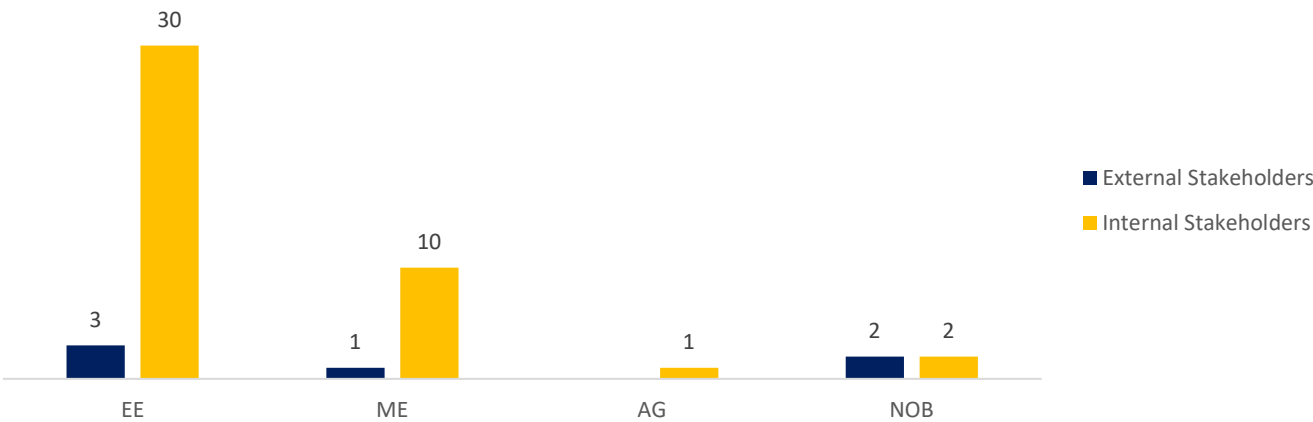
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	5	35	40	81.6%
Meets Expectations (ME)	1	6	7	14.3%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	0	2	2	4.1%



Written Communication Skills:

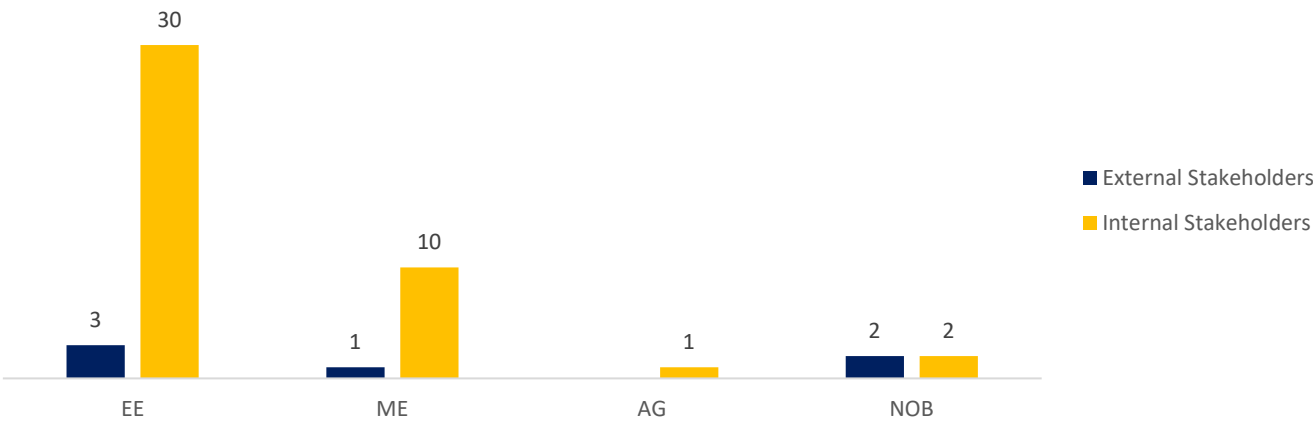
Has good command of written expression.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	30	33	67.3%
Meets Expectations (ME)	1	10	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	2	2	4	8.2%



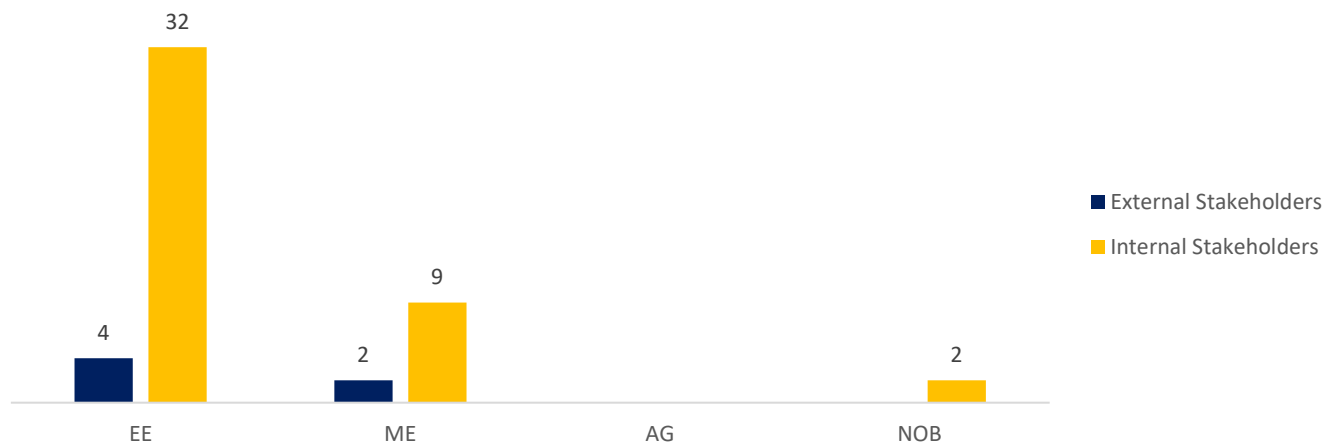
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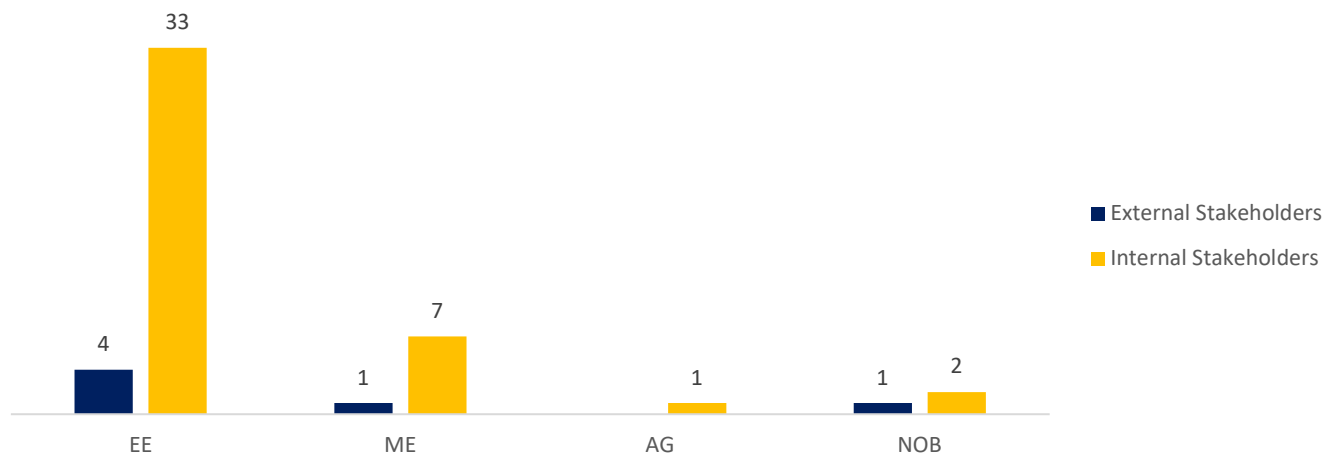
Easily comprehends ideas expressed by others through written communication.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	32	36	73.5%
Meets Expectations (ME)	2	9	11	22.4%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	0	2	2	4.1%



Has the ability to explain and understand difficult and complex subjects through written communication.

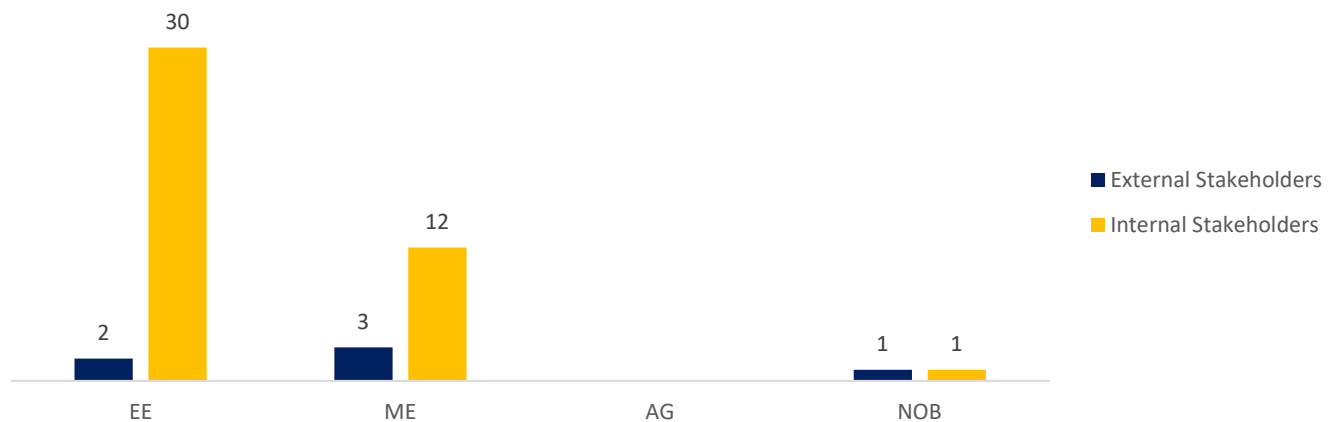
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	33	37	75.5%
Meets Expectations (ME)	1	7	8	16.3%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



Presentation Skills:

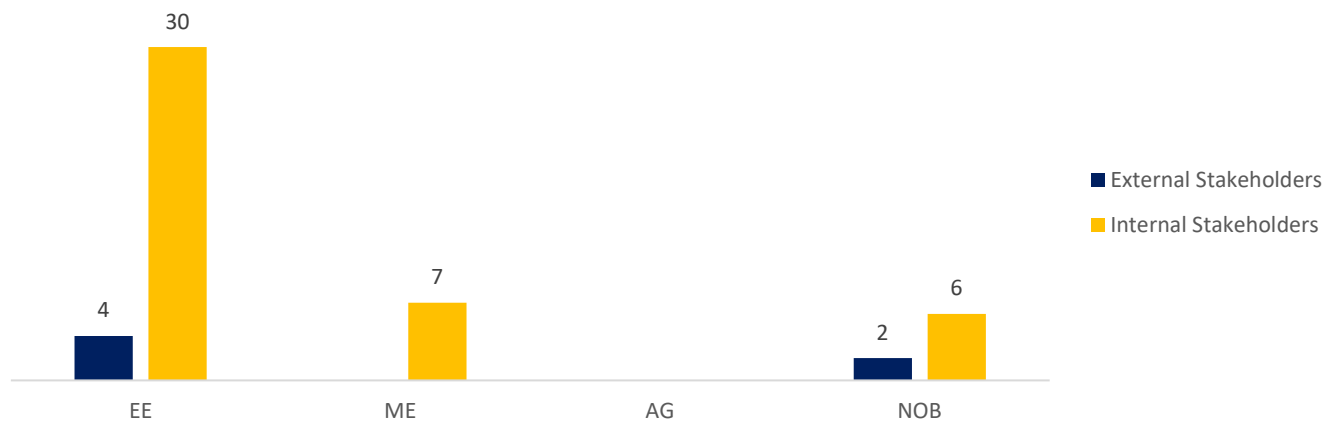
Has the ability to present effectively.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	30	32	65.3%
Meets Expectations (ME)	3	12	15	30.6%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	1	1	2	4.1%



Gives quality presentations in public settings appealing to a variety of audiences.

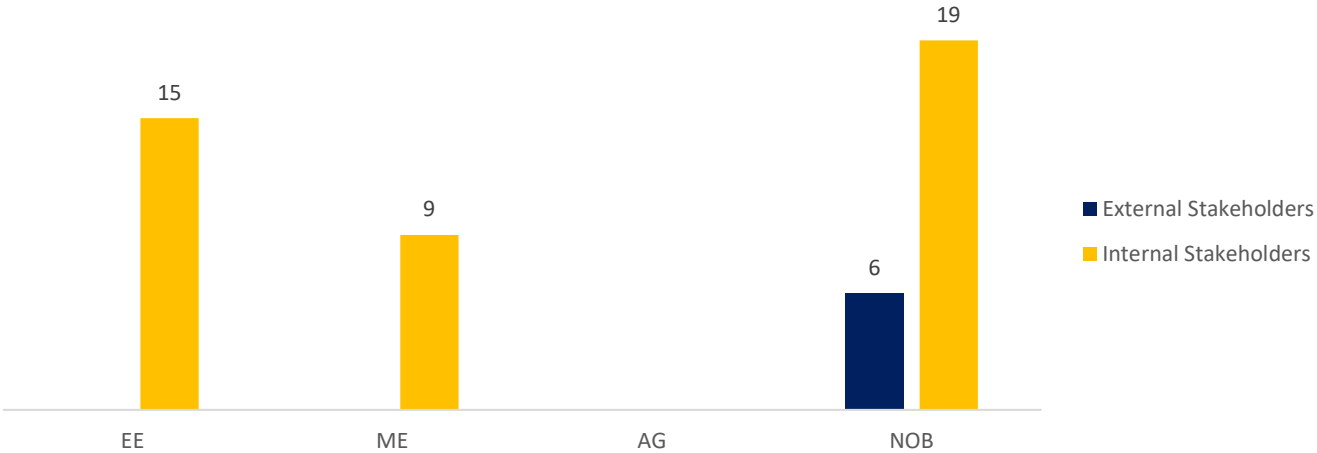
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	30	34	69.4%
Meets Expectations (ME)	0	7	7	14.3%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	2	6	8	16.3%



Ability to Utilize Appropriate Communication Types:

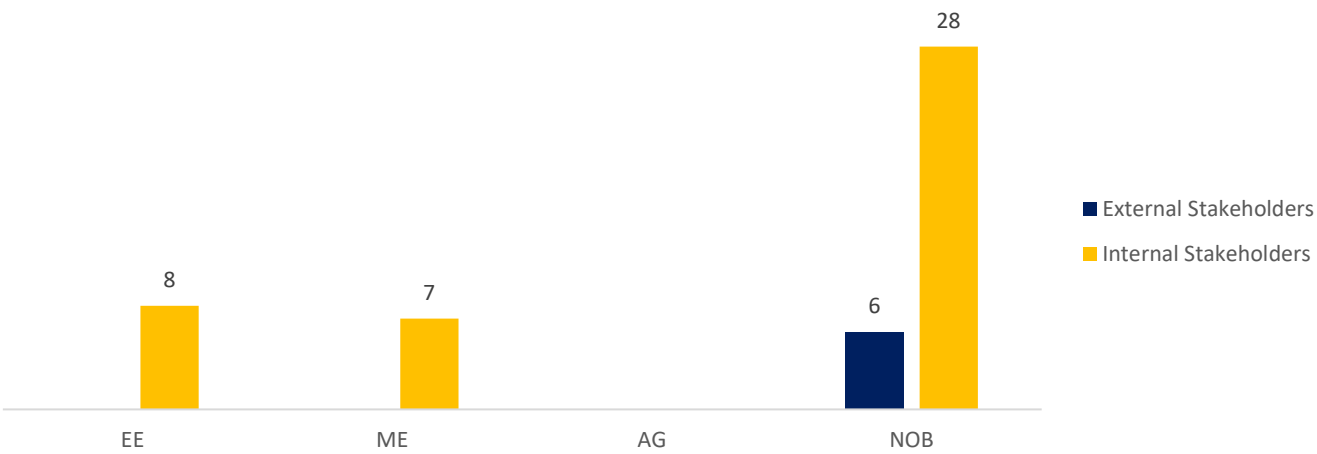
Utilizes TV appropriately

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	15	15	30.6%
Meets Expectations (ME)	0	9	9	18.4%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	6	19	25	51.0%



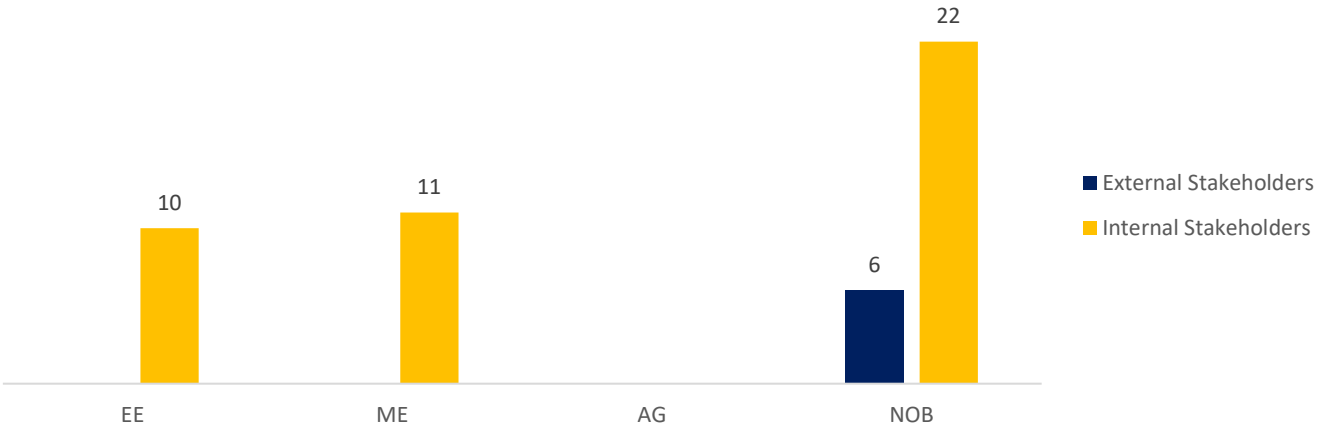
Utilizes radio appropriately

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	8	8	16.3%
Meets Expectations (ME)	0	7	7	14.3%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	6	28	34	69.4%



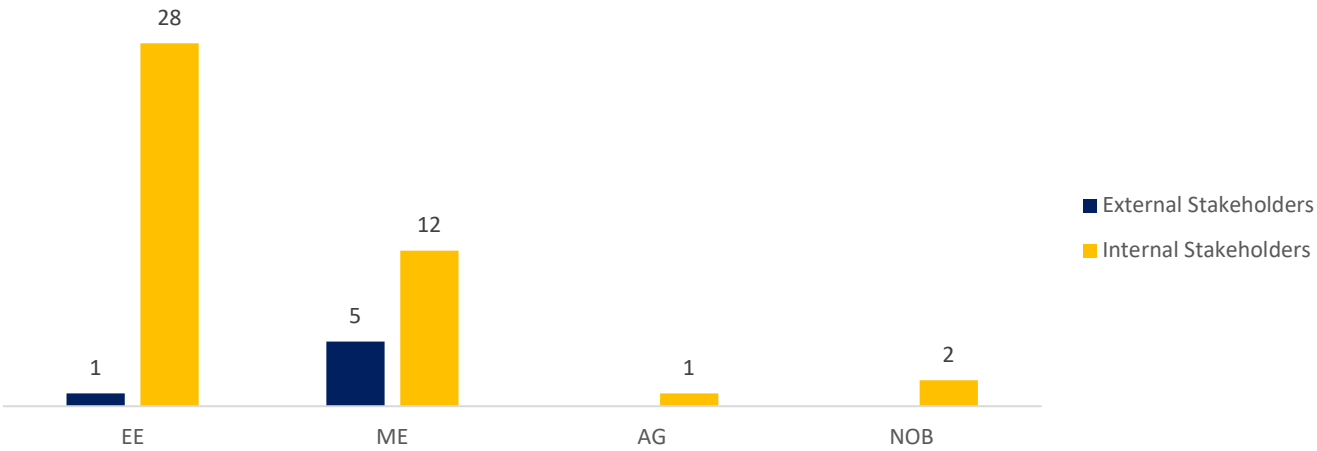
Utilizes newspaper appropriately

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	10	10	20.4%
Meets Expectations (ME)	0	11	11	22.4%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	6	22	28	57.1%



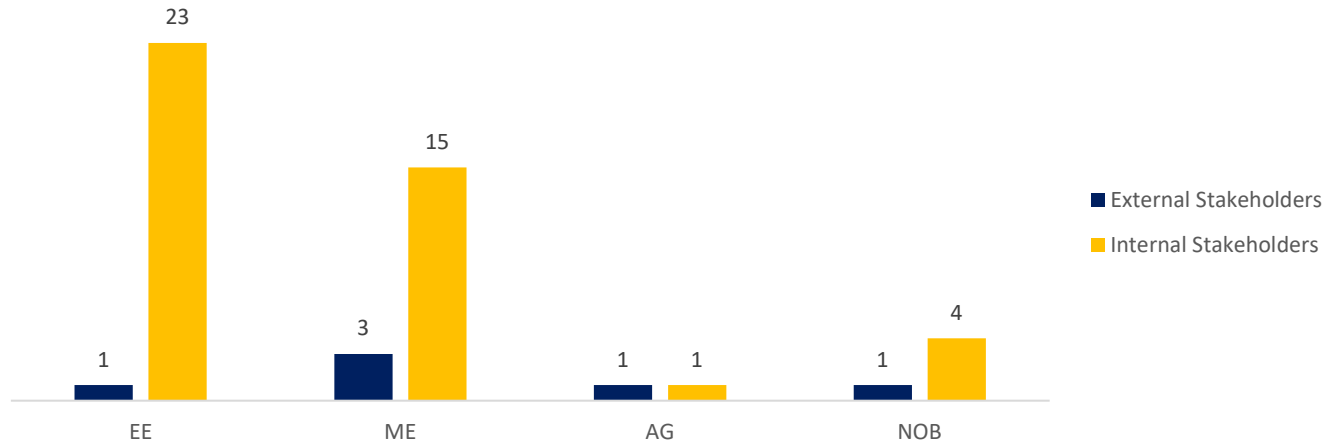
Utilizes group interactions appropriately

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	28	29	59.2%
Meets Expectations (ME)	5	12	17	34.7%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	0	2	2	4.1%



Utilizes individual meetings appropriately

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	23	24	49.0%
Meets Expectations (ME)	3	15	18	36.7%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	1	4	5	10.2%



Comments for Communication Skills:

Doug presents ideas and information both verbally and in writing in a clear, concise manner. He shares relevant information; informs others on a timely basis; consistently shows a great deal of understanding, courtesy, tact, empathy, and concern when communicating with others. Doug demonstrates very effective listening, and questioning skills.

Mr. Thornley is commented to clear, transparent communication and has ensured that the leadership team shares in his desire to communicate at all levels of the organization utilizing multiple tools and platforms. Mr. Thornley also dedicates time and resources to ensuring staff at all levels have access to support and guidance related to presentations and daily communication.

Mr. Thornley effectively conveys information, ideas, and emotions in a clear, concise, and engaging manner. His extensive knowledge of the City of Reno charter and NRS results in clear and accurate expression of thoughts and ideas. I have experienced his ability to tailor communications to specific audiences.

Communication, in all forms, is one of Mr. Thornley's strong suits. He communicates effectively at every level and does an incredible job at connecting with people. When asked, he takes the time to explain complex issues and decisions.

The CM's communication skills fall short in several regards. At Council meetings he is too mute. A skilled city manager knows when to weigh in on an agenda item to "help out" a staff member that is struggling during a presentation. It is understandable that staff sometimes has challenges in answering questions or delivering clarifications. This happens often because items are increasingly brought to the Council that are not fully baked or presented under unclear premises. This is due to the lack of a strategic vision (see comments above). These are times when CM should demonstrate leadership and explain to the Council and the public how an agenda item fits with Council goals and advance the public interest. Unfortunately, CM seems more preoccupied with his phone during Council meetings than aiding staff with their presentations or Council in our decision-making. CM's personal communications are also problematic. It has been nearly two years since he has cut off communication with me. This year he extended that embargo to staff. An example of this is this past week which was the final one of this annual review period. The City Auditor has an annual program consistent with best audit practices. This program involves asking for input on audit topics. I have met with her annually to respond to her request and to support the audit function. Less than 24 hours before this long-scheduled meeting, I was informed by my liaison that the meeting was cancelled. An explanation was not provided. CM's embargo of staff communications has not only impacted my ability to perform my job but also it has tampered with internal operations like the independent audit process. I likewise had meetings cancelled with the Finance and Fire department heads. The meeting with the Fire Chief was to discuss a devastating fire loss in my ward that left dozens displaced for over a half of a year.

Mr. Thornley communicates well with the Management Team. He has set-up regular meetings that keep the group apprised of operations throughout the various City departments. Communication has been improved at the executive level since he has been with the City and instated his leadership team.

Mr. Thornley is personable and does an effective job communicating. He's a strategic communicator and can quickly shift his delivery based on the audience's needs. He's well-informed on a variety of topics and has the unique ability to utilize analogies or similar instances related to topics to help deliver a message or assist in explaining complex policies, matters, etc., as needed. His wealth of knowledge, including regional and state familiarity, is impressive. His presentation style is exemplary and has assisted staff in further developing as presenters via moot council.

CM Thornley has effective communication skills and uses these skills to facilitate dialogue and improve internal communications and communications with community members

The City Manager has placed a strong emphasis on communication throughout the organization and provided opportunities for staff to improve their skills in a nurturing and creative environment that builds trust and confidence in each other. He is effective in communicating issues to employees in a timely manner and ensures that complicated subjects are broken down to their main parts for easier understanding.

Doug is a skilled communicator and has put emphasis on transparent and honest communications with both internal and external audiences. He listens to the needs of Council, employees, and residents and is always accessible for employees at all levels of the organization.

Doug and his team communicate clearly and concisely with department heads in order to make sure everyone is on the same page

Manager Thornley is a clear and concise communicator with an innate ability to break down complex concepts.

The Manager is very thoughtful and deliberate in his planning. His communication is very good in both written and verbal formats. His creation of a talented and highly functioning Comms Team allows for great community engagement through their use of media such as TV, radio, social media, etc.

The city manager has increased the level and frequency of communication throughout the organization. He participates and presents well during group meetings and organizational seminars.

Very good communicator. Provides levity to meetings and encourages participation. Clearly communicates and trusts designees to do so as well. Listens to dissenting opinions and will yield to good advice even when it contradicts his own.

Doug is extremely articulate and expresses ideas and direction effectively and concisely. He uses his sense of humor to relate to the audience and personalize messages as appropriate. Collaborating with the Communications Team, Doug is using their video capabilities to communicate with, encourage and celebrate employees. He is innovative in his messaging and always has a positive message to employees in mind.

Running a City requires a lot of juggling and Doug does an excellent job of keeping all the moving parts operating.

Doug is a strong communicator and has improved cross department communications throughout the organization.

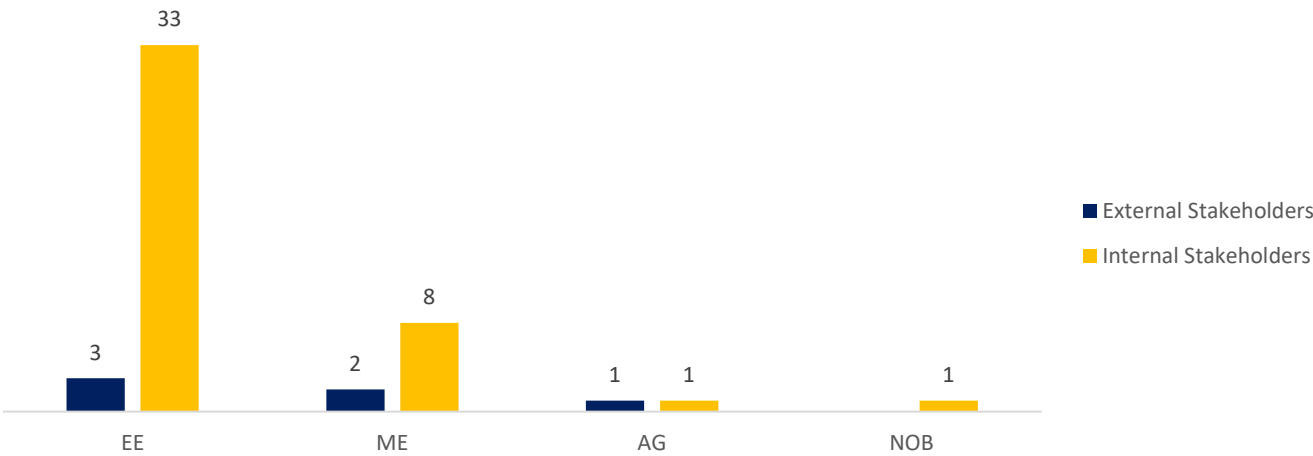
Mr. Thornley can improve his communication skills by being louder.

Consistent and clear in all manner of communication.

Interpersonal Skills/Relationships:

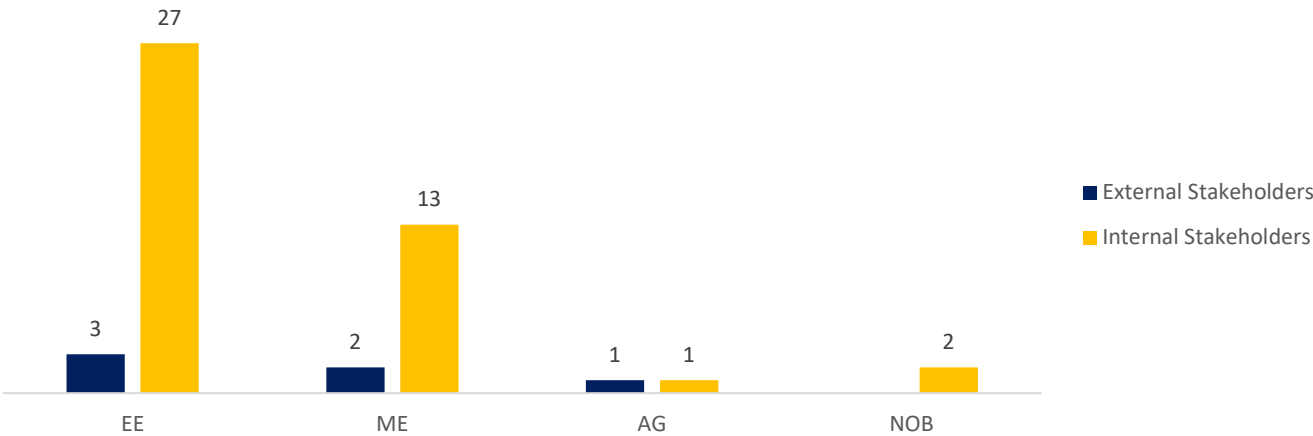
Ability to relate well to others and to make people feel at ease, even in difficult situations.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	33	36	73.5%
Meets Expectations (ME)	2	8	10	20.4%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	1	1	2.0%



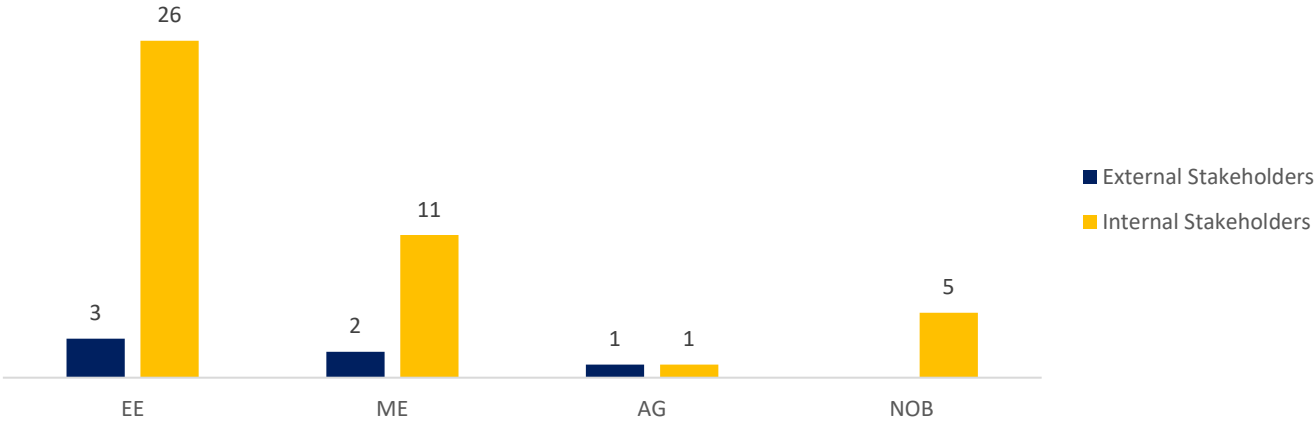
Ability to gain the trust and confidence of the public.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	27	30	61.2%
Meets Expectations (ME)	2	13	15	30.6%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	2	2	4.1%



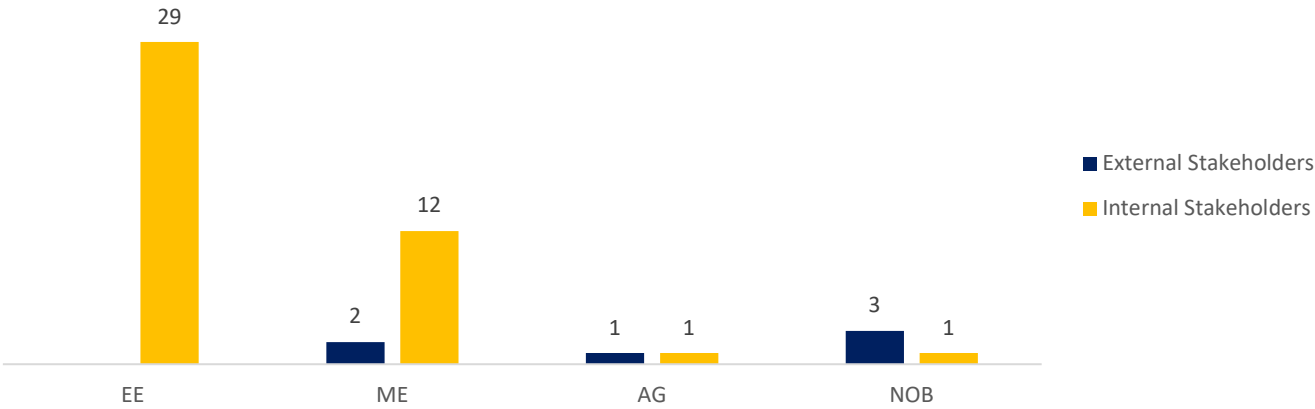
Fosters contact and cooperation among citizens, community organizations and other government agencies.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	26	29	59.2%
Meets Expectations (ME)	2	11	13	26.5%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	0	5	5	10.2%



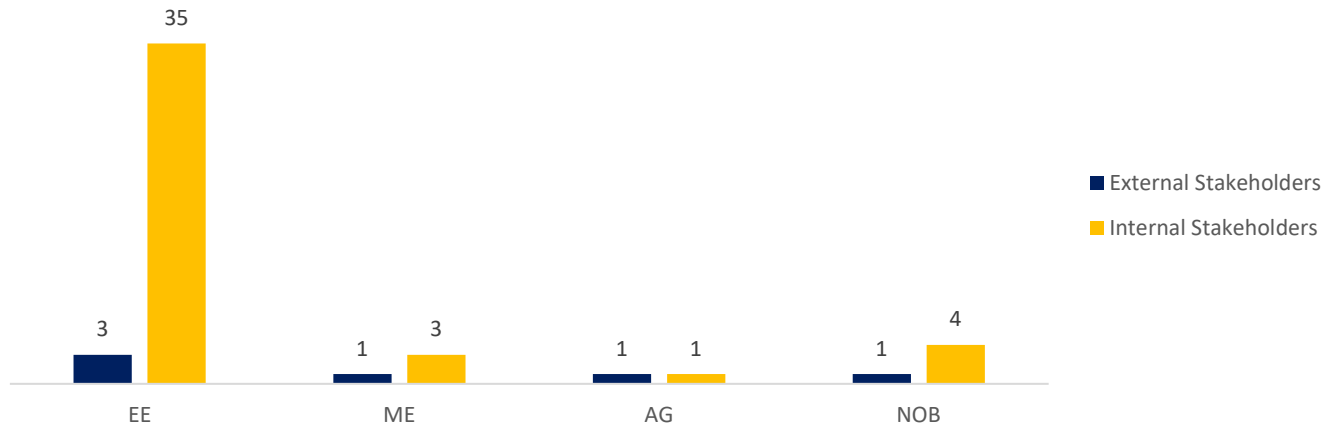
Fosters cooperative communication and positive working relationships with the Council.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	29	29	59.2%
Meets Expectations (ME)	2	12	14	28.6%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	3	1	4	8.2%



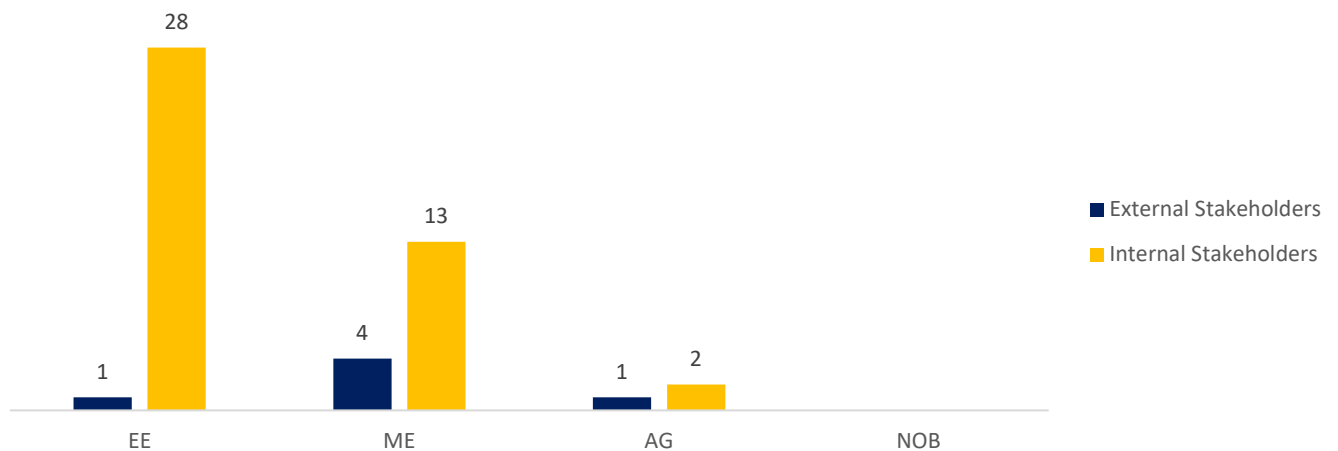
Is skilled in negotiation techniques in a variety of scenarios including with employees, Council, public, interagency.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	35	38	77.6%
Meets Expectations (ME)	1	3	4	8.2%
Area for Growth (AG)	1	1	2	4.1%
Not Observed/No Basis for Judgement (NOB)	1	4	5	10.2%



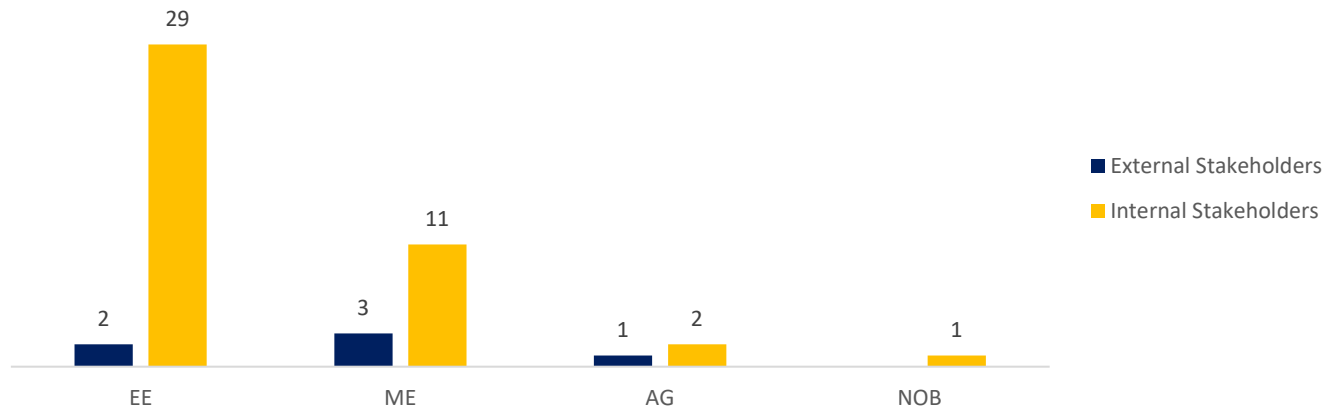
Demonstrates sensitivity to individuals and groups, as appropriate.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	28	29	59.2%
Meets Expectations (ME)	4	13	17	34.7%
Area for Growth (AG)	1	2	3	6.1%
Not Observed/No Basis for Judgement (NOB)	0	0	0	0.0%



Is forthright and honest in all relationships.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	29	31	63.3%
Meets Expectations (ME)	3	11	14	28.6%
Area for Growth (AG)	1	2	3	6.1%
Not Observed/No Basis for Judgement (NOB)	0	1	1	2.0%



Comments for Interpersonal Skills/Relationships:

Mr. Thornley is a strong relationship builder. He seeks to gather all relevant information and is dedicated to strong public engagement and building a robust public engagement process.

Mr. Thornley is principled and demonstrates integrity in all interactions.

An example to follow! As mentioned before, Mr. Thornley's leadership in this organization speaks for itself. In a short amount of time he has turned this ship, creating a system that encourages managers and employees to row in the same direction with purpose, and celebrates everyone's victories. Whenever I have come to Mr. Thornley for advice, he not only supports me, but provides internal or external resources to support as needed. I have watched him do this same thing with Council, other staff, and members of the community. He is empathetic and extremely emotionally intelligent, this allows him to have a keen understanding of the impact he has on those around him.

Mr. Thornley is a thoughtful leader, with a high level of emotional intelligence. He can read a room quickly, is honest, and is a skilled listener. He's also mindful of his audience's needs and has a broad understanding of individual and group needs. He is also a skilled negotiator.

I have been with this organization for over 15 years and this City Manager has a better relationship with all of the employees than any of the former City Managers had. He cares about the employees as individuals and shows appreciation for their work.

As mentioned in my evaluation of Mr. Thornley last year, I observe that he likes being a leader and to lead a team. This is a good trait. Leaders succeed however, when they are selfless and put the organization and its mission first. Unfortunately, over the past year it has become apparent that personal relationships dictate hiring considerations. This is counter to putting organizational needs first. This is an interpersonal weakness because CM prefers people with whom he has previous connections over letting new people into his orbit. The practice is also undermining the organization's values of meritocracy and equal opportunity in hiring practices. It leads to cynicism within the community and a perspective that there is a preference for insiders to the exclusion of others who may seek employment or want to be a public servant to our community. For example, this year CM hired a third Assistant City Manager. This position was not advertised nor was it budgeted by Council. CM introduced the hired candidate as a known quantity to city hall because the individual represented a business interest that has a lot of dealings with the city. The person has no past city government experience and insufficient consideration was given as to his fit for the position. Within weeks after the hiring, a memo was sent to the Council instructing the Council to not speak to the new Assistant City Manager about certain topics (presumably due to conflicts of interest). These

are the topics that were previously stated as a strength the new Assistant City Manager brought to the organization. The organization and this individual would have been better served if an open recruitment for the position was conducted so that candidates could compete for the job rather than hiring someone based upon a personal relationship. Likewise, a family member of someone who performs personal services for the mayor was hired for a non-advertised and non-budgeted position. Cronyism is the hiring of known people without regard to qualifications. Hiring individuals into positions in a non-competitive manner can lead people to reasonably conclude that CM is participating in cronyism. This undermines trust and confidence in city government.

Doug has the ability to relate to people and gain trust because he is genuine and desires to serve not only our community, but the employees of the City of Reno. In the past two years he has built a working relationship with Council that is built on trust and mutual respect. He is the first City leader to focus on accessibility of services and information for ALL residents and employees and has invested City resources to that end.

Limited interaction with those within the organization outside of the CMO and council.

Doug's interpersonal skills are one of his best assets. He can communicate at many levels depending on the audience in a way that is easily understood.

Manager Thornley is very personable and collaborates and respects people across all levels of the organization.

The Manager regularly demonstrates his integrity and ownership of his decisions, which has led to a level of trust in the executive team that has not been seen in the City for decades. The entire executive team that he has built internalizes his values and are leaders that I can trust when I fail and when I succeed. This is a drastic change from past executive leadership teams.

I believe Doug has gained the trust and respect of City employees, citizens and other organizations because of his communication style. It has been my observation that Doug treats employees at every level as if their work is just as or even more important than the work he does. Doug has very complex ideas that he can easily communicate in ways that foster confidence in the City and cooperation with citizens and other organizations.

The City Manager demonstrates care and concern for employees. He solicits opinion and makes an effort to reach out to employees throughout the organization.

Truly exceeds in other areas, but is elite and frankly the best I've worked with on item 24. Makes it very easy to work at Reno despite any challenges.

Doug is confident in his communications with Council members, employees and outside organizations and meets issues head on. He endeavors to inform Council members of ongoing activities and ongoing projects. Doug is empathetic and skilled at seeing the various perspectives of a circumstance and works to find the most common ground solution possible.

Doug is good and listening and responding. He processes information and follows up. He's also good when it comes to delegating and making sure things get done.

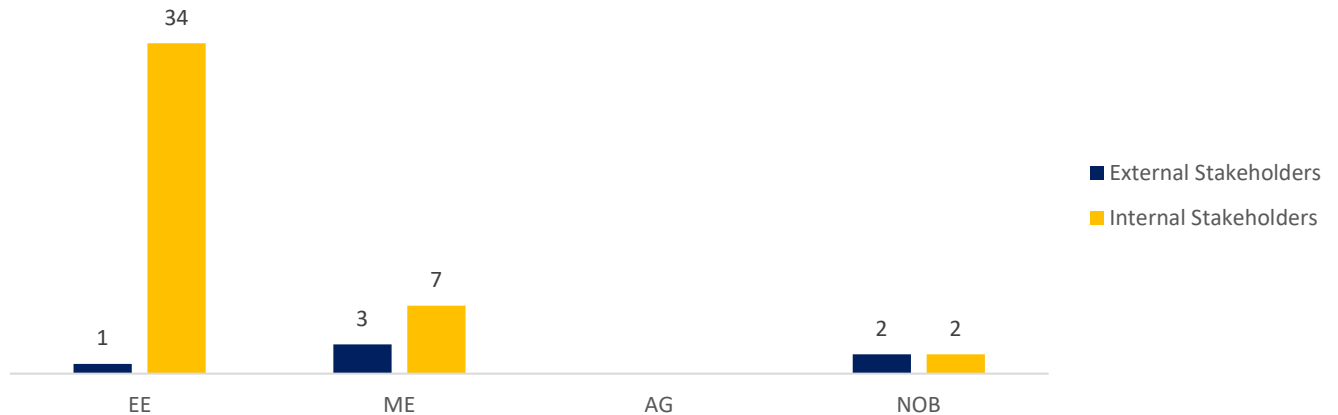
Mr. Thornley exceeds expectations and is building a culture at the City of Reno that fosters open dialogue on complex issues.

Does an incredible job building trusting relationships with people throughout the organization and in the community.

Leadership/Culture:

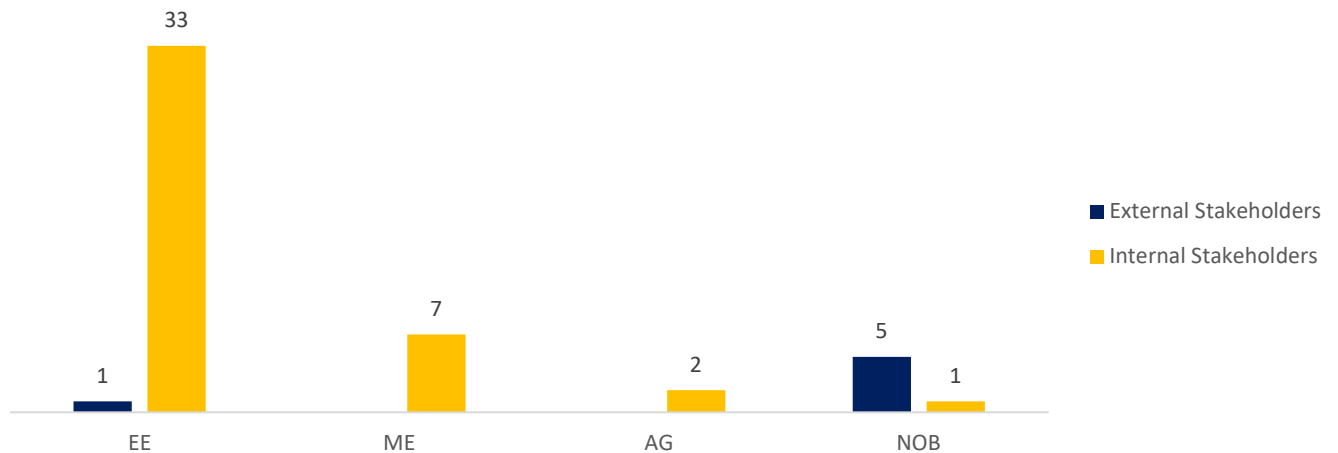
Supports and manages in accordance with identified City Values and Council Priorities.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	34	35	71.4%
Meets Expectations (ME)	3	7	10	20.4%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	2	2	4	8.2%



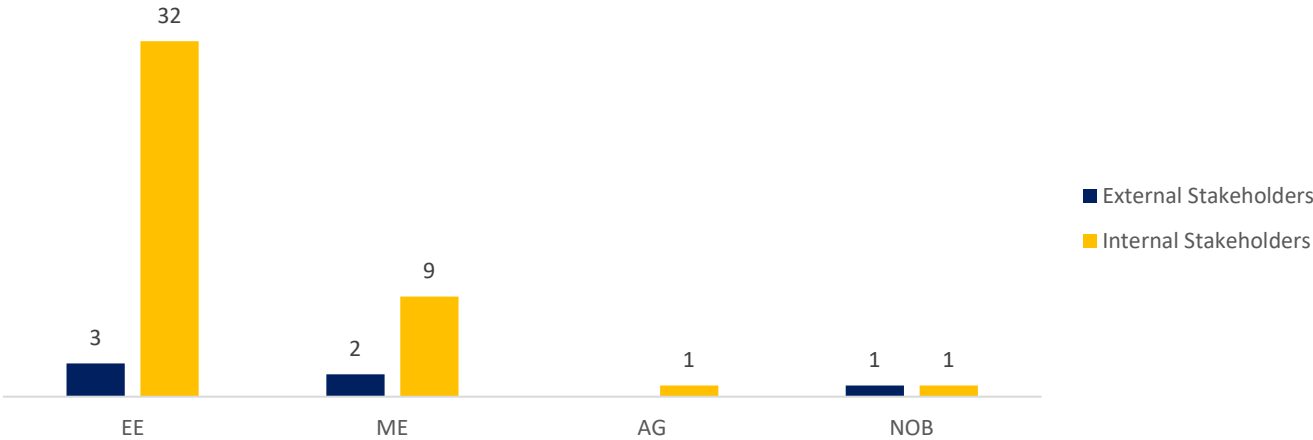
Provides City staff with direction and management according to the transparent and high performance government model.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	33	34	69.4%
Meets Expectations (ME)	0	7	7	14.3%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	5	1	6	12.2%



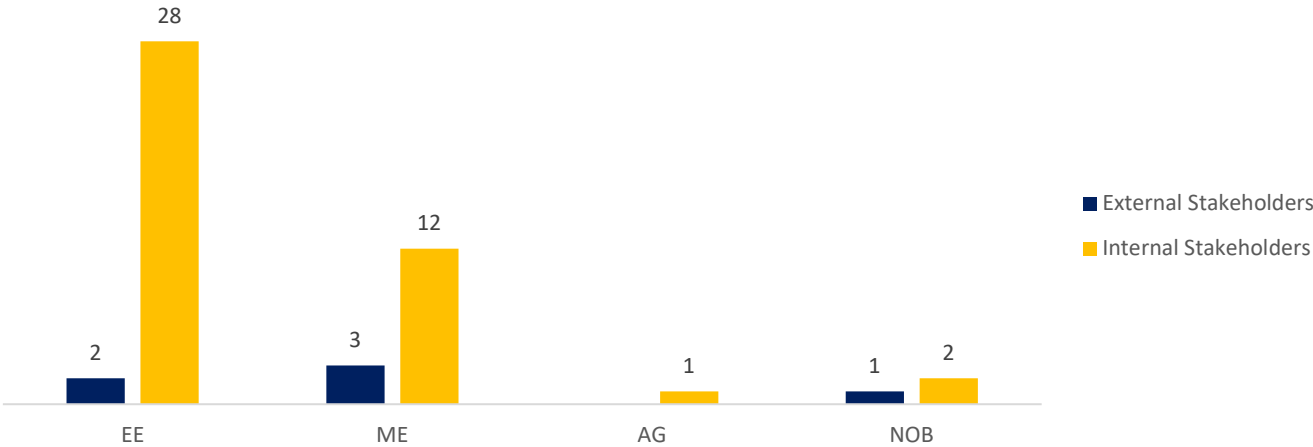
Uses sound judgment in decision making.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	32	35	71.4%
Meets Expectations (ME)	2	9	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	1	1	2	4.1%



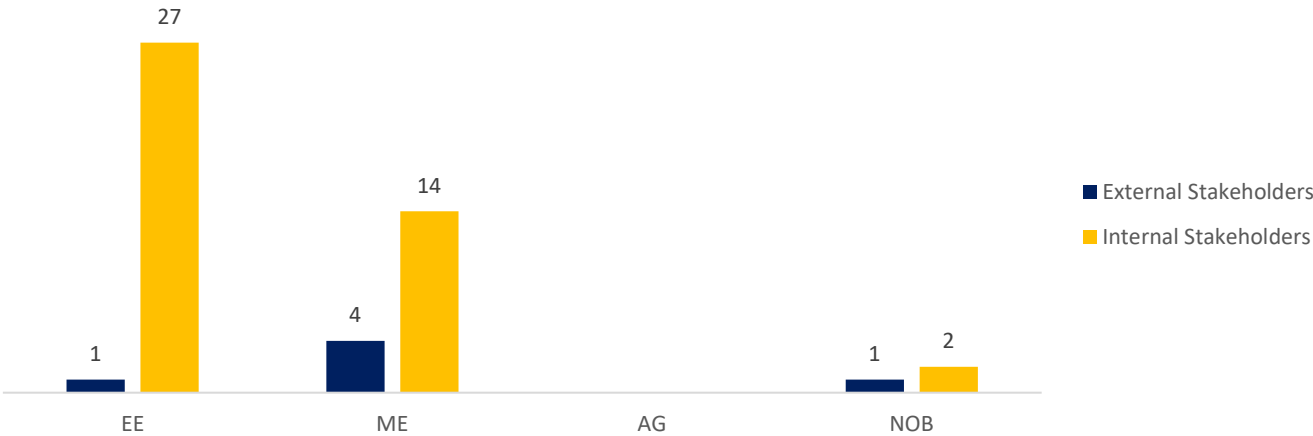
Seeks out all relevant and necessary data.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	28	30	61.2%
Meets Expectations (ME)	3	12	15	30.6%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



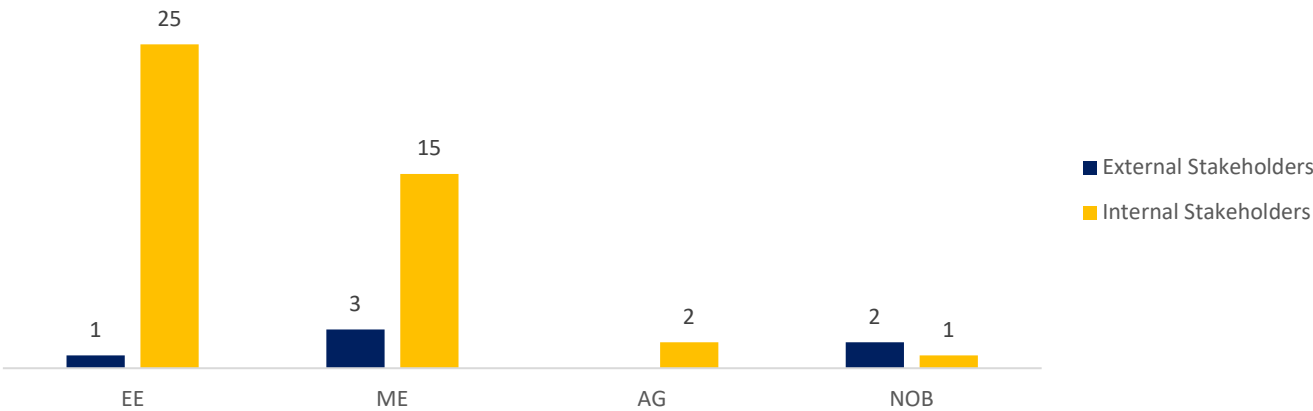
Makes decisions in a timely manner.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	27	28	57.1%
Meets Expectations (ME)	4	14	18	36.7%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



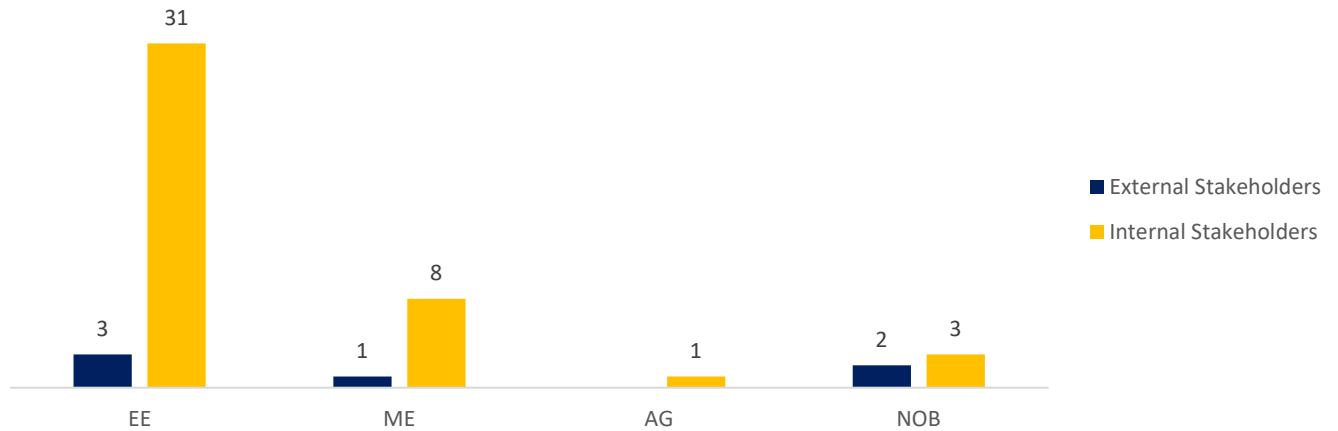
Directs utilization of City resources effectively.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	25	26	53.1%
Meets Expectations (ME)	3	15	18	36.7%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	2	1	3	6.1%



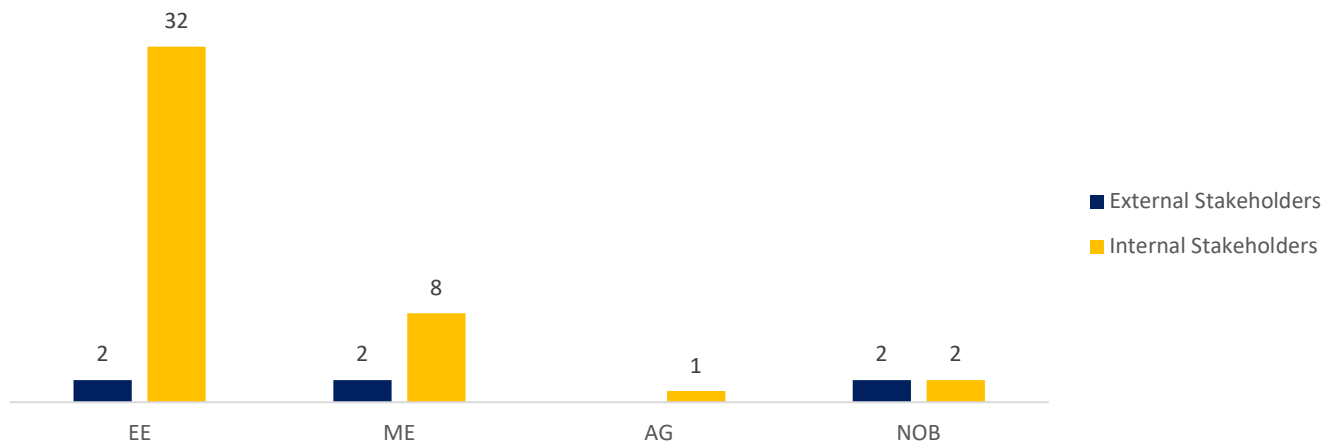
Consistently supports re-engineering efforts City-wide.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	31	34	69.4%
Meets Expectations (ME)	1	8	9	18.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	2	3	5	10.2%



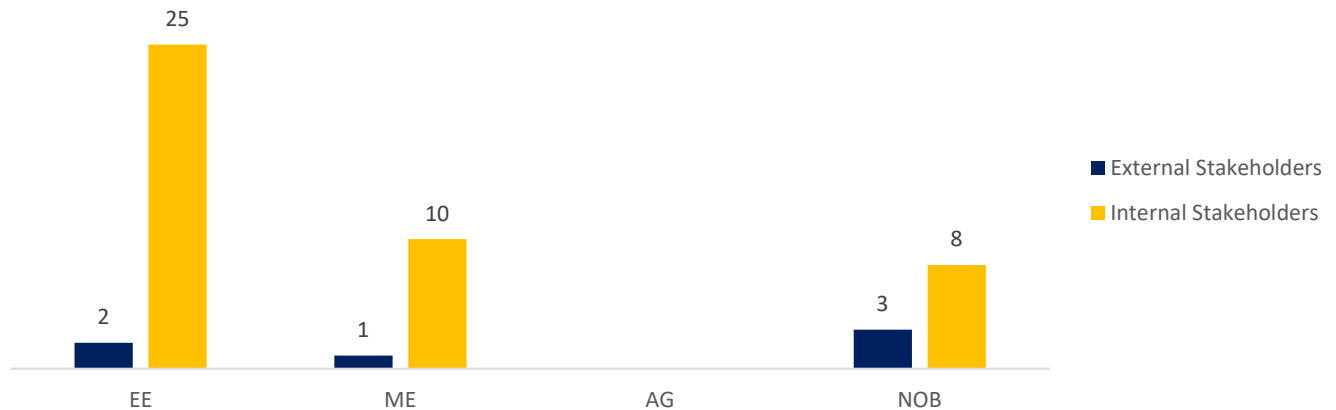
Handles crises and/or emergencies in an effective, efficient, and professional manner.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	32	34	69.4%
Meets Expectations (ME)	2	8	10	20.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	2	2	4	8.2%



Stays current on management practices and techniques and seeks to increase his/her value to the City.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	25	27	55.1%
Meets Expectations (ME)	1	10	11	22.4%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	3	8	11	22.4%



Comments for Leadership/Culture:

By far, Doug is the most successful City Manager in the past 20 years in changing the Culture at the City where everyone is important and has a voice!

The City Manager has built one of the best environments and culutre the City has seen in a very long time. His leadership and the leadership he expects of the entire team is dedicated to putting people first and creating a workplace that supports the individuals that make up a team that execute on the vision and mission set by the Council and driven by Mr. Thornley.

Leadership is where Mr. Thornley excels. Hi has the ability to inspire and guide others towards a common goal or vision. He motivates the City of Reno team, creating a positive and inclusive work environment. He clearly drives growth, innovation, and high performance.

He is constantly seeking opportunities to learn AND encouraging his team to do the same. This has changed the way the City of Reno approaches problems and will pay dividends in the long run through well rounded and well trained employees.

A healthy organizational culture has been a priority and Mr. Thornley continues to steer the organization in the right direction.

Mr. Thornley excels in the category of Leadership. Since he joined the City in 2020, we have seen a nearly-full recovery of the previous toxic culture pervasive throughout the City's various departments. This toxicity should come as no surprise as this has previously been felt by staff and communicated up. Depending on who you talk to, the poor culture has been with us since the Great Recession. Mr. Thornley's tactical efforts to boost the City's culture are apparent to me, as someone that has seen the culture misconnection with the previous four City managers, both full-time and acting. In situations that can be politically heated, Mr. Thornley maintains professionalism and calm-headedness which exemplifies the right kind of tone at the top for our organization. City staff are in good hands with the Leadership team he has created, fostered, and heads daily.

The culture of productive leadership within the city fosters working relationships that are based on trust, mutual respect, and a desire to produce effective change. His leadership allows for continued improvements, not a reactionary response to questions and concerns.

Our City Manager "gets it" when it comes to leadership and setting the culture for the organization. He has created a leadership team that magnifies the supportive culture of respect, creativity, integrity, and pride that has made the City of Reno one of the "Best Places to Work".

City Manager Thornley is a critical and strategic thinker and all decisions are data-based.

Doug's leadership style is one of the most welcomed changes we have seen here at the COR. The culture has improved and trust has been re-established with the vast majority of our employees.

Manager Thornley has fostered a culture of leadership that is apparent throughout the organization.

*Compliance with state ethics laws is typically a personal matter to those to whom the law applies. Often violations are contained to isolated personal digressions and not impactful to the organization. The spate of ethics infractions this year are different however and indicting of CM's leadership. While it is an important distinction to make that CM was **not** the subject of any ethics violations, questions are raised about his involvement in the violations, his appreciation of the gravity of these, and how he values an ethical governance environment. The Fire Chief's state ethics violation is the only one pertaining to someone under CM's direction. As a Council Member, one would not necessarily expect to be informed of any personnel discipline measures, including this one. However, as a Council Member, one would expect to be informed if the violation also involved violations of city policy, acknowledgement that a state ethics violation by a department head is problematic, assurance that it was an isolated incident and whether corrective policies and procedures were put into place. We received no such communication. This lack of communication raises a question if the Chief violated the state ethics law with the endorsement of the CM. The other two state ethics violation complaints that were deemed to have merit, pertain to City Council Members. In both instances, there are optics that CM has demonstrated partiality toward those individuals at the expense of the organization. Without going into expanded detail, two examples are provided. In one instance a Council Member has a cooling off period and that was relevant to the violation. This period is tolling an important city function that should have been completed by now according to city policy. The most troublesome complaint involved a sitting Council Member who also had a personal business interest in the outcome of city labor contracts. In hindsight, it is problematic that CM knew of the Council Member's business ties and did not isolate that individual from being able to influence the city's bargaining approaches. Because the complaint was settled with a stipulated agreement before a determination that the ethics laws were violated, CM now has a leadership role to ensure this conflict of interest does not impact operations. The seriousness of the matter warrants communication to the Council if there was a cause for internal investigation related to city policy violation and if not, reasons for not conducting that. This communication has not been provided. At minimum, because the stipulation agreement is in place for some time, Council should be informed of guidelines that are in place to prevent this conflict from influencing outcomes. As for the optics referenced above, last year's CM evaluation was at the same meeting and following the labor contracts adoption. During that evaluation, the Council Member who was the subject of the ethics complaint, made the case for a sizeable compensation increase for CM. The sequence of these two events, could lead one with hindsight knowledge to speculate that a quid pro quo arrangement was made between CM and the Council Member. With that optic a possibility for a circumspect observer, CM should make effort to ensure that additional appearances of partiality do not exist.*

It is clear that the Manager is constantly looking for process improvements and has no hesitation in realigning City resources and assets when data supports the change. Unlike previous Managers, he is thoughtful but timely in his decision making and makes strong efforts to communicate the "why" behind his decisions.

The culture in this organization is better than it has ever been. In my opinion this is basically due to the fact that Doug does what he says he's going to do. Besides that his leadership is amazing in all aspects and he truly lifts employees of the organization to be the best version of themselves.

The City Manager has continued to orchestrate improved citywide culture change. The efforts towards inclusion and employee wellness have been a welcomed and overdue initiative.

Doug listens to and seeks dissent on decisions. I've seen him be decisive, but open to feedback and willing to change direction even after communicating the decision.

The City's values and priorities are of the utmost importance to the City Manager. He works closely with his management and leadership teams to identify areas of improvement and gather information that can be important to the development of new processes for the City. Doug communicates with Council Members related to emergency situations quickly and professionally. When working on individual issues, he is thorough in his information gathering in order to make the most informed decision possible.

Doug truly wants what's best for the City and that shows in how he operates.

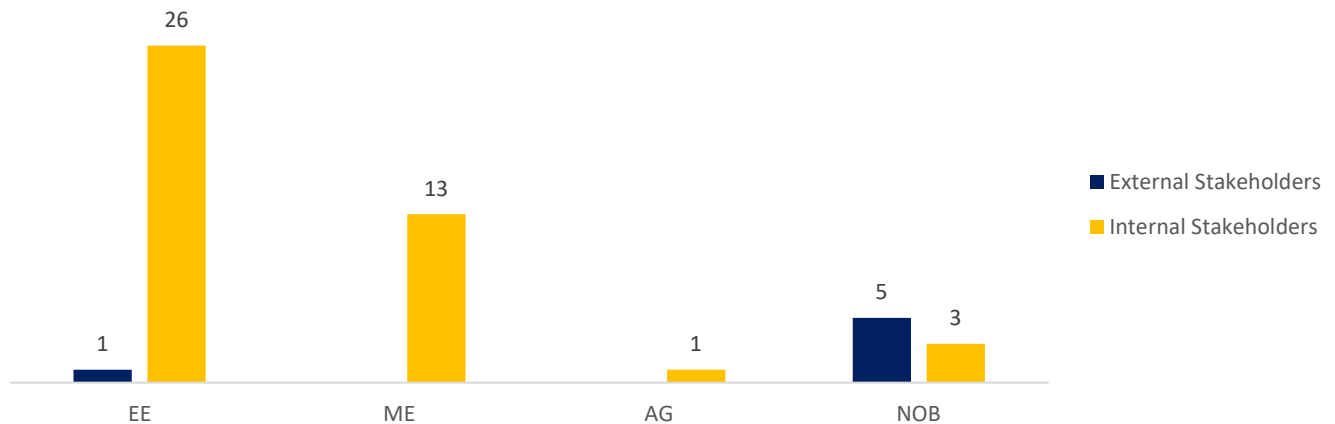
I appreciate Mr. Thornley's commitment to creating the opportunities for others to lead. I also appreciate his consistent efforts in the DEI space.

Lifelong learner who invests in the entire team through ongoing education, sharing current news and best practices, and encouraging people to grow. Well rounded as a leader, but particularly strong in building a culture of accomplishment, outcomes, and making people feel valued.

Innovation:

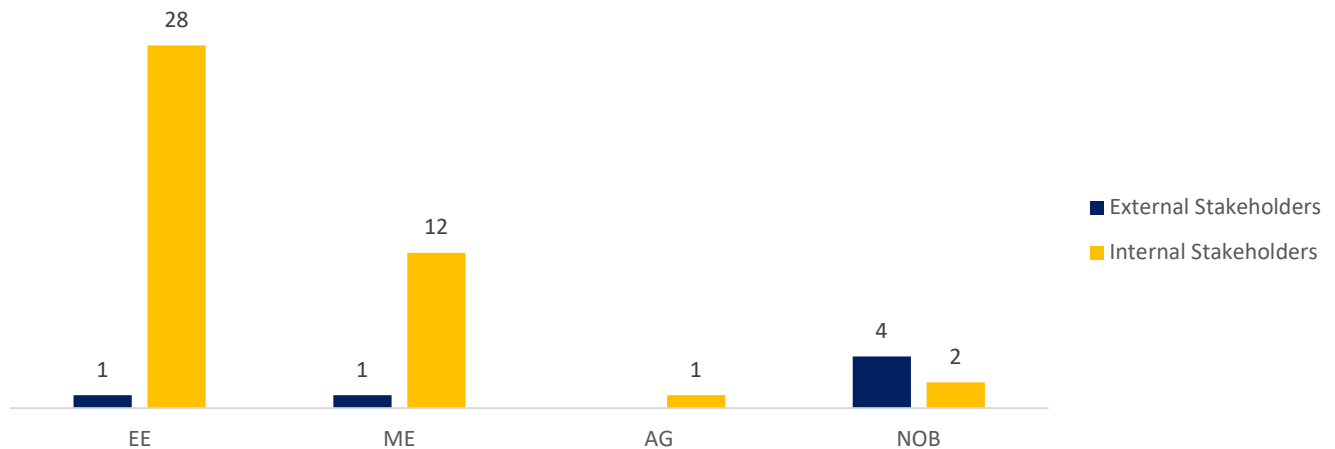
Participates with Council and Staff in strategic planning.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	26	27	55.1%
Meets Expectations (ME)	0	13	13	26.5%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	5	3	8	16.3%



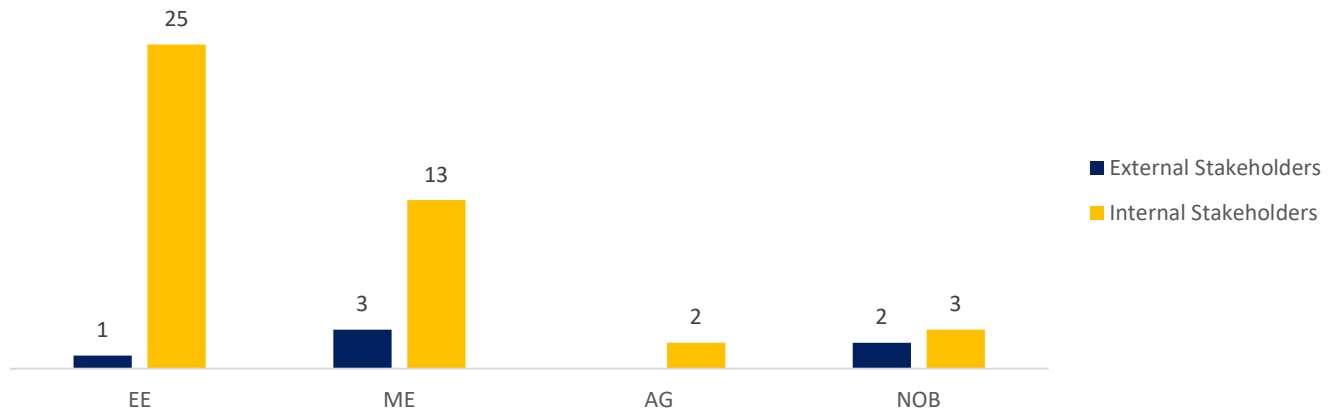
Links strategic goals to the Strategic Plan and Council Priorities.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	28	29	59.2%
Meets Expectations (ME)	1	12	13	26.5%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	4	2	6	12.2%



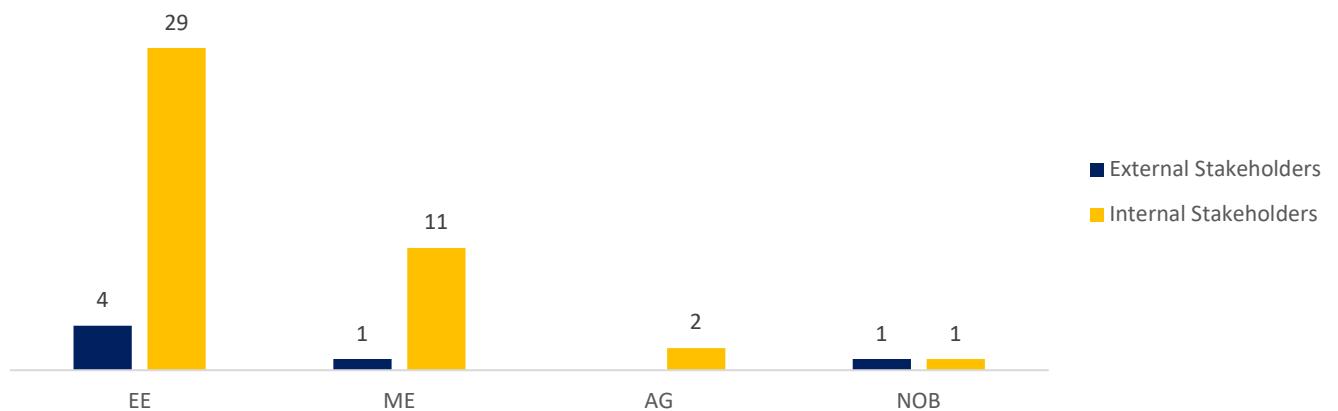
Sets objectives for performance and manages toward those objectives.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	25	26	53.1%
Meets Expectations (ME)	3	13	16	32.7%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	2	3	5	10.2%



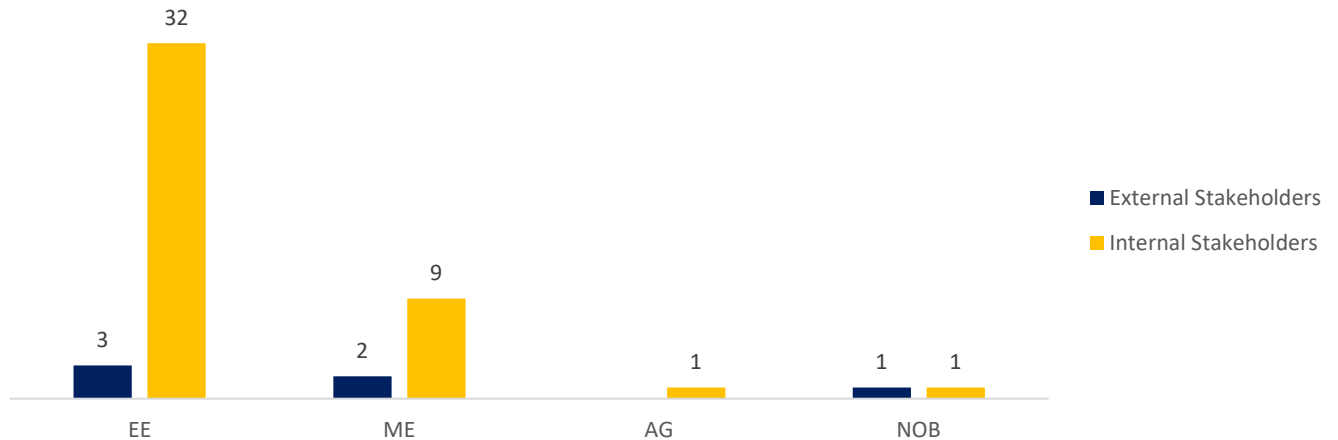
Promotes creative thinking and policy development that is suitable for the times.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	4	29	33	67.3%
Meets Expectations (ME)	1	11	12	24.5%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	1	1	2	4.1%



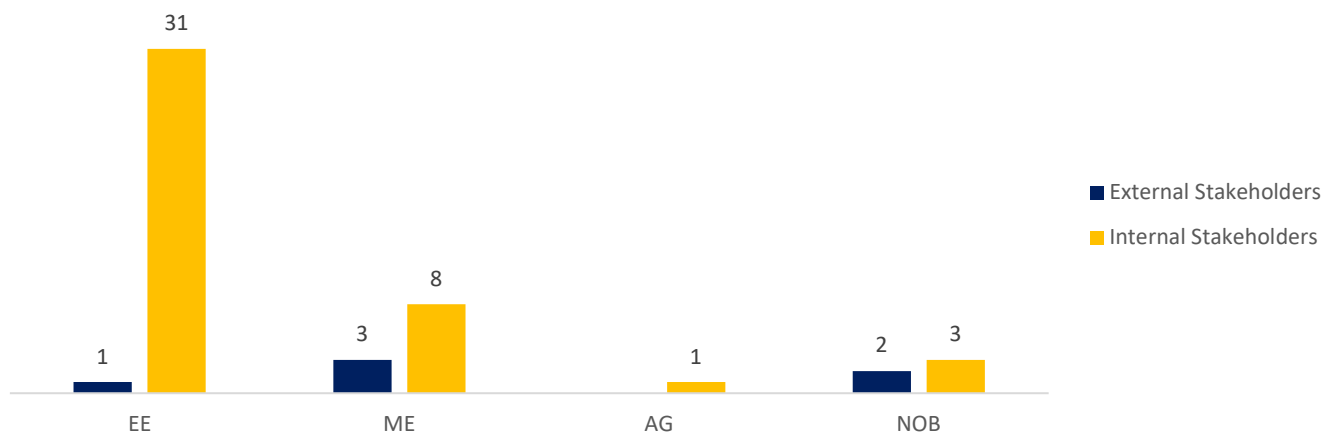
Is receptive to new ideas, suggestions and approaches to make our community a better place.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	32	35	71.4%
Meets Expectations (ME)	2	9	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	1	1	2	4.1%



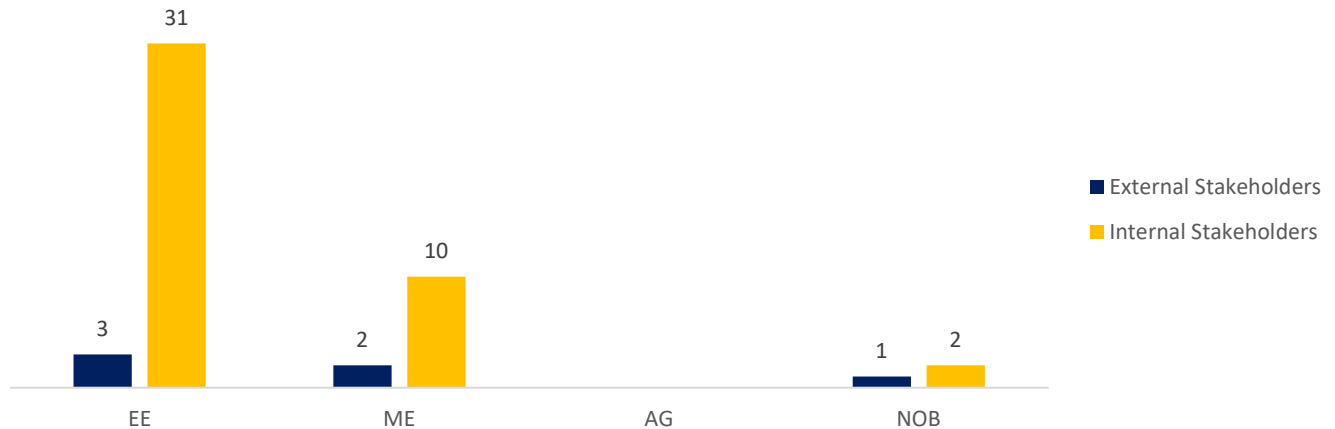
Exhibits a short-term and long- term forward- thinking approach to the State of the City.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	31	32	65.3%
Meets Expectations (ME)	3	8	11	22.4%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	2	3	5	10.2%



Is receptive to a changing environment.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	31	34	69.4%
Meets Expectations (ME)	2	10	12	24.5%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



Comments for Innovation:

Doug is passionate about strategic planning and he is very good at it! He works tirelessly with our council to develop strategic priorities and goals. He then has made it a priority for everyone to ask themselves, how do this fit into these goals and priorities? This is a mindset that is crucial for a City as it creates a map for everyone to follow and course correct when need be.

Mr. Thornley is constantly seeking new and innovative ways to provide the highest quality service to the community. He frequently empowers staff to find solutions to problems using technology or thinking of new and often traditionally non-government solutions. His ability to link the needs of our community to the all the available solutions sets him apart from other leaders in similar situations.

Mr. Thornley encourages and fosters creativity in the team. He is fundamental in the City's pursuit of innovation.

Mr. Thornley is successful in aligning daily actions with short and long-term positive outcomes for the organization. The organization is currently undergoing a new process for aligning objectives for performance more closely with the strategic plan. This will strengthen this area.

Steady growth and change in accordance to the goals of the city, while creating different and innovative responses is one of my favorite things about Manager Thornley's leadership. Creating change is the normal not the exception.

Innovation is lacking for two reasons. First, as discussed above CM has not engaged the Council in strategic planning. Innovation is put to service when there is a problem defined and a desired outcome. This has not happened because the strategic priorities are not identified. In city functions there are often practices to emply that have been proven by cities facing similar challenges. These should be first line tools and adapted to Reno's unique set of circumstances. For example, many communities have dealt with street conflict issues in their downtown environments.

Using some of the approaches other communities have used as in the downtown street test project and then modifying those to Reno's downtown streets is an example of innovation/customization of known tools. Because innovation is often incremental and builds upon proven practices, what is often mistaken for innovation is faddism. I think the second reason that innovation is failing is because under CM's leadership, Reno is chasing fads. An example of this is last June's blockchain of the historic registry. It seemed to be a headline chasing effort that offered unspecified advantages and was poorly implemented. Likewise, the distribution of the Space Whale NFT was a novelty exercise now mired in litigation. Rather than chasing innovation conflated with fads, there is strong value in competently accomplishing basic local government responsibilities. An example of this is Reno's fleet management. There appears to be a well inventoried need that is integrated with budgeting realities facing

the city. An example of innovation that could be pursued is participatory budgeting. Unlike the novelty of the Space Whale NFT, many cities employ participatory budgeting. This practice serves the interests of residents well in a critical city function. As it is, Reno budgeting is opaque and could be improved with educating the public about public finances and fiscal realities.

The City Manager has created the environment and culture that allows innovation to thrive. To be an innovator, you have to be comfortable with trying new things and possibly failing. It is through how the failures are handled by leadership that will either build trust to keep trying or shut down the creative process. Our City Manager builds trust and shows confidence in those who try new things. This culture and support will build the muscle throughout the organization to drive innovation in multiple areas all at once. It is a culture that drives innovation, not a strategy.

Doug's forward thinking and process improvement mentality are huge pieces of the respect that he has from the Directors, Managers, and Supervisory staff within the city. Ideas are presented and consensus' are formed with this approach.

Manager Thornley is open to new and innovative ideas and encourages this throughout the organization.

The Manager regularly communicates his expectations and objectives for meeting our strategic goals and approach to the State of the City. He is open ideas and has driven significant change in all aspects of City operations.

The practices Doug has put into place show he excels in the area and truly cares about the City and community. In the years Doug has been leading this ship we have broken down silos, encouraged positive change, became more collaborative, more proactive, more transparent, more strategic and more inclusive. These changes are a direct outcome of his innovative vision.

The City Manager could be classified as progressive but with purpose. He is driven to make needed changes and is quick to remove obstacles.

More of the same, allows staff to lead the discussion.

Doug is not only receptive to suggestions, but has been instrumental in our changing City environment. He works closely with his management staff to identify potential areas of improvement. He is hands on as it relates to strategic planning and moving the City towards short and long term goals.

Doug is always looking for ways to improve the City and making it a better place to work.

Doug is an innovator that has changed the way the City functions and works for the betterment of our community.

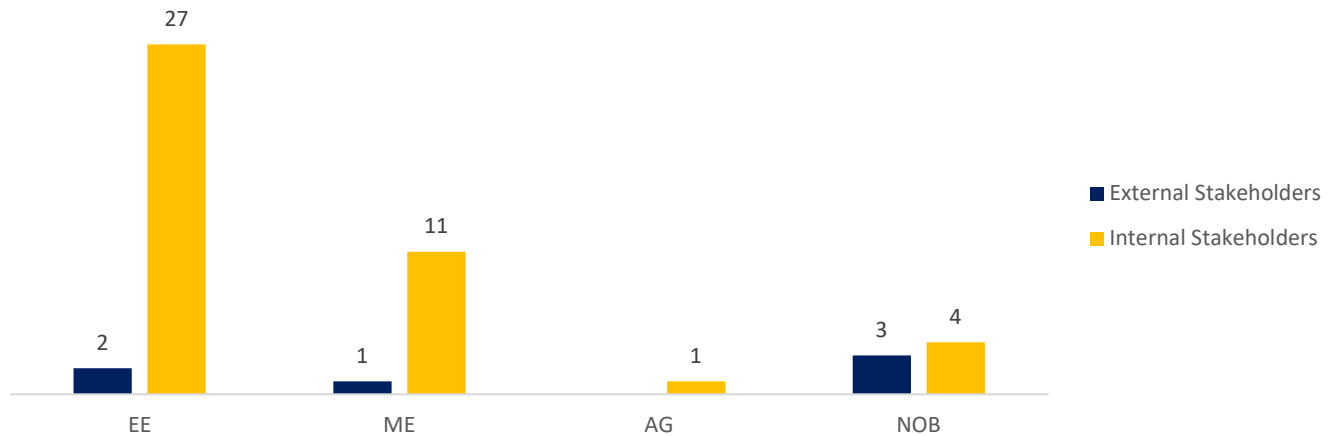
Synthesizes the best of all that is happening in government and helps build actionable framework to innovate.

Management:

Roles of Charter:

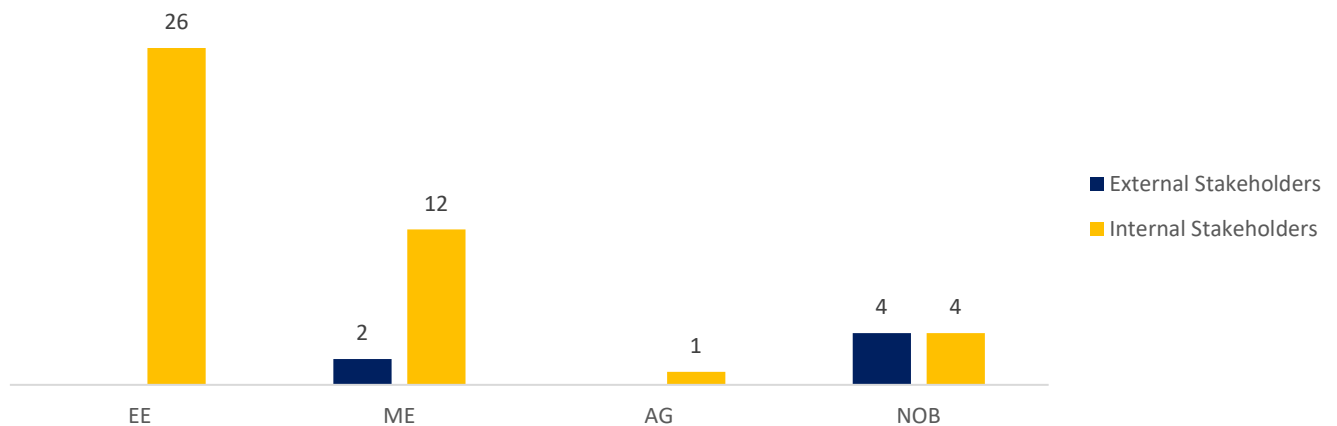
Is knowledgeable, effective and efficiently uses the authority granted by the City Charter to the City Manager, the City Council, and other elected or appointed positions.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	27	29	59.2%
Meets Expectations (ME)	1	11	12	24.5%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	3	4	7	14.3%



Is respectful of the delegation of powers described in the Charter.

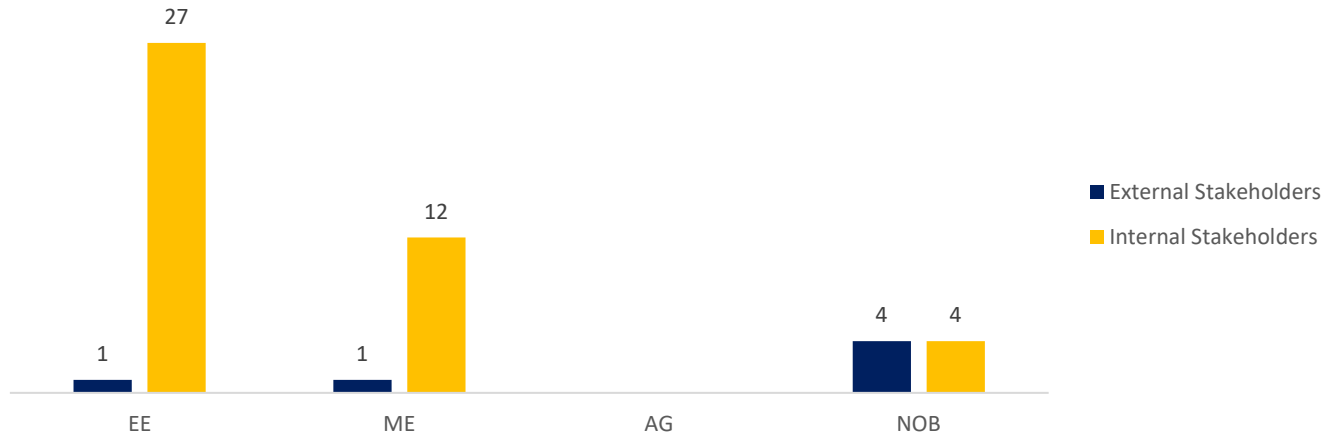
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	26	26	53.1%
Meets Expectations (ME)	2	12	14	28.6%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	4	4	8	16.3%



Setting the Agenda for City Council Meetings:

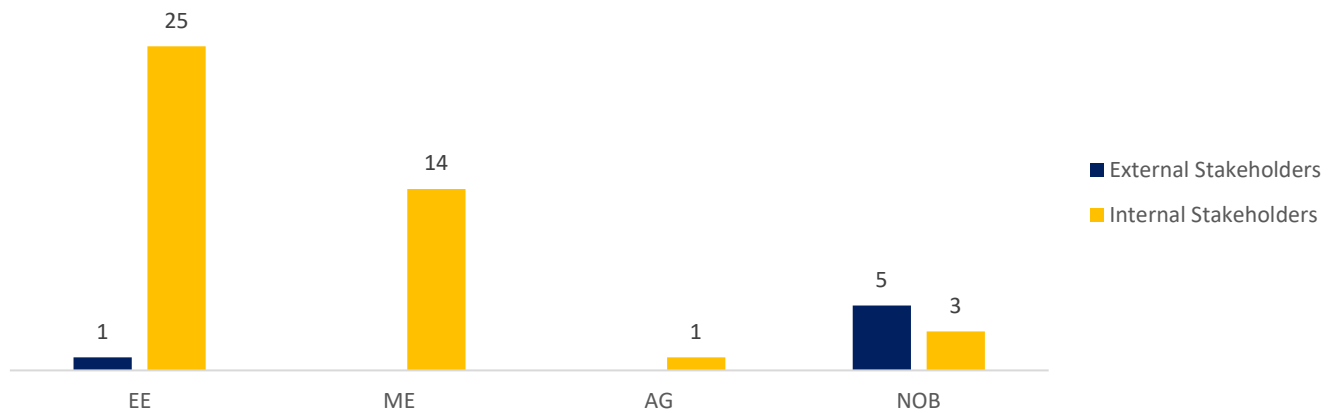
Presents issues for consideration by the Council in a timely manner.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	27	28	57.1%
Meets Expectations (ME)	1	12	13	26.5%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	4	4	8	16.3%



Creates logical sequence for items to be considered.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	25	26	53.1%
Meets Expectations (ME)	0	14	14	28.6%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	5	3	8	16.3%

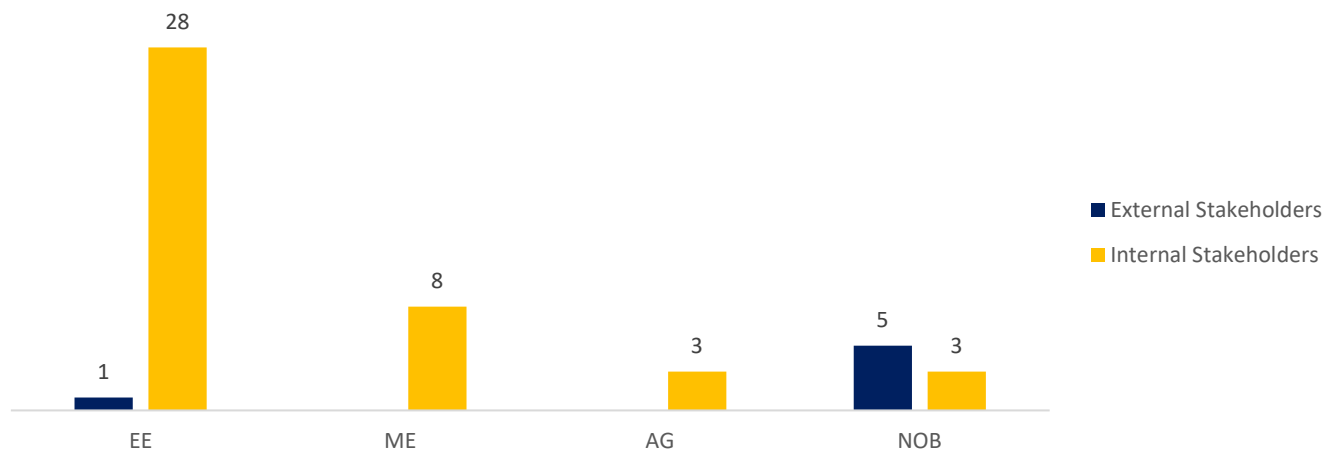


Preparation of Materials for City Council Meetings:

Makes materials that are explanatory to the Council, with the pertinent facts and analysis for the Council to make informed decisions.

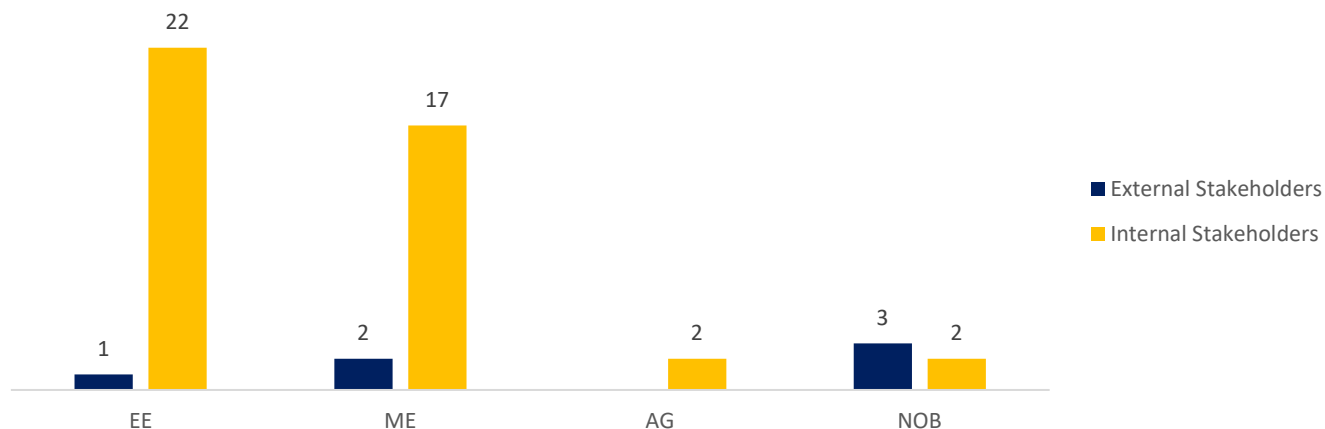
Rating	External Stakeholders	Internal Stakeholders*	Total	Total %
Exceeds Expectations (EE)	1	28	29	59.2%
Meets Expectations (ME)	0	8	8	16.3%
Area for Growth (AG)	0	3	3	6.1%
Not Observed/No Basis for Judgement (NOB)	5	3	8	16.3%

*One internal stakeholder did not answer



Makes materials available for the general public and media to review and understand.

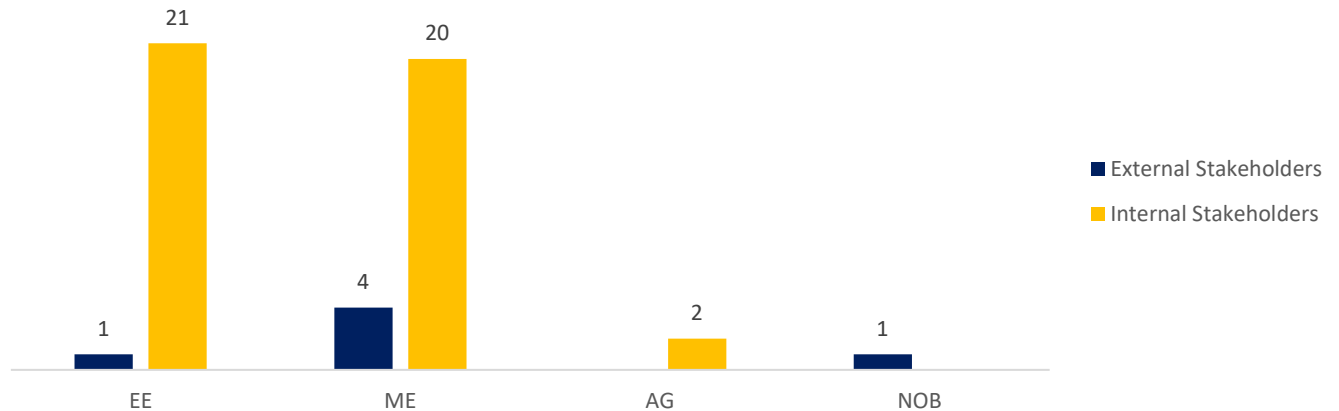
Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	22	23	46.9%
Meets Expectations (ME)	2	17	19	38.8%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	3	2	5	10.2%



Conduct of City Council Meetings:

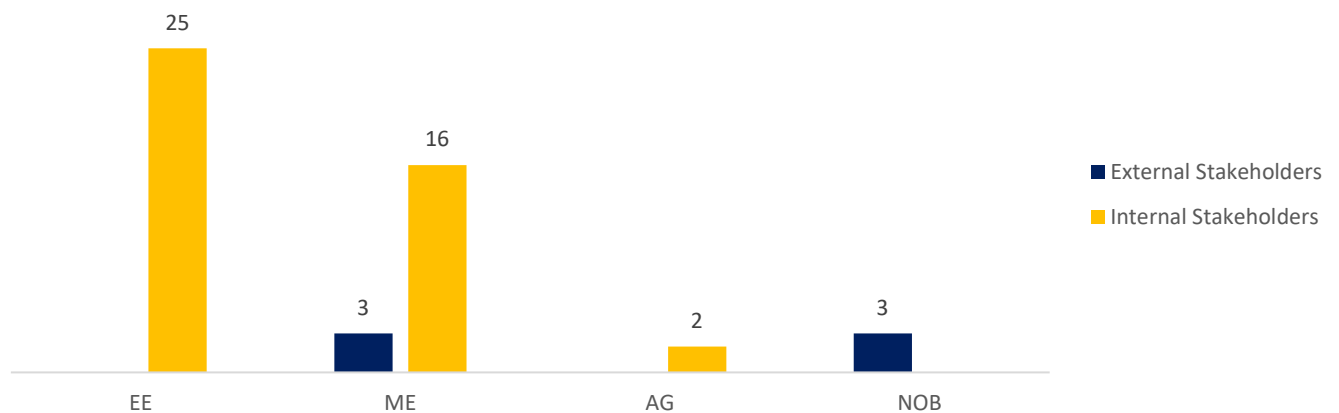
Initiates responses to issues and concerns that the Council and/or public poses.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	21	22	44.9%
Meets Expectations (ME)	4	20	24	49.0%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	1	0	1	2.0%



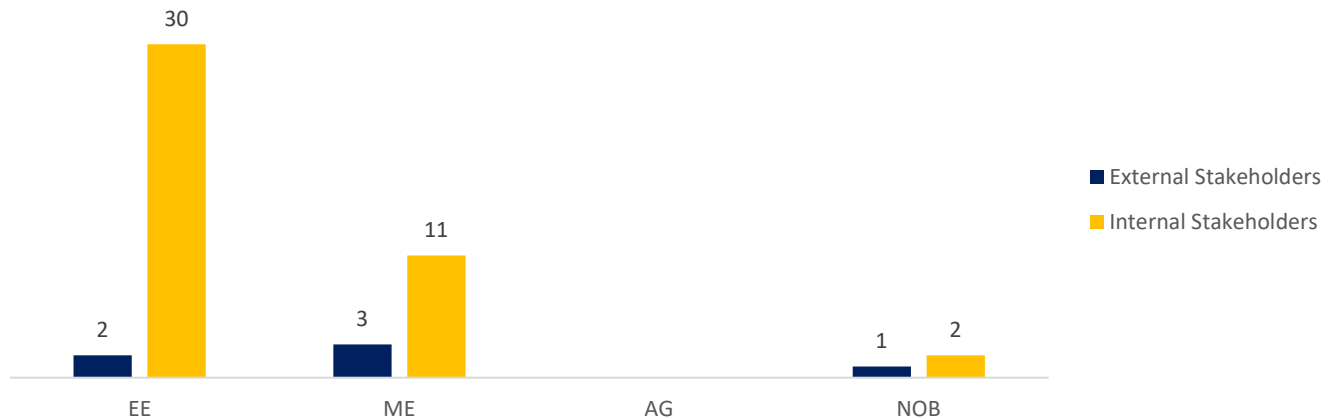
Contributes positively to Council deliberations.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	25	25	51.0%
Meets Expectations (ME)	3	16	19	38.8%
Area for Growth (AG)	0	2	2	4.1%
Not Observed/No Basis for Judgement (NOB)	3	0	3	6.1%



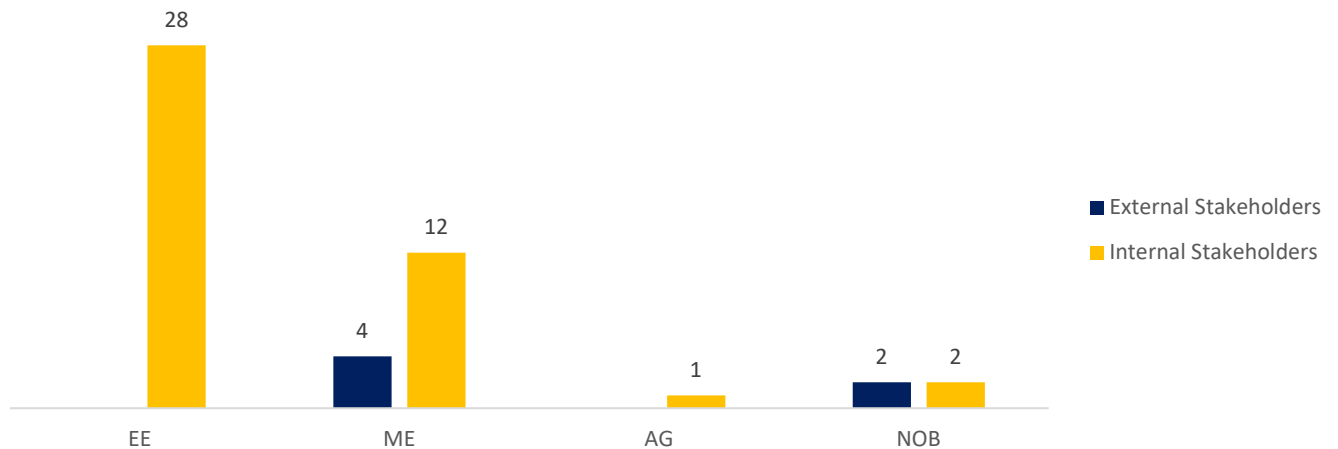
Has the ability to delegate authority, granting proper authority at the proper times.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	2	30	32	65.3%
Meets Expectations (ME)	3	11	14	28.6%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	1	2	3	6.1%



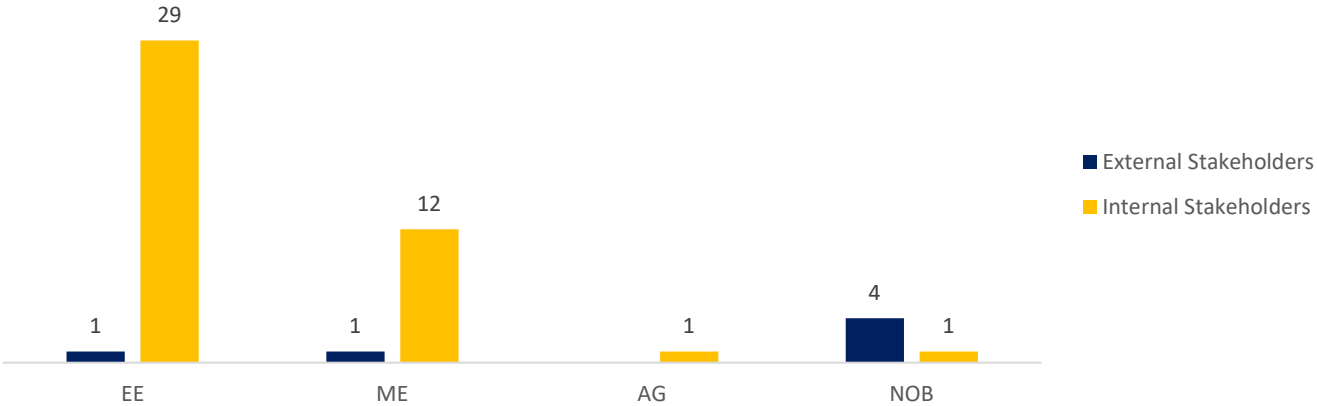
Has sound judgment in the evaluation of when delegation is appropriate.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	28	28	57.1%
Meets Expectations (ME)	4	12	16	32.7%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	2	2	4	8.2%



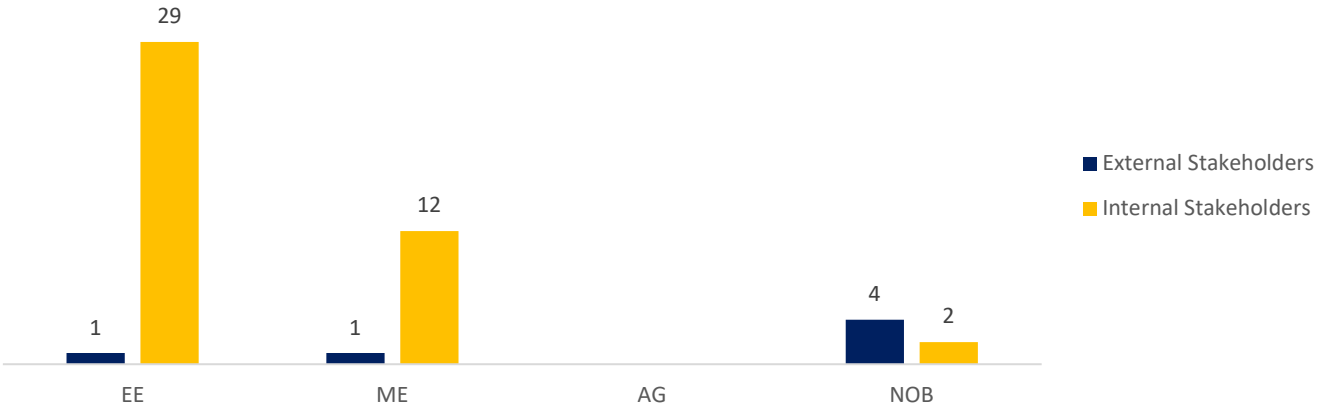
Utilizes a positive approach to direct work efforts of staff.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	29	30	61.2%
Meets Expectations (ME)	1	12	13	26.5%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	4	1	5	10.2%



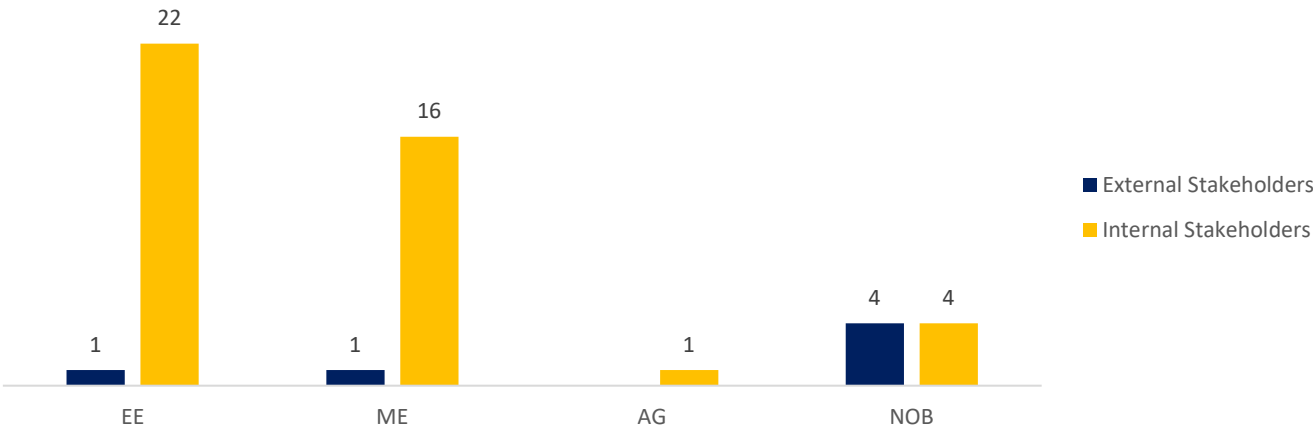
Encourages and rewards initiative and promotes effective Human Resources programs and values.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	29	30	61.2%
Meets Expectations (ME)	1	12	13	26.5%
Area for Growth (AG)	0	0	0	0.0%
Not Observed/No Basis for Judgement (NOB)	4	2	6	12.2%



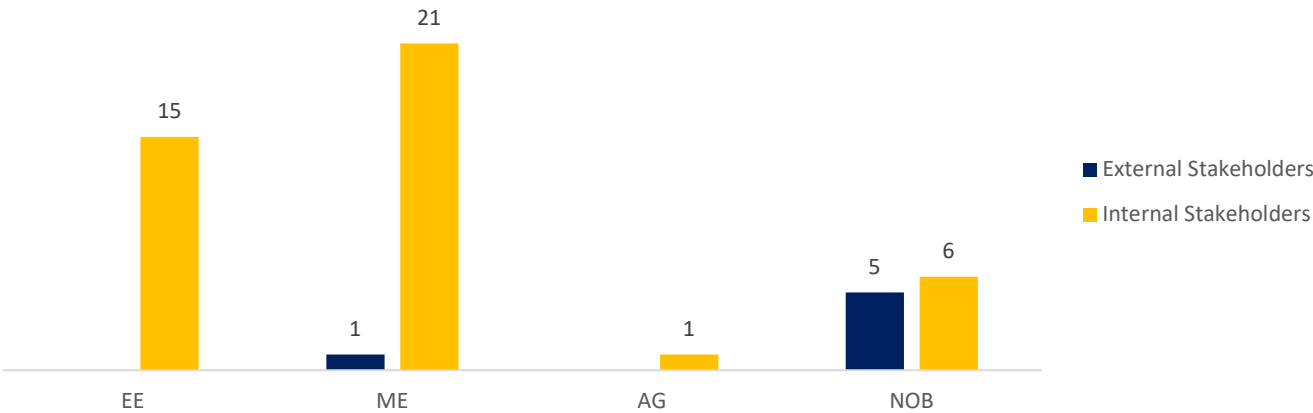
Utilizes effective project management techniques.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	1	22	23	46.9%
Meets Expectations (ME)	1	16	17	34.7%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	4	4	8	16.3%



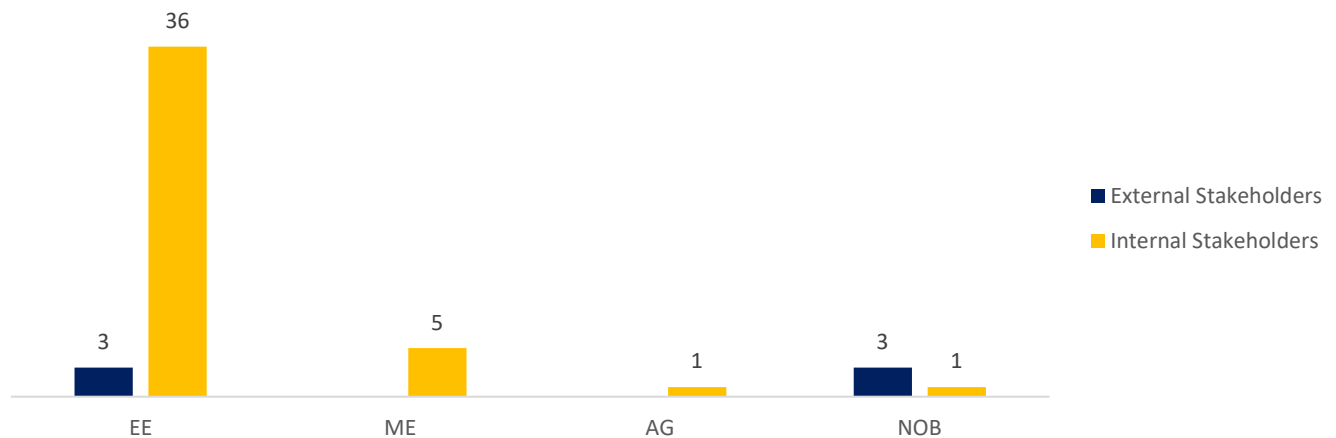
Completes projects agreed upon with Council within a given time frame.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	0	15	15	30.6%
Meets Expectations (ME)	1	21	22	44.9%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	5	6	11	22.4%



Promotes cohesive teamwork with the Senior Management Team.

Rating	External Stakeholders	Internal Stakeholders	Total	Total %
Exceeds Expectations (EE)	3	36	39	79.6%
Meets Expectations (ME)	0	5	5	10.2%
Area for Growth (AG)	0	1	1	2.0%
Not Observed/No Basis for Judgement (NOB)	3	1	4	8.2%



Comments for Management:

In my conversations and personal experience, Mr. Thornley inspires the City of Reno Team through his management style and knowledge. Employees want to work here and feel inspired, valued and rewarded. He understands and empathizes with team members. He is emotionally intelligent and can recognize and manage his emotions as well as understand and respond to the emotions of others. He builds strong relationships and creates a supportive work environment. He is a skilled decision-maker, analyzing information, considering various perspectives, and making informed decisions in a timely manner. He also encourages creative problem-solving within the team and facilitates the resolution of challenges. Mr. Thornley holds himself accountable and his team for their actions and results. He sets high standards and expectations, tracks progress, and provides feedback to ensure that objectives are achieved. He celebrates successes and learns from failures.

Mr. Thornley is deliberate, timely, and carries out initiatives, projects, and agenda items. He equally balances clear expectations with staff and supports staff to excel, grow, and provides encouragement. This relationship and direction he has developed with staff is invaluable and contribute to the overall wellness of the organization and community at large.

Mr. Thornley is an excellent City Manager. I sincerely hope he remains our City leader for many years to come and exceeds the average stay of City Managers (5 years).

The communication between the council and departments seems effective and efficient. Council meetings, while long, are informative and allow for all of the necessary discussions to occur

Fiscal management is the most problematic operations consideration to highlight. For example, the public safety center that was originally budgeted as a \$29M project is now estimated to cost \$72M. There has been little discussion about how these cost overruns are being managed or will be addressed. The Council recently pivoted from some of its budgeting principles related to long term obligations to employee benefits. Sales tax projections have not been met the past two months. With these considerations, one would expect a pointed management response to prepare for economic uncertainty. In complete turnabout, CM continues to promote new projects, position additions and budget enhancements. This is troubling because the memory of the Great Recession budget impacts should still resonate at city hall.

The positive changes made to staff reports have created consistency and clarity throughout the organization. Doug and his team have made many positive changes to the way we approach council meetings making for efficiency as well as accuracy.

Manager Thornley understands processes, rules, and regulations that govern our organization well and had fostered a healthy culture of senior leadership.

The Manager has made significant improvements in the organization and agenda content provided to Council. Council receives regular responses to questions via email or memo, weekly agenda meetings with Council are held to help better inform Council of the work that staff are performing.

Doug promotes communication at all levels which has created an atmosphere of team work at all levels.

The City Manager has developed a sound management team that works collaboratively to accomplish goals and meet the needs of the Council and Public.

Great team atmosphere. DEI has a seat at the table. Reno does a fantastic job of preparing staff to brief and present to council and responds where questions cannot be answered initially.

Doug works closely with the leadership and management teams in project management and delegates as appropriate. He focuses on continuing communication with management to enhance teamwork and collaboration. He is responsive to Council member questions and requests for additional information related to agenda items and other City issues.

He really is the glue that binds the management team together. He creates the vision and gives his team the ability to take that vision and make it come to fruition.

Council meetings run smoother today than they have in years due to the process and procedures implemented by the City Manager. This includes everything from preparation of staff reports to Agenda Briefings with Council members.

Mr. Thornley should ignore toxic people and focus on the positive. He can't fix or change people who are angry all the time.

Has instilled rigorous standards for Council preparation and presentation. Able to prioritize and re-prioritize work product based on changing needs of Council and community.

General Comments:

In a brief narrative, please describe:

What are you most pleased with in the City Manager's performance?

He is available and responsive to assist in addressing issues that arise between the City and regional partners. He is open to new strategies and approaches that lead to good public policy decision making.

His ability to cater to different stakeholders and to maintain the course during day to day city operations.

Doug is smart, kind, and has the persistent determination to make Reno a place everyone can be proud of. He creates an environment where staff feels supported and consistently emphasizes respect throughout the organization.

Doug is readily available, knowledgeable, and very helpful to me as a new City Councilperson. However, the single most important thing Doug has done, in my opinion, to help support the residents of the City of Reno has been his proactive approach to flood mitigation efforts this year. He used the lessons learned from previous flooding events, and listened to the concerns and ideas I had for flood safety in Ward 4 and came up with an action plan that was incredibly successful in one of the wettest winters on record. He coordinated with City staff, Washoe County, and any other necessary resource to ensure positive outcomes for the residents of Reno. I am very pleased with the results of his efforts.

The culture he has created in a very short period of time.

His ability to build community and trust. He allows space for growth, failure, and family while pursuing progress. Not many CEOs balance that at all- and Mr. Thornley makes it look easy.

Mr. Thornley is a genuine person. He is approachable, practical, willing to get his hands dirty, and open to new ideas and approaches. He does a wonderful job leading the organization while keeping Council priorities and strategic directions in mind. He also understands the value of staff- at all levels. He is incredibly intelligent, forward-thinking, and has created a team that will assist in taking the City of Reno to the next level. The City is a leader in the region and with Mr. Thornley in his role, will continue to be for time to come.

Mr. Thornley's ability to get to the core issue of challenges facing the City and approaching problem solving head on.

Being new to the city and taking on a challenging role, I have been exceptionally pleased with the support, trust, and open and honest communication. The team mentality and sense of belonging we have has been an eye opening experience in a very positive way. We are treated with equally and with respect. I am comfortable coming to Manager Thornley with any issues that may arise and I know he will work through problems in a manner that is fair and thorough a lens that will benefit the city, the employee, the community and the health of the organization. He and the team he has created has made my transition a positive and almost stress free experience.

I am pleased with the consistent, deliberate attention to culture and building a leadership team that trusts and supports one another.

His ability to maintain a neutral temperament and perspective when he is provided with exaggerated and emotionally charged information from residents or other entities. He communicates with staff with empathy and understanding that there are two sides to every issue. He demands responsibility but doesn't make assumptions.

Promotion of collaborative team effort between all City Departments.

Doug has done a very good job dealing with the City Council and supporting them while guiding them to provide support for the various city departments. He is also very proactive in terms of identifying the priorities of each City department and promoting the medium and long term needs of the departments.

Support for management and mid-management staff to make decisions at department level has been critical for organizational functional efficiency. Training staff has been very positive. As an example: Moot Council has been one of the best tools implemented to provide staff the feedback and support Council item direction and/or approval.

Doug is the most approachable City Manager that I have worked with. His positive attitude and team approach is a breathe of fresh air in the organization.

His personability, understanding of internal processes, and the culture of leadership he has encouraged throughout the organization.

Doug has done marvelous things for this organization and this community! He is approachable, relatable, collaborative, inclusive, respectful, and fair. He is open to feedback and seeks to understand the impact of his decisions. He seeks to ensure appropriate resources are available to achieve the often times urgent and competing demands.

His vision of a deeply engrained culture where staff supports each other, speaks openly, takes chances to innovate, and does not fear the opportunity of learning from failure.

I am most please by the outcomes of his performance. Performance is only the means to the end and can only be measured by successful outcomes. The positive outcomes can be seen and felt everywhere you walk throughout the City.

CM Thornley has focused not only on massive culture change, but executing Council's vision simultaneously. Council is often divided and he works hard to create an environment that allows staff to flourish, despite adversity.

The City Manager has provided a high level of positive change throughout the City. His successes have increased the organizations ability to attract new and talented individuals. The organization feels new and full of aspirations and motivation.

We are treated like adults and can speak our truth to leadership up the chain of command. Staff are empowered and encouraged to work together on challenges. Doug makes it a great place to work and takes care of the employees so we can work to take care of the residents of Reno. I think there is complementary leadership that provides urgency, practicality, and analysis in the appropriate doses.

Doug is dedicated to the City, it's employees and strategic goals. He has focused on bringing a team-like and collaborative atmosphere to the organization. Doug is hands-on when it comes to the progression of the City's strategic goals and works closely with staff to identify next steps. Doug makes himself available to staff and excels in sending positive communications to City employees to foster our positive culture. He educates himself on every issue that comes before him so he can make the most information decisions possible. He proactively identifies areas needing attention and, again, educates himself on the issues at hand to create a way to improve the process or circumstance.

Doug is excellent at fostering a cohesive team and giving praise and encouragement to employees on a regular basis. He is great at assisting employees during staff presentations and being involved in the day to day operations of the City as well as long term planning.

It is very evident that Doug has fostered a great working culture at the City of Reno. It is a joy to come to the office each day.

Doug has a positive outlook and encourages his team.

DRT does a great job balancing strategic priorities with day-to-day political exigencies.

His ability to make the workplace a better environment. He is personable and is willing to listen to new ideas.

Doug has changed the way the City operates to function more like a business and less like a bureaucracy.

He empowers the directors and staff to resolve and lead on issues. He is always responsive when you need input, advise, or direction. He is easily approachable and available when needed.

I continue to observe the positive and transformative nature of his leadership style. EVERY director and manager is working together and growing.

The culture in the City.

Makes himself available and responsive to a significant number of people within the organization. Creates a place where people can learn and grow without fear of failure. Focuses staff on outcomes and celebrates those achievements.

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

A little more of his personal time in strategizing with regional partners to maximize cooperation and understanding and avoid competitive mind sets.

I would like to have monthly meetings with Doug to go over policy and strategic planning for the city.

I honestly can't think of anything he could do to make me more proud to work here!

Defined and measurable goals and objectives for himself. Revisit the Council 5-year-plan (strategic plan) more frequently.

Take care of yourself. You've built a team that will support your mission... take more days off... turn off your phone more often... and care for you.

An area for growth includes more direct contact with staff. While some staff have the ability to engage with him one-on-one, others may not have met him yet. We're a large organization and it's impossible to meet all staff, but perhaps a periodic presence (bi-annual, annual) at department staff meetings could help further strengthen the organizational culture he has established.

More communication towards City staff as a whole, directly from him. A monthly newsletter/email from his perspective might be nice, to extend his leadership style and perspective out to the employees to foster the culture he has created.

Continue to build strategic and aligned plans for all departments within the city. These shared plans and goals will build teams and help ensure consistency in responses.

N/A

City has undergone significant positive change in structure and culture. Recommend a "plateau" period of time to allow these changes to take organic root as the foundation for future change and/or growth.

I do not support the continuation of CM's employment for reasons described herein. As I mentioned last year, he appears to not follow the International City/County Management Association (ICMA) code of ethics that is incorporated into his employment contract. It is also unclear from his self-evaluation what efforts, if any he has taken in the past year to grow in his professional capacity. If the Council wishes to continue his engagement, I encourage the Mayor and Council to require CM obtain mentoring through ICMA so that he will become grounded in the tenets of professional conduct.

Continue growing our department managers as well as the team surrounding the CMO's office. Many great things are happening and our organization needs the stability of the team in order to further make this the best place to work and live.

I feel like there is still room for growth as an organization through better communication with our community.

Due to the City's size and rapid pace, communication may be hampered when informing other departments of decisions or directions when they aren't the primary ones. Follow-through in communication is critical for impacted units to be able to effectively manage service delivery to support decisions and directions. I believe that by taking some time to discuss decisions and directions with the whole leadership team this can provide clarity and transparency that can help Doug foster improved communication with the leadership team and will help support a whole team approach.

Continue to foster a culture of internal stakeholder involvement with the development of new programs or policies that are initiated by staff.

Doug can continue to work on his communication skills and ensure everyone is aware of the vision.

Finding consistency in employee engagement and recognition efforts. While ideas and initiatives are often seen to completion/fruition, there have been examples where an initiative becomes stale and disappears (e.g. Pillars of Service Awards).

I don't have any areas at this point.

Doug can let his emotions and frustrations get the better of him. He sometimes allows his frustration to creep into his conversations with staff. It may help to take a moment before responding to gather his thoughts and converse in a calm manner.

n/a

Guiding and assisting City Council in deliberations in public meetings.

Keep working on delegation so you are not overwhelmed.

Creating milestones, metrics and goals set out in short, medium, and long term initiatives. That way we can all manage our time and attention more appropriately.

Mr. Thornley can't be distracted by people who are energy blackholes. Focus on the City and don't let one individual dull your shine or the City's bright future.

Ability to find balance free space to recharge and escape the depth of challenges faced on a daily basis.

Please provide any additional feedback not previously captured.

Thanks for being the best. Whether you want to hear it or not... we are glad YOU'RE here... keep it up!

We're fortunate to have Mr. Thornley as the City of Reno's City Manager.

Mr. Thornley has helped the City in many ways since 2020. One of the more difficult aspects of his job is maintaining a respectful work environment during City Council meetings. It is no surprise there can be a bit of political theater that occurs in chambers and, without fail, Mr. Thornley maintains professional decorum and practicality in those situations. City staff have been encouraged by his support in preparing for City Council meetings and presentations. From my observations, staff are pleased with the support provided by Mr. Thornley and his leadership team throughout the City.

Mr. Thornley and his executive team have taken interest in his management team and our selfcare and welfare. They understand that high salaries are not the answer to all issues or difficulties we deal with. They have identified and are addressing the disparities in benefits between represented and unrepresented employees (e.g. accumulated vacation/floating hours, work schedules, etc.).

I cannot say enough good things about the CMO and the team Doug has surrounded himself with. The COR has struggled with leadership consistency over the last decade and we are finally making positive changes for both internal and external customers. Doug's leadership is the best I have experienced in my 18+ years of local government employment.

Manager Thornley is an asset to our organization and his leadership is valued and appreciated.

Because we have new Council members and because there has been a strong continuation and escalation of concerns I raised at last year's review, I am attaching that hereto (without attachments). I also am providing a link to the meeting video at which the evaluation occurred: <https://www.youtube.com/watch?v=nAr1IvpK0fQ&t=8165s> At last year's evaluation I informed the Council that the CM had provided to me a lesser level of service as retaliation because I reported an incident in which I observed him drinking alcohol at city hall. Since then, CM has continued and increased his retaliatory measures against me. Outside of this performance review, I have requested through legal representation that I have retained, that this activity be investigated according to procedures outlined in the municipal code. I am awaiting follow through on that request.

My peers and I are excited to see what comes next. The positive change we have experienced as a City has been unprecedented and many people (including myself) are not willing to take a step backwards should he leave the organization, and a new Manager is hired who does not share the same vision.

The City as a whole feels more unified and goal oriented then ever before. Employees are challenged to contribute and engage in progress.

Doug is an exceptional City Manager and has made an incredible difference in the City. Staff feels appreciated and valued, which makes them more productive and invested in their jobs and positive outcome of projects at hand. He has strengthened Council relationships and communication. Doug's focus on the City's strategic plan has allowed for more efficient goal setting and long-term planning. He has strengthened the collaborative attitude of his leadership team by communicating with them as a group on a regular basis. He is open to feedback and suggestions from his team towards process improvements.

n/a

Great job all the way around!

Lean in to change.

Council couldn't have a greater leader of people paired with subject matter expertise to lead an organization of 1400+ people.
