



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe
Council Member Name: Dr. Renee Lannaman
Evaluation Period: October 1, 2022 to September 30, 2023
Evaluation Date: September 20, 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

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Performance Dimensions:

1. Professional Skills and Expertise		Rating:
a. Is knowledgeable of current developments affecting the management field and affecting local governments.		3
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.		3
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.		3
Total Rating for this Performance Dimension:		14
Comment:	In this category, improvement and further observation is appropriate. While I believe the Town Manger is knowledgeable of current developments affecting the management field, I have concerns about how things are resolved with staff in non-managerial areas.	

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.		3
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.		3
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		3
e. Is willing to try new ideas proposed by Board members.		3
Total Rating for this Performance Dimension:		15
Comment:	In this category, improvement and further observation is appropriate. It is imperative that Town Manager O'Keefe continues to work diligently to	

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	resolve administrative and any other staffing or external issue to streamline Council's decision-making process. I am pleased to read Town Manager acknowledge a need to improve the timeliness and completeness of information; as well as ensuring that all members of Council receive equal, comprehensive and accurate information is critical to making effective decisions.	
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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.		2
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:		14
Comment:	In this category, improvement in public relations and networking is key. Based on the Town initiative to grow responsibly, it is important to communicate clearly and accurately when speaking about areas that require spending, administrative changes or introducing new initiatives. Networking is a tremendous asset to actively pursue.	

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.		4
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:		19
Comment:	In this category, Town Manager O'Keefe works diligently and seems to have improved since taking this position. Highly recommend continuing diligence in these 5 areas of policy execution.	

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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.		3
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.		4
e. Is willing to share resources or information with other governmental agencies as appropriate.		3
Total Rating for this Performance Dimension:		16
Comment:	In this category, it seems Town Manager O'Keefe have been instrumental in fostering better relationships with other municipalities and County. Looking forward to new collaborations that will benefit the Town's growth and sustainability.	

6. Staffing and Management		Rating:
a. Recruits and retains competent personnel for Town positions.		4
b. Is aware of staff weaknesses and works to improve their performance.		3
c. Promotes training and development opportunities for employees at all levels of the organization.		3
d. Stays accurately informed and concerned about employee relations.		3
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:		16
Comment:	In this category, improvement with employee relations across all areas is important. Work to not give a perception of nepotism, or an environment that employees feel they cannot perform their job efficiently. Recommendation: ensure to conduct exit interviews with a resigning employee to learn their reason for leaving. Many times, what is in the resignation letter usually are generic.	

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	<p>However, in verbal interpersonal communications, we learn more informal information and how we can make the organization a better workplace environment. In addition, ensure that job descriptions accurately mirror what the expectation of performance is required. Perform 6 month after hired meeting with new employees to understand any challenges they may be experiencing pertaining to their responsibilities. Would like to see concise job descriptions compiled for transparency and clarity for both internal & external use.</p>	
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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.		2
Total Rating for this Performance Dimension:		14
Comment:	In this category, while I agree that Town Manager O'Keefe shows good performance in preparing a balanced budget; understanding the budget in a readable format can be cumbersome and at times confusing. Improvement is required in this area.	

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.		2
c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.		3
d. Has a capacity for and encourages innovation.		3
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.		2
Total Rating for this Performance Dimension:		13
Comment:	In this category, improvement and observation is required. Town Manager O'Keefe works well with Board and other stakeholders but recommend to remain mindful of first things first in strategic planning.	

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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.		3
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.		3
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.		3
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:		15
Comment:	In this category, improvement and observation is required. It is imperative for <u>all</u> staff both uniform and civilian morale and accomplishments are in view.	

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.		4
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:		15
Comment:		

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Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		14
2. Council/Commission Relations		15
3. Citizen and Public Relations		14
4. Policy Execution		19
5. Intergovernmental Relations		16
6. Staffing and Management		16
7. Fiscal Management		14
8. Planning and Organizational Development		13
9. Leadership and Decision-Making		15
10. Individual Characteristics		15

Total Score: **151**

Total Average Rating:

Date: September 21, 2023