



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe
Council Member Name: -
Evaluation Period: 10-1-2022 to 9-30-2023
Evaluation Date: 9-26-2023

Evaluation Instructions:

This form shall be completed by each member of the Council to evaluate the Town Manager's performance in each of the areas noted below. Each member of the Board shall sign the end of the form and forward it to the Town Attorney. Performance levels can be based on the following scale:

- 5 – EXCELLENT:** The incumbent consistently demonstrates performance at a very high standard that significantly surpasses reasonable expectations.
- 4 – SUPERIOR:** The incumbent consistently demonstrates performance that generally exceeds reasonable expectations. The individual demonstrates no appreciable performance deficiencies.
- 3 – SATISFACTORY:** The incumbent consistently meets reasonable performance expectations. The individual demonstrates an acceptable degree of competence and performance.
- 2 – FAIR:** The incumbent achieves the minimum of performance expectations. The individual requires development in specific areas in order to meet reasonable expectations of performance.
- 1 – UNSATISFACTORY:** The incumbent frequently fails to meet minimum performance expectations.

Timeline: October 1, 2022 through September 30, 2023

Town Manager Performance Evaluation

Performance Dimensions:

1. Professional Skills and Expertise		Rating:
a. Is knowledgeable of current developments affecting the management field and affecting local governments.		4
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.		2
c. Anticipates problems and develops effective approaches for solving them.		3
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.		4
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.		4
Total Rating for this Performance Dimension:		17
Comment:	<p>I consistently strive to stay updated with the latest developments in the management field and local government, ensuring that I am well-informed and can make decisions that are in line with current best practices. This commitment to knowledge is evident in my participation in professional associations (FCCMA, ICMA), completion of Emergency Management (FEMA) certifications, and various monthly meetings with groups of local leaders.</p> <p>However, I recognize that there is room for improvement in the providing of reports. While I aim to provide accurate information, I acknowledge the need to ensure that these reports are regular and comprehensive. This is an area I am committed to developing further.</p> <p>Additionally, while I do my best to anticipate potential challenges, I aim to further enhance my proactive problem-solving skills to ensure that issues are addressed even before they arise, providing smoother operations for the organization. To this end, I am committed to ongoing reviews of procedures and policies to look for recommended updates.</p>	

Town Manager Performance Evaluation

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board as a whole rather than those of any one Boardmember.		3
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.		2
c. Assists the Board by resolving problems at the administrative level to avoidunnecessary Board action.		3
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		4
e. Is willing to try new ideas proposed by Board members.		3
Total Rating for this Performance Dimension:		15
Comment:	<p>In my role as Town Manager, I respect the collective decisions of the Council and consistently strive to execute directives that reflect the consensus of the Council as a whole. I am committed to assisting the Board in policy-making, recognizing the Council's ultimate authority in these matters, and making myself fully available for conversations and meetings to discuss these topics. My dedication to this is evident in my consistent efforts to ensure that policies are not only established but also align with the Council's vision.</p> <p>I also understand the importance of resolving administrative issues at my level to streamline the Council's decision-making process and to avoid unnecessary actions on their part as often as possible. Furthermore, I am open to trying new ideas proposed by Council members, as I believe in the value of collaboration and innovation.</p> <p>However, I acknowledge that there is a need to enhance the timeliness and completeness of information provided in response to requests from Council members. Ensuring that all members receive equal, comprehensive, and prompt information is crucial for effective decision-making, and I am committed to improving in this area.</p>	

Town Manager Performance Evaluation

3. Citizen and Public Relations		Rating:
a. Effectively conveys to the public that the organization delivers services in a cost-effective manner without sacrificing quality and customer focus.		3
b. Is willing to meet with members of the community and is responsive to their concerns.		4
c. Demonstrates a dedication to service to the community and its citizens.		4
d. Expresses information orally in a clear and concise manner when making public presentations.		2
e. Is skillful with the news media, proactively providing information that is important to the public.		2
Total Rating for this Performance Dimension:		15
Comment:	<p>I am deeply committed to serving our community and its citizens, as evidenced by my dedication to ensuring that our services are delivered in a cost-effective manner without compromising on quality and customer focus. I take pride in my willingness to talk face-to-face with members of our community, ensuring that their concerns are heard and addressed.</p> <p>My dedication to our community is unwavering, and I always prioritize the needs and well-being of our residents. This commitment is reflected in my openness to meeting with residents and addressing their concerns.</p> <p>However, I recognize that there are areas where I can enhance my skills, particularly in public communication. While I strive to convey information effectively, I understand the importance of refining my oral presentation skills for clarity and conciseness. Additionally, I acknowledge the opportunity to be more proactive in interactions with the news media.</p>	

Town Manager Performance Evaluation

4. Policy Execution		Rating:
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.		4
b. Clearly identifies and communicates expectations to the organization regarding the implementation of policies enacted by the Board.		3
c. Implements Board actions in accordance with the intent of the Board.		3
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.		4
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.		4
Total Rating for this Performance Dimension:		18
Comment:	<p>I am steadfast in my commitment to understanding, supporting, and enforcing the organization's ordinances, policies, and procedures. My dedication to this is evident in the clarity with which I communicate expectations to staff regarding the implementation of policies and procedures enacted by the Council. I believe in the importance of ensuring that all members of the organization are aligned with the Council's vision and decisions.</p> <p>Furthermore, I recognize the significance of standing by the Council's decisions both within and outside the organization. It is crucial to present a united front and ensure that the Council's actions are executed as intended. I also prioritize fostering collaboration between internal and external stakeholders, ensuring that common objectives are achieved within the guidelines set by the Council.</p> <p>While I consistently strive to implement Council actions in line with their intent, I acknowledge that there may be instances where further clarity or alignment is needed. I am committed to continuously refining this aspect of my role to ensure that the Council's vision and decisions are executed seamlessly.</p>	

Town Manager Performance Evaluation

5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		3
b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.		4
c. Positively and effectively represents the organization and its interests when working with other governmental agencies.		3
d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.		3
e. Is willing to share resources or information with other governmental agencies as appropriate.		4
Total Rating for this Performance Dimension:		17
Comment:	<p>In my role as Town Manager, I recognize the importance of fostering strong relationships with other governmental entities. I consistently strive to promote positive working relationships, ensuring that our organization is well-represented and that our interests are effectively communicated. My commitment to collaboration is evident in my proactive engagement with local, regional, state, and federal agencies to further our local initiatives.</p> <p>Broadly speaking, our Town has never had better relationships with other municipalities, constitutional officers, and County departments than it currently enjoys, which has opened up many opportunities for collaborative efforts and the ability of the Town to benefit from shared information and resources. By being open to sharing resources and information with other governmental agencies, I aim to foster a spirit of collaboration and mutual support, ensuring that all entities can benefit and work towards common goals.</p> <p>While I have made strides in these areas, I acknowledge the need to further enhance the way our organization is represented when working with other governmental agencies. I am committed to continuously improving in this area to ensure that our organization's interests are always strongly and effectively championed.</p>	

Town Manager Performance Evaluation

6. Staffing and Management		Rating:
a. Recruits and retains competent personnel for Town positions.		3
b. Is aware of staff weaknesses and works to improve their performance.		4
c. Promotes training and development opportunities for employees at all levels of the organization.		4
d. Stays accurately informed and concerned about employee relations.		4
e. Is able to discern when it is necessary to assume charge of situations that would normally be handled by a subordinate and when it is necessary to only provide guidance and support.		3
Total Rating for this Performance Dimension:		18
Comment:	<p>As Town Manager, I place a high emphasis on the importance of our team. I consistently strive to recruit and retain competent personnel for Town positions, understanding that the strength of our organization lies primarily in its staff. I am aware of areas where staff may need improvement, and I am proactive in addressing these opportunities, working to ensure that our team is always equipped to perform at its best.</p> <p>One of my core beliefs is in the value of lifelong learning and development. I am proud of my commitment to pursuing training and development opportunities for employees at all levels of the organization. This not only enhances the skills of our team but also fosters a culture of growth and improvement.</p> <p>I prioritize staying informed about employee relations. I believe that a harmonious and positive work environment is crucial for productivity and overall organizational success. I am always concerned about the well-being of our employees and aim to address any issues promptly.</p> <p>However, I recognize that there is room for improvement in discerning when to assume charge of situations typically handled by subordinates and when to provide guidance and support. Finding the right balance is crucial for effective leadership, and I am committed to improving my approach in this area to ensure that I am always leading in the most effective manner possible.</p>	

Town Manager Performance Evaluation

7. Fiscal Management		Rating:
a. Prepares a balanced budget to provide services at a level directed by the Board.		4
b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.		4
c. Prepares the budget in an intelligent but readable format.		2
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.		2
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.		3
Total Rating for this Performance Dimension:		15
Comment:	<p>Fiscal responsibility is a cornerstone of effective town management. I take pride in my ability to prepare a balanced budget that aligns with the directives set by the Council. Furthermore, I am committed to ensuring that the budget meets the operational needs of the organization, making the best possible use of available funds to deliver value to our community.</p> <p>Throughout the fiscal year, I prioritize monitoring and managing our fiscal activities to ensure that we remain on track and that any potential issues are addressed promptly. This proactive approach ensures that our organization remains fiscally responsible and aligned with our goals.</p> <p>However, I acknowledge areas where improvement is needed. While I strive to prepare an intelligent budget, I recognize the importance of presenting it in a format that is both comprehensive and easily understandable. I am committed to improving on this aspect to ensure that all stakeholders can easily grasp the nuances of our fiscal plans. Additionally, I understand the significance of submitting the proposed budget in a timely manner, allowing for an adequate review period. Ensuring that the Council and other stakeholders have ample time to review and provide feedback is crucial, and I aim to improve in this area to facilitate smoother budgetary processes in the future.</p>	

Town Manager Performance Evaluation

8. Planning and Organizational Development		Rating:
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization.		3
b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan.		3
c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.		4
d. Has a capacity for and encourages innovation.		4
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.		2
Total Rating for this Performance Dimension:		16
Comment:	<p>In my role as Town Manager, I understand the importance of strategic planning and organizational development. I have actively collaborated with the Council and other stakeholders to ensure that we have a clear vision, mission, values, and objectives for our organization. This collaborative approach ensures that our direction is aligned with the needs and aspirations of our community.</p> <p>Prioritizing goals and objectives is crucial to ensure that our organization remains focused on its core mission. I consistently strive to ensure that we are addressing the most pressing needs first, ensuring that our actions support our plans.</p> <p>I am proud of our focus on customer service and responsible stewardship of our resources. This commitment ensures that our organization remains efficient, effective, and responsive to the needs of our community.</p> <p>I am a strong advocate for innovation. I believe that in order to remain relevant and effective, our organization must be open to new ideas and approaches, especially in the realm of technological support for staff. This is why I consistently encourage innovation and seek out opportunities to improve and adapt.</p> <p>Lastly, I recognize the importance of regularly reviewing our ordinances, policies, and procedures. By doing so, I aim to ensure that our organization remains compliant, efficient, and aligned with best practices. I am committed to suggesting improvements wherever necessary and pushing ordinances through the review process in a timely manner to ensure that our organization remains at the forefront of excellence.</p>	

Town Manager Performance Evaluation

9. Leadership and Decision-Making		Rating:
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same.		4
b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.		3
c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.		4
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.		4
e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		3
Total Rating for this Performance Dimension:		18
Comment:	<p>Leadership is a responsibility I take to heart. I do my best to lead by example, ensuring that I adhere to the organization's established policies, rules, and procedures. I believe that leadership is not just about setting the right example but also ensuring that those under my guidance follow suit.</p> <p>Decision-making is a critical aspect of my role, and I do my best to make logical decisions based on a thorough review of all available information. I understand the importance of soliciting input from relevant sources to ensure that decisions are well-informed and align with the best interests of our organization and community, as well as following best practices and established benchmarks.</p> <p>Furthermore, I recognize the importance of building consensus, especially when introducing new or potentially unpopular policies or programs. I consistently strive to engage stakeholders, from one-on-one meetings to community meetings, ensuring that their voices are heard so that ideas can be shared and common ground can be found.</p> <p>I acknowledge and appreciate the efforts of others, and I recognize that there is room for improvement in giving credit for their accomplishments. Celebrating the achievements of our team is crucial for morale and motivation, and I am committed to enhancing this aspect of my leadership.</p> <p>Lastly, while I am confident in my decision-making abilities, I understand the challenges of making rapid decisions in situations where information may be limited or outcomes uncertain.</p>	

Town Manager Performance Evaluation

10. Individual Characteristics		Rating:
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments.		2
b. Ensures that all business conducted by the organization is free of conflicts of interest or practices that might be construed as illegal, unethical, or unprofessional.		5
c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.		3
d. Has the capacity to listen to others and to recognize their interests.		3
e. Avoids political positions, partisanship, and unnecessary controversy.		3
Total Rating for this Performance Dimension:		16
Comment:	<p>My commitment to upholding the highest standards of ethics and professionalism is unwavering. I ensure that all business conducted by our organization is free from conflicts of interest and any practices that might be construed as illegal, unethical, or unprofessional. This dedication to integrity is a cornerstone of my leadership and is non-negotiable. I am proud of the strides that the Town has made in improving procurement and other processes requiring greater transparency.</p> <p>I approach my role with energy and cooperation to ensure that I deliver the best results for our organization and community. I believe in the importance of listening to others, recognizing their interests, and ensuring that their voices are heard. This commitment to collaboration is crucial.</p> <p>Furthermore, I am steadfast in my commitment to avoiding political positions, partisanship, and unnecessary controversy. I believe that my role requires impartiality and a focus on the best interests of our community, and I consistently strive to uphold these principles. The work to be done in the Town is more important than any controversy generated by divisions.</p> <p>However, I recognize that there is room for improvement in certain areas. While I aim to act with professionalism and courtesy at all times, I acknowledge the need to improve my speed of response in returning phone calls/messages/emails. Ensuring that I am consistently prompt and responsive is crucial for effective communication and collaboration, and I am committed to improving in this area.</p>	

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		17
2. Council/Commission Relations		15
3. Citizen and Public Relations		15
4. Policy Execution		18
5. Intergovernmental Relations		17
6. Staffing and Management		18
7. Fiscal Management		15
8. Planning and Organizational Development		16
9. Leadership and Decision-Making		18
10. Individual Characteristics		15

Total Score: 164

Total Average Rating: 3.28

Date: 9-25-2023