



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: Mayor Wells

Evaluation Period: April 1, 2025 to September 30, 2025

Evaluation Date: October 7, 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 September 30, 2025

Town Manager Performance Evaluation

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>3</u>
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.		<u>3</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:		19
Comment:	I believe that Sean has a better than average understanding of what is required of a town manager. The most recent JPA meeting in Leesburg showed that while most municipal elected officials, county commissioners and city and town managers knew little or nothing about the topic being discussed, Sean had a good understanding of the Transfer of Development rights which the county wants to embrace. On reporting, it is not just what Sean reports but also what his department heads and staff also report. Each first council meeting, complete reports are provided to council on all areas of the management of the town and its financial position. He is completely engaged in the management of the town, which is a complex and difficult job. If you have never done it, you just won't understand. It's like an iceberg, easy to judge the part that you can see but not all the other attributes of his performance that are taken for granted.	

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.		4

Town Manager Performance Evaluation

c. Assists the Board by resolving problems at the administrative level to avoidunnecessary Board action.		3
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:		<i>20</i>
Comment:	As the CEO of the town, he has to balance the actions that he takes on a day-to-day basis while working with individual council members who at times undermine his responsibilities and authority as the Chief Executive Officer. He is always open to new ideas and carries out the directives of the council as a whole once policy has been agreed.	

Town Manager Performance Evaluation

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.		5
e. Is skillful with the news media, proactively providing information that is important to the public.		3
Total Rating for this Performance Dimension:		20
Comment:	Sean is a skilled communicator. This is seen in both council meetings and meetings with outside agencies. He is clear in his understanding of the subject matter and succinct in the way he puts it across to his audience.	

4. Policy Execution		Rating:
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.		3
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:		19
Comment:	Sean carries out the policies of the board even when he may not agree with their decision. I believe he respects the authority of the council and conveys the policies to be followed by all staff.	

Town Manager Performance Evaluation

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.		2
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.		3
e. Is willing to share resources or information with other governmental agencies as appropriate.		3
Total Rating for this Performance Dimension:		16
Comment:	Balancing the time necessary to ensure that the workings of the town runs smoothly and interaction with other agencies is not always easy. He always represents the town in a positive manner and puts the town and its citizens first in all matters. I believe that this is one area that has room for improvement, particularly with regards to state and federal funding.	

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.		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.		3
Total Rating for this Performance Dimension:		17
Comment:	The town has a first-class staff. The additions of the finance supervisor after two bad calls and the library director are both inspired hirings. Finding good people is always difficult and nurturing them to be better is a first priority. Treating them well and acknowledging and respecting their efforts should be a priority for management and council members alike.	

Town Manager Performance Evaluation

	The cost and time of hiring and training new members of staff is considerable, and we should do everything to retain our dedicated staff. I believe the Town Manager has the welfare of each individual at heart. The biggest area of difficulty has been with the PD and in particular the police chief. He has never accepted Sean's authority as the town manager and has regularly circumvented it by going directly to council members to further his personal agenda. This is never acceptable and should not be encouraged or tolerated by council members. His bias against Sean and encouraging others in the same vein is totally disrespectful making Sean's job which is hard enough even harder.	
--	--	--

Town Manager Performance Evaluation

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.		4
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.		3
Total Rating for this Performance Dimension:		22
Comment:	The financial reporting provided by staff has enabled the town manager to submit the best, most accurate and transparent budget that the town has ever produced. It not only covered all of the town's expenditure but provided a surplus in both the general fund and water fund even after a reduction in the millage rate and no increases in any tax or charge to the citizens of Howey. This shows a complete shift and improvement in his financial performance, and he and his staff should be commended for this excellent achievement.	

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.		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.		3
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.		3
Total Rating for this Performance Dimension:		16
Comment:	Given the complexities and diversity of his job, overall, I believe that his	

Town Manager Performance Evaluation

	performance in this area is satisfactory but has room for improvement. I do however believe that all the staff are intent on providing excellent customer service.	
--	--	--

Town Manager Performance Evaluation

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.		3
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. 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:		18
Comment:	I would describe Sean's management style as steady but thorough. He lacks the dynamism of some city managers, but his overall personality is appropriate when balancing the position between CEO and dealing with the individual personalities of the council members.	

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.		4
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
e. Avoids political positions, partisanship, and unnecessary controversy.		3
Total Rating for this Performance Dimension:		19
Comment:	Sean is an upstanding individual and has done a very good job for the town. There are some shortcomings, but he has also had to deal with the slings and arrows and in some cases ugly and unprofessional conduct of council members. In all leadership you get more from people with the	

Town Manager Performance Evaluation

	carrot rather than the stick. Threatening someone's job in a public setting is never acceptable and only seeks to cause division that is felt not only by him but throughout his staff. Our role as leaders is to foster trust and cooperation with all the staff. Instead, we are seeing cynicism, paranoia and self-interest. If we want our town manager to perform better, it starts with us. If not, we are doomed to in-fighting, fragmentation and failure.
--	---

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		19
2. Council/Commission Relations		20
3. Citizen and Public Relations		20
4. Policy Execution		19
5. Intergovernmental Relations		16
6. Staffing and Management		17
7. Fiscal Management		22
8. Planning and Organizational Development		16
9. Leadership and Decision-Making		18
10. Individual Characteristics		19

Total Score: 186

Total Average Rating: 3.72

Graham Wells

10/6/2025