



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: 7 Oct 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: April 1, 2025 through Sept 30, 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.		<u>4</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>5</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:	Continuing outstanding awareness of the impact external and internal events can have on the town and people.	

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board rather than those of any one Board member.		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 avoid unnecessary Board action.		5
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 board relationships, patience continues to be exemplary. Not easy to have five bosses. "A multitude of rulers is not a good thing. Let there be one ruler, one king," Herodotus, 5 th Century BC.	

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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.		4
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 outstanding, explanations succinct, regularly assist people. Understands importance of proactive public relations,	

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.		5
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.		5
Total Rating for this Performance Dimension:		5
Comment:	Strong skills, conveys board intent to others, points out potential undesirable consequences of Board desires.	

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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.		5
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, increasing focus on obtaining resources for the town	

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.		3
d. Stays accurately informed and concerned about employee relations.		4
e. Can 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 and how to Performance Dimension:		4
Comment:	Understands staff and resident desires. Anticipates future skills for town and plans how to acquire them.	

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7. Fiscal Management		Rating:
a. Prepares a balanced budget to provide services at a level directed by the Board.		5
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.		5
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.		5
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.		5
Total Rating for this Performance Dimension:		5
Comment:	Most impressive performance for FY2025, General category finished in the black for 3 years in a row! Marked improvement over previous years trend of deficits before assuming current position of Town Manager.	

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 to ensure that the organization is doing "first things first" in support of its strategic plan.		4
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.		5
e. Reviews of ordinances, policies, and procedures periodically to suggest improvements.		3
Total Rating for this Performance Dimension:		4
Comment:	Developed an organization chart to help clarify roles and responsibilities. "Plans are useless, planning is invaluable," Dwight Eisenhower	

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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.		4
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.		4
e. Can effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		3
Total Rating for this Performance Dimension:		4
Comment:	Sound and effective decision making with an emphasis to formulate decisions to be adaptive in fluid situations.	

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:		5
Comment:	Continues to not only be devoid of duplicity, dishonesty, or manipulation, but has the bravery to resist those detestable traits "Honesty and courage are essential," Teddy Roosevelt	

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Overall Assessment: An improvement from last period. Thoughtful and resourceful leader who continues to improve. More in the form of an Eisenhower not a Patton. Quiet leadership is difficult to discern and appreciate. Focus on structured town growth and associated services remains exemplary. Fiscal management has emerged as the strongest skill set. Still needs to improve on developing a sense of urgency within the town staff. Focus should be on task completion, not time oriented. While accuracy has improved it continues to be elusive as exhibited by actual project costs exceeding planned costs on some projects. The goal should be 100% accuracy. Development of an organizational chart is highly commendable, remember to update it as the town grows. Need to resist increasing staff without conducting a work study or flow. Still need to develop a recognition system for the volunteer committees, a simple certificate of recognition can go a long way to bolstering their sense of appreciation. You continue to improve both personally and professionally, be alert for career opportunities.

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Summary:

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

Total Score: 45

Total Average Rating: 4.5

Date: 7 Oct 2025