
Town Manager Performance Evaluation



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: N/A

Evaluation Period: October 1, 2023 to March 31, 2025

Evaluation Date: April 3, 2025

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, 2023 through March 31, 2025

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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.		4
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.		3
c. Anticipates problems and develops effective approaches for solving them.		4
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:		19
Comment:	<p>The Town Manager has consistently demonstrated a high level of professional knowledge, adaptability, and commitment to best practices in local government management. This commitment to knowledge is evident in his participation in professional associations (FCCMA, ICMA), completion of Emergency Management (FEMA) certifications, and various monthly meetings with groups of local leaders, including local city managers.</p> <p>His reports and planning efforts reflect a deep understanding of Town operations and a proactive approach to strategic development, particularly in areas such as utility infrastructure and capital budgeting. He has effectively guided the Council through several complex policy areas, including funding alternatives and departmental budget structuring. While his performance in this area is strong overall, opportunities remain to increase the accessibility of financial information for both Council and the public and to enhance early communication around sensitive decisions.</p>	

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board as a whole rather than those of any one Boardmember.		4
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.		4
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.		3

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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.		4
Total Rating for this Performance Dimension:		19
Comment:	<p>The Town Manager has maintained a strong and professional relationship with the members of the Town Council, making himself fully available for conversations and meetings to discuss topics, showing a consistent willingness to implement Council direction, provide responses to inquiries, and explore new ideas, even when opinions varied. His facilitation of agenda item discussions, responsiveness to feedback, and open-minded approach to Council member suggestions have contributed to a collaborative decision-making environment. He has repeatedly deferred to Council consensus when executing directives, including reformatting budget documents and incorporating feedback into the Capital Improvement Plan. He has provided well-informed recommendations without overstepping into policymaking.</p> <p>He understands the importance of resolving administrative issues at the manager level to streamline the Council's decision-making process and to avoid unnecessary actions on their part as often as possible. The most significant challenge arose from the Police Department staffing dispute, which escalated to Council involvement. This situation highlighted the importance of early communication and conflict resolution strategies. Overall, the Town Manager has navigated these challenges with professionalism and respect for the Council's authority.</p>	

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.	5
d. Expresses information orally in a clear and concise manner when making public presentations.	4
e. Is skillful with the news media, proactively providing information that is important to the public.	3
Total Rating for this Performance Dimension:	19

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Comment:	<p>The Town Manager has demonstrated a sincere commitment to public service and has responded to citizens during Council meetings, in addition to his openness to meeting with residents and addressing their concerns.</p> <p>His ability to present complex topics clearly has supported transparency in government operations. With residents seeking clearer justification of how public funds are allocated and how priorities are set, the Town Manager has expanded and revised budget and planning documents, as well as social media notifications.</p>	
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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.		4
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:		20
Comment:	<p>The Town Manager has generally executed Council ordinances, policies, and procedures with consistency, competence, and a strong understanding of municipal governance. His ability to interpret the Council's intent and translate it into actionable plans has been evident in areas such as infrastructure development, budget management, and organizational restructuring. His public support of Council decisions, even when navigating disagreement, has underscored his commitment to the Council-Manager form of government.</p>	

5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		4
b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.		4

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c. Positively and effectively represents the organization and its interests when working with other governmental agencies.		4
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.		4
Total Rating for this Performance Dimension:		20
Comment:	<p>The Town Manager has demonstrated strong performance in managing intergovernmental relationships, ensuring that the Town is well-represented and that Town interests are effectively communicated. His professional engagement with local and state agencies has helped advance the Town's infrastructure goals, secure external funding, and keep Council informed of broader regional concerns and legislative developments. Notably, his involvement in initiatives such as water and wastewater planning, transportation planning, and regional workshops shows his awareness of the importance of regional collaboration.</p> <p>While current practices are solid, there are always further opportunities to develop shared service models or more formalized interlocal agreements that could yield increased efficiency gains and shared benefits. Overall, his efforts in this area are commendable and align with the Town's strategic needs.</p>	

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.		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.		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:		18
Comment:	<p>Personnel management over the past 18 months has been a complex and evolving challenge. The Town Manager strives to recruit and retain</p>	

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	<p>competent personnel for Town positions, understanding that the strength of the Town lies primarily in its staff. The Town Manager values lifelong learning and development and is proud of his commitment to pursuing training and development opportunities for employees at every level of the organization. This not only enhances the skills of the team but also fosters a culture of growth and improvement.</p> <p>While the Town Manager has successfully navigated staffing expansions, personnel restructuring, and operational improvements, the situation surrounding the Police Chief's accusations of retaliation and whistleblower protections presented a unique challenge. The Town Council debated the appropriate reporting structure for the Police Chief, with legal input affirming the Town Manager's authority over personnel matters under the Council-Manager form of government. The Police Chief's objections to certain budgetary and staffing directives further complicated matters, prompting extensive public and Council discussion about departmental autonomy. Following a conducted by the Town's legal counsel, the Town Manager was fully vindicated of any wrongdoing, and his actions were found to be consistent with the Town Charter, state law, and his responsibilities as chief administrative officer.</p> <p>Despite these challenges, the Town Manager maintained professionalism and adherence to legal and ethical frameworks throughout. In response to this experience, a clearer delineation of managerial authority and improved communication protocols with department heads have since been implemented, reinforcing organizational stability and supporting more collaborative personnel management going forward.</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.	5
c. Prepares the budget in an intelligent but readable format.	4
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.	3
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	4
Total Rating for this Performance Dimension:	20

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Comment:	<p>Fiscal responsibility is a cornerstone of effective town management. The Town Manager takes pride in his ability to prepare a balanced budget that aligns with the directives set by the Council. He is 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 the Town.</p> <p>He has maintained sound budgeting practices, ensured departmental accountability, and helped the Town adapt to shifting economic and service demands. His work on capital improvement funding and departmental resource planning reflects a strong grasp of municipal finance.</p> <p>While Council has requested refinements to improve budget readability and comparative reporting, his ability to manage Town funds prudently and transparently has been consistently commended. These practices have positioned the Town for sustainable growth and financial resilience.</p>	
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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.		4
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.		4
Total Rating for this Performance Dimension:		19
Comment:	<p>The Town Manager has provided strong leadership in planning and organizational development, aligning growth, financial sustainability, and strategic priorities. He has demonstrated a capacity for long-term thinking, particularly in how the Town manages development-related impacts and major infrastructure planning.</p> <p>At the same time, balancing visible priorities (like community events and beautification) with foundational infrastructure improvements remains a challenge. Internally, while his leadership has kept the organization focused on objectives, continued investment in culture-building and cross-functional communication will further develop organizational alignment.</p>	

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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.		4
b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.		4
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.		4
e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		4
Total Rating for this Performance Dimension:		19
Comment:	<p>The Town Manager has provided steady and principled leadership throughout a period marked by organizational growth and operational complexity. His approach to decision-making is generally analytical, grounded in available data, and aligned with policy. He is willing to take a firm position when necessary while also respecting the deliberative role of the Council.</p> <p>While his leadership style has been effective in maintaining organizational direction, future success will depend on expanding consensus-building efforts and managing team interactions as the Town prepares for rapid changes and a corresponding increase in staff and responsibilities. Overall, his leadership has contributed to organizational stability, progress, and accountability during one of the most pivotal phases of the Town's development.</p>	

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.		3
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.		4
d. Has the capacity to listen to others and to recognize their interests.		4

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e. Avoids political positions, partisanship, and unnecessary controversy.		4
Total Rating for this Performance Dimension:		20
Comment:	<p>The Town Manager consistently upholds the highest standards of professionalism, integrity, and public service. He has cultivated a dependable presence in Town operations and Council functions, combining strong work ethic with respectful, courteous conduct.</p> <p>His deliberate efforts to remain above politics, adhere to legal processes, and model ethical leadership have anchored the administrative side of government during a period of complex change. While there is always room to deepen communication and reinforce community trust, his personal character and professional approach are assets to the Town and its governance.</p>	

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Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		19
2. Council/Commission Relations		19
3. Citizen and Public Relations		19
4. Policy Execution		20
5. Intergovernmental Relations		20
6. Staffing and Management		18
7. Fiscal Management		20
8. Planning and Organizational Development		19
9. Leadership and Decision-Making		19
10. Individual Characteristics		20

Total Score: 193

Total Average Rating: 3.86

Date: 3-25-2025