



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: David R. Miles

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

Evaluation Date: March 29, 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 Clerk. 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.		2
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.		4
Total Rating for this Performance Dimension:		16
Comment:	Has an adequate skill set. Needs to be more aggressive in delivering professional advice to council members. Often during this period he supported policy outcomes that were not in the best interest of the Town and its citizens, when espoused by the previous mayor and her supporters. Two examples include the decision to downsize the spine road in The Reserve (currently, Hillside Groves) from 4 lanes to 2 lanes (previous rating period). Also, the decision to spend over \$500,000 to renovate the Sara Maude Park boardwalk, when more pressing infrastructure needs to upgrade roads and water and sewer lines in the original section of Howey went unfunded.	Ave. 3.2

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

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e. Is willing to try new ideas proposed by Board members.		4
Total Rating for this Performance Dimension:		16
Comment:	Although the Town citizens changed the form of government to Council/Town Manager in August 2022, the Town Manager provided more attention to ideas from the previous Mayor. Under our current form of government the Mayor has only a few roles not shared equally by other Council Members. The Mayor has two primary roles separate from the other Council Members. First, the Mayor presides at all Council Meetings. Second, the Mayor signs all documents approved by the full Council. The Town Manager deferred repeatedly to the Mayor's ideas during the first 12 months of this rating period, even when not in the best financial interest of the Town. In the last six months, under a new Mayor, there has been improvement in the Town Manager's performance in this area.	Ave 3.2

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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.		3
b. Is willing to meet with members of the community and is responsive to their concerns.		3
c. Demonstrates a dedication to service to the community and its citizens.		3
d. Expresses information orally in a clear and concise manner when making public presentations.		3
e. Is skillful with the news media, proactively providing information that is important to the public.		3
Total Rating for this Performance Dimension:		15
Comment:	Performs satisfactorily, I get only a few complaints from members of the public about Mr. OKeefe's performance. This has been particularly true in the final six months of the rating period. The Town is rarely covered by any member of the local media. Those items covered almost never involve the Town government.	Ave. 3.0

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.		3
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.		3
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.		3
Total Rating for this Performance Dimension:		17
Comment:	Appears to follow Council directives well. The speed of execution needs improvement. Examples of slow execution include the replating of the area around the intersection of North Citrus Avenue and Camellia Way, and repaving of N. Citrus which has been dragging on for over two years.	Ave. 3.4

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	A second example is the obtaining of grants and the placement of backup power supplies in the two Venezia lift stations, now approaching three years and two hurricanes in execution.	
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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.		3
c. Positively and effectively represents the organization and its interests when working with other governmental agencies.		2
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.		3
Total Rating for this Performance Dimension:		15
Comment:	<p>Effectively supports relationship with the City of Groveland. Needs to be more effective and aggressive in dealings with Lake County and Leesburg. The recent decision by Lake County regarding the no left turn from the Hillside Groves spine road onto Number 2 Road is against the interest of Howey residents, dumping more traffic onto the intersection with SR 19 and creating a safety hazard by Hillside Groves future residents doing U-turns on Number 2 Road due to this unwise and unsafe County decision. Also, until recently the Town has been ineffective in dealing with the Drake Point development, approved by the County while ignoring input from the Town, although the development is within the Town's ISBA for water and wastewater services.</p>	Ave 3.0

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.		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.		4

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Total Rating for this Performance Dimension:		20
Comment:	Quality of new employees has improved during the Town Manager's tenure. This has been the Town Manager's strongest attribute.	Ave. 4.0

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7. Fiscal Management		Rating:
a. Prepares a balanced budget to provide services at a level directed by the Board.		3
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.		4
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.		4
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.		4
Total Rating for this Performance Dimension:		19
Comment:	Perorms this process reasonably well. Needs to establish a separate Finance Department under the recently hired Finance Supervisor, in order to ensure adequate separation of duties and improve fiscal management duties. During this period, staff implemented new cash management procedures that significantly improved the interest earnings on the Town's cash balances, a very bright spot. Also recent changes to the Town's chart of accounts should improve future budgeting, accounting, and financial execution.	Ave. 3.8

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.		2
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.		2
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:		11
Comment:	Needs improvement in this area. Allows "nice to have" projects, such as	Ave. 2.2

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	Sara Maude Park improvements, to take resources away from “got to have projects”, like road repair and maintenance, and water pipe replacement, desperately needed by the Town. Hopefully, the upcoming strategic planning session will set a roadmap for improvements in this area.	
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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.		4
c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.		2
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.		2
Total Rating for this Performance Dimension:		14
Comment:	Does a good job of acknowledging the good work of his staff. Other areas need some work. I believe that he has the type of Council now that will allow significant improvement in building consensus in the future. He should seize the initiative to resolve long standing problems in the delivery of expanded utility service, particularly in wastewater utility long range treatment solutions, and solid waste service delivery. Must be an advocate for filling the critical needs of the Town.	Ave. 2.8

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.		4
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.		3
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.		3
e. Avoids political positions, partisanship, and unnecessary controversy.		3
Total Rating for this Performance Dimension:		17

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Comment:	Sometimes needs to be stronger in advocating for the critical needs of the Town.	Ave. 3.4
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Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		16
2. Council/Commission Relations		16
3. Citizen and Public Relations		15
4. Policy Execution		17
5. Intergovernmental Relations		15
6. Staffing and Management		20
7. Fiscal Management		19
8. Planning and Organizational Development		11
9. Leadership and Decision-Making		14
10. Individual Characteristics		17

Total Score: **160**

Total Average Rating: 3.2

Date: March 29, 2025