

Lyle Lombard Performance Review Comparison

Question	Kovacs Evaluation May 2025	Kovacs Comment May 2025	Kovacs Evaluation Nov. 2025	Kovacs Comment Nov. 2025
Conflict Resolution: Demonstrates the ability to resolve conflicts constructively, seeking mutually beneficial solutions while maintaining team cohesion	Successful	Chief & I have had some difficult waters to navigate this year with elected officials, the public, and fellow departments. Much of this is perception, but we'll work together to improve our team cohesion and trust.	Needs Improvement	The pay plan rollout to DPS was problematic. DPS staff have said they were promised larger increases earlier in the year. This set the stage for disappointment. When Lyle realized the increases were not going to be as large, he could have sought to resolve the upcoming conflict earlier. The captains also sought to have meetings with me, which I turned down, during the midpoint of the recent pay plan conflict. Getting on the same page as the Captains and resolving any conflict between you all would have helped stop an attempted work-around. I expect Department Directors to be able to anticipate issues that may create conflict, strategize to mitigate and resolve the conflict, and keep me informed of those issues.
Reliability: Consistently meets deadlines, fulfills commitments, and provides reliable results.	Successful	Given the amount of activity at DPS, Chief does a pretty decent job of making sure the big items are handled. I'll get with him to talk about tactics we can use together for the minor items. Losing Matt on our Emergency management team is going to possibly create a hole in our capabilities. We'll brainstorm some ideas on where we go next.	Needs Improvement	Lyle failed to timely monitor and identify a registered sex offender living within the city limits and failed to seek timely legal advice regarding the application of the city's ordinance. This led to a public outcry to which the Council ultimately had to respond. Had Chief Lombard sought appropriate legal advice, the controversy may have been avoided or minimized.
Accountability: Takes responsibility for individual actions, decisions, and work outcomes, acknowledging mistakes and learning from them.	Highly Successful	Like all of us, Chief expresses frustration at times with how the public or portions of the public are reacting, but always does this privately and with tact. Chief is quick to take ownership of issues and make immediate improvements to DPS ops.	Needs Improvement	While Chief Lombard is willing to address and acknowledge learning opportunities after the fact, as a member of the executive team, he is likewise responsible for demonstrating leadership and working to solve problems before they occur. He needs to demonstrate understanding and be proactive to correct the concerns discussed in our one-on-one without reminders.
Honesty & Integrity: Demonstrates honesty in all communications and actions, ensuring transparency with colleagues and leadership.	Outstanding	Chief does not hide things and is honorable in all his dealings with us.	Needs Improvement	As a certified law enforcement officer and Police chief, Chief Lombard is expected to be the standard-bearer for honesty and integrity. Unfortunately, conflicting reports have made me question whether he is fully forthcoming to my questions. For example, I have received conflicting reports about Chief Lombard making critical and disparaging remarks regarding other managers. While this conduct on its own is unproductive, when questioned, his account conflicts with the account of an elected official.

Sound Decision Making: Demonstrates the ability to make informed, thoughtful decisions appropriate to their role, considering all relevant factors and maintaining an ethical approach. This may include safeguarding confidential or sensitive information as needed to ensure sound judgment.	Highly Successful	Chief knows Fire and he knows Police. The City is consistently in the Top 10 safest cities because of his work, his personnel management and the strategies he uses to prioritize community safety. For example, his emphasis to put police patrol in the neighborhoods and around main roads of town has delivered consistently good scores on feelings of safety in the community. Our unmarked units and traffic measures are effective. Package thefts are also minimized.	Needs Improvement	While it is important for a police chief to be responsive to elected officials, it is equally important for the relationships to be apolitical, professional, and representative of the city's organizational structure. In the past 1.5 years, I have had serious concerns about overly familiar relationships with elected officials in which city business is discussed without management knowledge or involvement.
Open Communication: Shares relevant information with team members and leadership promptly, ensuring everyone has the necessary knowledge to succeed.	Highly Successful	Chief always knows when it's best to make a phone call and is responsive on off-hours to request for information.	Needs Improvement	Communication with department heads is generally good, but the pay plan rollout caught many of the DPS staff off guard. Some staff said they were promised a 10% increase. There appears to be some communication gaps. Going forward, he should develop a proactive communication plan utilizing his chain of command to ensure all stakeholders are apprised of short, mid, and long-term departmental plans and anticipated challenges.
Honesty in Reporting: Regularly provides clear, accurate, and honest reports on work progress, challenges, and outcomes.	Highly Successful	We don't ask DPS for a lot of extra information unless we think we'll need it, but when they do reports, they are always of better-than-expected quality and deliver accurate and timely information to make good decisions together.	Needs Improvement	While Chief Lombard timely completes required DPS compliance reporting, he has struggled to identify critical issues and maintain communication with me on items which are likely to garner a high degree of internal or external interest.
Creative Problem-Solving: Demonstrates the ability to identify issues and develop innovative solutions to address challenges	Highly Successful	Chief has successfully implemented traffic enforcement actions with existing and new staff, keeping speeding, road rage, and accidents down. He was very involved and willing to explore our downtown mixed use building concept with Ramston last year.	Needs Improvement	Lyle is resourceful in his approach to solving crime spikes, and his units deliver an exceptional level of safety for our citizens. I thought his approach to the 1-story new police building (though him and I both like the 2-story concept) was very responsible. Unfortunately, during the executive session with Council Chief Lombard's presentation went off-script and without discussion with management, he presented an alternate proposal which would have cost the City and additional \$300,000 (2 stories plus extra land). While it worked itself out later with the purchase of the land and not doing the 2 story design, this is an example of a failure of communication within the Chief's problem-solving skillset.
Supervisor creates a positive, supportive atmosphere that motivates team members to achieve their best and fosters teamwork and a sense of purpose	Highly Successful	I do not hear complaints from DPS staff and very minimal, if any, complaints from the public that come to city management.	Needs Improvement	I am not sure the Captains are getting what they need from Chief. The Captains attempted to reach me during the height of the pay plan conflict. They also complain or vent to other managers or Council Members. Part of this is being honest and forthcoming, but also shows frustration with Chief's management. Chief has a good team and they like him. He can work on improving teamwork with them.

Supervisor treats colleagues, employees, citizens and other stakeholders with dignity and respect, regardless of differences in background or perspective.	Highly Successful	Much of this success at DPS at all levels is due to Chief's work with his department and how they respect our citizenry and treat all people well.	Needs Improvement	Some Council Members feel that they are being ignored or slighted when they see and greet Lyle. Other Council Members overly praise him, suggesting that relationships with some Council Members are overly familiar while others are strained. Additionally, Chief has not made an attempt to repair relationships with our Assistant City Manager over alleged statements questioning his competence.
Supervisor sets clear expectations, provides regular feedback, and addresses performance issues promptly, maintaining accountability within the team.	Outstanding	Chief manages his units well.	Needs Improvement	I have some concerns about the Detectives reorg. The reorganization wasn't explained well to the employee, leaving room for misinterpretation and rumors in the department. I have seen the other officers tease the employee over his "demotion" and watched him put his head down and not say anything back. Staff, especially those with tenure, should not be treated this way.
Manager Feedback. Additional Comments		DPS complete a number of achievements in FY24 under Chief's leadership. On the Police side, the department started a dedicated traffic unit, even though it left regular shifts lower in staffing, to address Council and citizen concerns about traffic enforcement. DPS added non-lethal shotguns (bean bag/pepper ball), created an Assigned Vehicle Program, implemented an annual physical assessment program, and did submunitions firearms training. On this year's goals, the Police side has added a detective to work narcotics, deployed staffing using traffic management software, and is on track to complete other upgrades in capabilities. On the Fire side, the department implemented Lexipol policies for the Fire Division, implemented an annual physical assessment program, conducted live fire training, added 3 new Fire Lt.s, increased part-time firefighter staffing, changed their reporting software, and are in the process of replacing two fire apparatus.		Chief Lombard has accumulated some success in the last six months, but there are several areas of opportunity for improvement. While we've maintained a great crime rate, exposure of officers, and improved traffic enforcement, there are a number of operational and political concerns we should tackle together. Progress on the bond program is ongoing and the team has worked well together. There are major trust issues with Lyle among the ELT and the City Council. There is a perception among the Council that I am not managing the DPS Chief adequately. The Council is desiring to discuss the acceleration of splitting the departments into separate Police and fire units. This may be seen as an opportunity to either gradually or more quickly provide added resources to Lyle and DPS in both management assistance and emergency management capabilities. A council discussion item has been requested by two Members on splitting the department at the 11/10 Council meeting. I would also like us to add an item for a presentation ahead of public comment on 11/10 for Lyle and the Detectives (if their support is desired) to discuss our sex offender processes and give some citizen tips on how they can partner with Fate DPS on crime reporting and prevention in general. Lyle is someone I enjoy working with, and I want the very best for him and his unit in the coming year.