

City Manager Performance Evaluation

For each performance factor, please rate the City Manager on a scale from one (1) to five (5), according to how well she met your expectations for that factor:

-----1-----2-----3-----4-----5-----
Does Not Meets Exceeds
Meet Expectations Expectations Expectations

There are three reference points on the scale, defined as follows:

Exceeds Expectations (5): The City Manager's performance surpasses expectations in this area, even those of someone fully qualified for the role. The City Manager's performance and contributions positively impact the performance of others and the operation of the City.

Meets Expectations (3): The City Manager's performance aligns with your expectations for someone fully qualified to do the job. However, this does not imply that she executed everything perfectly. Overall, she performed the job as required, and her performance would not need to change to remain entirely acceptable.

Does Not Meet Expectations (1): The City Manager's performance falls short of your expectations for someone fully qualified for the role and requires significant improvement to meet your standards.

PERFORMANCE FACTORS

- I. MANAGEMENT OF THE ORGANIZATION:** Effectively runs the operations of the organization. Creates a collaborative, team-building environment for staff. Recognizes the accomplishments of staff and other agencies working on behalf of the City. Supports a commitment to inclusion, professional growth, succession planning, and opportunity within the organization. Accepts full accountability for staff and the outcome of City projects or decisions. Actively addresses mission-critical services, identifies organizational problems, and takes remedial action.

Score: 3.96

General Comments:

Overall, under the City Manager the organization's day-to-day operations and essential services are managed effectively. Among her staff, Ms. Mack has developed a great learning environment, where staff recognition efforts have been visible, retention rates are increased, and her diligence in making decisions and performance management have been evident. The City Manager has demonstrated a very astute understanding of all the inner workings of the city's departments and rules and regulations. She has also identified the need for risk management to be included as part of continuous improvement throughout City departments, which is a very visionary approach. We have seen meaningful improvements in the effectiveness of City government across numerous departments, and these gains reflect thoughtful management and disciplined execution.

- II. EXECUTION OF POLICY:** Understands and complies with ordinances, policies, and procedures governing the City, including Federal and State legislation and directives. Implements City policy fairly and consistently based on Council decisions, initiatives, and applicable laws and regulations. Presents matters in a factual, analytical way. Coordinates Council policy decisions to staff, other organizations, and the community.

Score: 3.98

General Comments:

The City Manager has a strong understanding of the City's inner workings and knows how they will be impacted by any change in federal or state legislation. She presents issues in a very factual manner and expects her staff to do the same. Presentations to Council are generally provided with analysis, and policies and Council decisions are implemented fairly and consistently. Overall, she has faithfully implemented the policy direction established by the City Council, including in instances where the Council's final decision differed from staff's recommendation.

- III. FINANCIAL MANAGEMENT:** Properly prepares and manages the budget. Demonstrates ingenuity and creativity in approaching budgetary matters, including long-range financial needs, monitoring, and adaptation for the organization. Incorporates the evolving role of

technology in service provision. Actively works to sustain cost.

Score: 4.14

General Comments:

The City Manager has demonstrated exceptional financial stewardship throughout the evaluation period, with milestones that include the continued implementation of program-based budgeting (a significant advancement in transparency and accountability) and a multi-year financial outlook. Implementation of the online Budget Simulator tool expanded public engagement in the budget process. The City Manager demonstrates strengths in budget preparation and oversight, with appropriate attention to the City's current financial responsibilities and long-range needs. She clearly has a deep understanding of financial management, to include all the headwinds the City is facing with state and federal cuts.

- IV. RELATIONS WITH THE COUNCIL:** Makes an effort to make issues accessible to Council members. Handles issues that the Council brings in a consistent and timely manner. Maintains an honest, truthful, and professional relationship with each Council member. Maintain a positive attitude and approach to new ideas, issues, and complaints from Council members.

Score: 3.85

General Comments:

The City Manager has a good relationship with Council, who generally feel that she is accessible, responsive, and available when information or assistance is needed (often on short notice), as well as candid and forthright, even when discussing difficult or politically sensitive matters. She also is known to maintain her professionalism, courtesy and respect in individual interactions and accepts personal accountability when the administration falls short or when delays occur, rather than deflecting responsibility. She engages constructively when presented with new ideas or criticism.

- V. COMMUNITY RELATIONS AND ENGAGEMENT:** Makes an effort to understand issues, concerns, and the values of the community. Meets with and listens to community members to discuss problems and strives to understand their interests. Leverages public engagements and community interactions to educate and advocate for City initiatives and services. Represents the City well, professionally, and positively. Works proactively and maintains a nonpartisan professional approach with the media and press. Works effectively and synergizes collaboration with partner agencies, neighboring jurisdictions, and community organizations.

Score: 4.05

General Comments:

The City Manager has demonstrated a genuine commitment to engaging with the community in substantive ways, rather than just "checking boxes". She does not shy away from communicating directly with residents on important issues, and she consistently represents the City in a professional, factual, and nonpartisan manner. She encourages community participation to drive the decisions that are made within the City, hosts budget meetings in every district, and has offered herself as a guest speaker on difficult subjects.

- VI. COMMUNICATIONS:** Ensures that Council members receive essential information promptly and effectively. Provides regular updates to the Council, informing them about current and critical issues. Presents the Council and community with clear and accurate reports and correspondence. Responds to correspondence, requests, and complaints promptly and appropriately. Facilitates open, two-way communication and encourages mutual honesty and respect with the Council, staff, and the community.

Score: 3.82

General Comments:

Communication between the City Manager and Council has improved considerably under Ms. Mack. Significant progress has been made in keeping the Council informed during significant or rapidly evolving situations, pushing out emails and phone calls. These strides also are reflected in improvements within the organization overall and between staff and the Council. The City Manager is recognized as an excellent communicator: with the staff, public and Council. Improvements to the Council request process and significant incident communication protocols have been positive steps toward greater clarity, responsiveness, and follow-through.

- VII. LEADERSHIP:** Provides the Council and the organization with real solutions and creative alternatives to issues and problems that reflect the values of the community. Anticipates and responds to issues. Assures that Council decisions are thought-out, objective, consistent with past practices, and legal and ethical. Makes use of sound administrative practices. Positively leads through collaboration, mentoring, coaching, and motivational techniques. Represents the organization as a positive City ambassador.

Score: 4.17

General Comments:

The City Manager has consistently demonstrated exceptional leadership – marked by her honesty, ethics, and personal integrity,— and she is willing to provide independent professional recommendations, including when those recommendations may differ from the views of individual

Council Members. Collaboration among the City staff has improved this year. She has established clear expectations within the organization and appears to have developed a management team that understands her priorities and direction. On the whole, she strikes a balance between maintaining her composure under criticism, conflict, and stressful situations while also standing her ground and showing resolve when circumstances require it. She acknowledges mistakes and takes responsibility when appropriate.

- VIII. PROFESSIONALISM:** Deals effectively and appropriately with the public and other organizations. Devotes time and energy to the job. Demonstrates high ethical standards and integrity. Works to keep “politics” and personal perspectives from the decision-making process. Stays abreast and active in professional organizations and current issues.

Score: 4.43

General Comments:

The City Manager has, in large part, modeled the kind of workplace culture and professional standards that Council expects from the City's executive leadership. She demonstrates high professional standards and continues to invest in her own professional development engagement with municipal leadership organizations, and she does not shy away from people or issues. She appropriately distinguishes between providing objective and professional advice and advocating for staff recommendations. She is a lifelong learner but also applies what she learns to her job.

- IX. VISION, INITIATIVE, PLAN EXECUTION:** Sets an example that urges the organization and the community toward innovation, problem-solving, and solution-oriented action. Actively works to envision a future state resisting the status quo and develops new ideas and initiatives for consideration. Adapts to evolving technological advancements and available social media platforms. Leverages City Council's planning sessions to identify priorities for the annual budget and work plan and accepts responsibility for the results. Offers professional recommendations and implements the Council's vision.

Score: 4.07

General Comments:

The City Manager does an exceptional job at creating the vision for the City and then the roadmap to execute that vision, with program-based budgeting and the total reimagining of the City's Strategic Plan being clear examples. She approaches planning and implementation with a solution-oriented mindset and takes responsibility for advancing established goals. Meaningful progress has been achieved in establishing a more structured approach to strategic planning, budgeting, performance measurement, and organizational execution. The two-year action plan and increased alignment between the Council's priorities, departmental work plans, and financial resources provide a stronger framework for moving their organization forward.

NARRATIVE EVALUATION

What would you identify as the City Manager's strengths, expressed in terms of the principal results achieved during the rating period?

The City Manager is collaborative. She exhibits strong leadership by identifying creative, practical solutions to challenges while maintaining a commitment to fiscal responsibility and stewardship. She provides a wealth of knowledge when it comes to the budgeting process and understanding of the way the City functions. She has improved morale at the City. She also has demonstrated strong community engagement; there has been a visible change in the right direction toward fixing systems and processes to allow our constituents to see tangible results. Her greatest strength is her ability to remain professional during difficult moments. She is also highly ethical and always wants what is best for the City and the taxpayers. The City organization is stronger today than it was at the beginning of this evaluation period because of the City Manager's commitment to continuous improvement, accountability, and effective execution of the City Council's policy direction.

What other comments do you have for the City Manager (for example, about priorities, expectations, or specific objectives for the next year)?

Ms. Mack has excelled in her second year leading the City as its City Manager. As she begins her third year, the Council would like to have greater visibility into Ms. Mack's longer-term initiatives – for example, through regular reporting on her broader goals and efforts of team-building, inclusion, succession planning, employee development, along with continued improvement in the Council Request process. Council appreciates Ms. Mack's public leadership and encourages her to continue her emphasis on direct community engagement and relationship-building in the coming year and embrace opportunities to frame the City's position on key issues for the public and media when they present themselves. The continued pursuit of modernization that Ms. Mack has led over the past year offers opportunities to further streamline processes and to improve customer-service initiatives for the public. The City Manager is encouraged to consider the appropriate use of artificial intelligence and other emerging technologies to ensure they continue to complement, rather than replace, sound human judgment.

The Council thanks Ms. Mack for her dedication and believes that this constructive feedback is well addressed in the *2026-2027 goals attached to this narrative.

Congratulations on a great second year as City Manager for the City of El Paso! We look forward to your continued leadership in the upcoming year.

City Manager Goals and Objectives

The following goals and objectives have been jointly developed for the City Manager for the next evaluation period of August 2026-August 2027.

See attached Exhibit "A" for Goals 1-5.

The Time Frame or Target Completion Date is August 2027 to be addressed in self-evaluation.
Mid-Year Check-in February 2027.

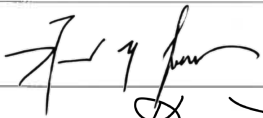
Reviewer's Name City Council of the City of El Paso		Overall Rating 4.07
Reviewer's Signature 	Date 9/2/2026	
Employee's Signature* 	Date 9/2/2026	

Exhibit “A”

STRATEGIC PRIORITIES FOR THE NEXT EVALUATION PERIOD

September 2026-August 2027 | Aligned to the FY 2027-FY 2028 Strategic Plan

Strategic Pillar	Priority Statement	Key Commitments	Proposed Measures
GOOD GOVERNANCE	Build an accountable, financially sustainable, and performance-driven organization.	Institutionalize Program-Based Budgeting and performance reporting; update the two-year financial outlook; preserve structural balance; implement Council Request service-level expectations; continue quarterly Council feedback; standardize decision-ready agenda materials; strengthen data governance and responsible AI practices; pursue grants and technical-assistance partnerships strategically.	Programs with defined outcomes; quarterly performance reports; CR acknowledgment and update compliance; recurring budget gap reduced; Council feedback actions completed; data-governance and City Data Alliance milestones.
PUBLIC SAFETY	Strengthen staffing, readiness, visibility, and coordinated emergency response.	Advance Police and Fire recruitment, academies, and retention; implement the COPS Hiring and SAFER grants, including the 21 firefighter positions; maintain public-safety technology and communications; continue Vision Zero and neighborhood traffic-safety investments; formalize significant incident notification protocols.	Academy graduation and retention; sworn staffing progress; COPS and SAFER grant milestones; emergency-readiness indicators; incident-notification compliance; traffic-safety outcomes.
INFRASTRUCTURE	Protect existing assets while prioritizing infrastructure residents experience every day.	Implement a multi-year asset strategy for streets, facilities, fleet, maintaining medians, parks, and equipment; protect Pay-Go; publish prioritization criteria; advance adopted mobility and parks plans; manage the capital portfolio through clear schedule, cost, procurement, and risk reporting.	Miles resurfaced or reconstructed; fleet and facility targets; projects on schedule and budget; deferred-maintenance trend; adopted-plan milestones; portfolio risks resolved.
ECONOMIC MOBILITY	Expand access to jobs, business growth, workforce development, housing opportunity, and long-term economic resilience.	Implement the CEDS; update development policies; advance BOSS and the Veterans in Business Accelerator, apply BERC and Housing Supply Accelerator assistance; strengthen Fort Bliss,	Businesses assisted; jobs and investment supported; Veterans Accelerator outcomes; workforce participation, housing and

QUALITY OF LIFE	Translate community-informed plans into visible neighborhood-level improvements.	university, and workforce partnerships; connect housing and mobility to workforce strategy.	permitting milestones; BERC measures.
		Begin Parks Master Plan implementation; advance housing and climate priorities; launch the Youth Climate Action Fund competition; develop the UNICEF Local Action Plan for Youth; continue investment in cultural and recreational assets; use survey results to prioritize services.	Plan milestones; youth participation and funded projects; Child Friendly City Initiative progress; park and facility improvements; housing and climate actions; resident-experience measures.