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## **Town Manager Performance Evaluation**

Town Manager's Name: Sean O'Keefe

Council Member Name: Jonathan Arnold

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

Evaluation Date: 3 Apr 2025

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### **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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## Town Manager Performance Evaluation

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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.		<u>5</u>
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.		<u>4</u>
c. Anticipates problems and develops effective approaches for solving them.		<u>4</u>
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.		<u>5</u>
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.		<u>5</u>
Total Rating for this Performance Dimension:		5
Comment:	Outstanding awareness of external and internal events and people	

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board <u>rather</u> than those of any one Boardmember.		5
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 avoidunnecessary Board action.		4
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		5
e. Is willing to try new ideas proposed by Board members.		5
Total Rating for this Performance Dimension:		5
Comment:	Outstanding relations with board members, patience is exemplary	

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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.		4
b. Is willing to meet with members of the community and is responsive to their concerns.		5
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.		3
e. Is skillful with the news media, proactively providing information that is important to the public.		4
Total Rating for this Performance Dimension:		4
Comment:	Public speaking is excellent, explanations are often lengthy, keep outcome in mind.	

4. Policy Execution		Rating:
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.		5
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.		5
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.		4
Total Rating for this Performance Dimension:		4
Comment:	Strong skills, conveys board intent to others, needs a greater sense of urgency	

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5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		5
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.		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:		4
Comment:	Excellent skills, increase focus on obtaining resources for the town	

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.		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.		4
e. <u>Can</u> 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
Total Rating for this Performance Dimension:		3
Comment:	Understands current staff skills and needs, need to create an org chart	

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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.		3
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.		3
Total Rating for this Performance Dimension:		3
Comment:	Need budget forecasting, highlight budget execution (red, yellow, green), start with overall assessment and then drill down, if needed.	

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 <u>to</u> 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.		5
d. Has a capacity for and encourages innovation.		5
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.		3
Total Rating for this Performance Dimension:		4
Comment:	Excellent considering there is no strategic plan or strategy from board	

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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. <u>Can</u> effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		3
Total Rating for this Performance Dimension:		3
Comment:	Excellent decision making, building consensus is challenging with 5 bosses, "Bold decisions give the best promise of success" Rommel	

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.		5
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.		5
d. Has the capacity to listen to others and to recognize their interests.		5
e. Avoids political positions, partisanship, and unnecessary controversy.		5
Total Rating for this Performance Dimension:		
Comment:	Outstanding character devoid of any duplicity, dishonesty, or manipulation	

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**Overall Assessment:** Strong, thoughtful and intelligent leader. Leads from the front. Focus on town growth and services are highly commendable. More attention to fiscal forecasting and impact on current and out-years needed (the town financial officer should be doing this, not the town manager). Develop a sense of urgency in the town staff (“burning daylight”). Emphasize accuracy over speed, repeating tasks is a waste of time and effort. In other words, “get it done right the first time.” Develop an organizational chart as it will be needed as the town grows. It can be used to avoid bloated staff and assist in personnel assessments. Develop a recognition system for the volunteer committees, a simple certificate of recognition and a lunch /dinner can go a long way to bolstering their sense of belonging. Focus on developing a “command presence,” that is when you enter the scene everyone defers to you first.

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### **Summary:**

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

Total Score: 40

**Total Average Rating: 4**

Date: \_\_\_\_\_