



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: _____

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

Evaluation Date: _____

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: 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.		2
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.		2
c. Anticipates problems and develops effective approaches for solving them.		1
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.		2
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.		1
Total Rating for this Performance Dimension:		
Comment:		

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board as a whole rather than those of any one Boardmember.		2
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.		2
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.		2
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		1
e. Is willing to try new ideas proposed by Board members.		3
Total Rating for this Performance Dimension:		
Comment:		

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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.		1
b. Is willing to meet with members of the community and is responsive to their concerns.		1
c. Demonstrates a dedication to service to the community and its citizens.		1
d. Expresses information orally in a clear and concise manner when making public presentations.		2
e. Is skillful with the news media, proactively providing information that is important to the public.		1
Total Rating for this Performance Dimension:		
Comment:		

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.		3
c. Implements Board actions in accordance with the intent of the Board.		2
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.		1
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.		2
Total Rating for this Performance Dimension:		
Comment:		

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5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		2
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.		1
d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.		1
e. Is willing to share resources or information with other governmental agencies as appropriate.		3
Total Rating for this Performance Dimension:		
Comment:		

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.		1
c. Promotes training and development opportunities for employees at all levels of the organization.		3
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.		2
Total Rating for this Performance Dimension:		
Comment:		

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7. Fiscal Management		Rating:
a. Prepares a balanced budget to provide services at a level directed by the Board.		2
b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.		2
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.		2
Total Rating for this Performance Dimension:		
Comment:		

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.		1
d. Has a capacity for and encourages innovation.		2
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.		2
Total Rating for this Performance Dimension:		
Comment:		

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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.		2
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.		2
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:		
Comment:		

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.		2
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.		1
c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.		3
d. Has the capacity to listen to others and to recognize their interests.		2
e. Avoids political positions, partisanship, and unnecessary controversy.		2
Total Rating for this Performance Dimension:		
Comment:		

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise	8	
2. Council/Commission Relations	10	
3. Citizen and Public Relations	6	
4. Policy Execution	11	
5. Intergovernmental Relations	9	
6. Staffing and Management	12	
7. Fiscal Management	12	
8. Planning and Organizational Development	9	
9. Leadership and Decision-Making	12	
10. Individual Characteristics	10	

Total Score: 99

Total Average Rating: 1.98

Date: 9/23/25

SEAN'S EVALUATION

1. PROFESSIONAL SKILLS AND EXPERTISE

Sean does not provide councilors information regarding decisions made at the state level, and even the county level, that may effect our town. In fact, he does not seem to have a handle on state issues that could effect Howey In The Hills. Sean is not proactive in finding out what changes in the law could effect us. Sean almost always acts reactively as opposed to proactively. It is clear and obvious that Sean favors certain councilors over others, which is demonstrated by those councilors that have updated information versus those that do not have the updates.

2. COUNCIL COMMISSION RELATIONS

Sean favors certain councilors over others, which is quite clear as he carries out his directives. He does not provide Information to councilors at the same time. He talks with a couple of councilors on a regular basis, and gives them information first. He does not acknowledge the authority of the council, as we often see issues that have been voted on, reappearing as slightly different items.

3. CITIZENS AND PUBLIC RELATIONS

Sean does not engage with the public at all. He conveys nothing to residents regarding cost-effective manners. Sean does not schedule forums or town meetings where residents can speak with him and express their concerns. Numerous residents have told me that they have called Sean and left messages, and he does not return their calls, even after several messages. This not only extends to Sean, but also to town staff. Some people have told me that they think the town policy is to not answer phones.

Our town government continues to operate behind closed doors, and provides no transparency. There are certain councilors (including myself), that are not privy to decisions and procedures that are being made. These actions are the exact opposite of transparency, and is the reason that I do not totally trust Sean. Sean does not make public presentations and provides little information to the news media. It feels like we do not want anyone to know what is going on in Howey.

4. POLICY EXECUTION

Our Town Manager does not always support the actions of the board after a decision has been reached. This was evident during this year's budget process. Sean tries everything within his power to shift the Board's decisions to his way of thinking. It often appears that Sean feels that he has more power than Town Council instead of the other way around.

5. INTERGOVERNMENTAL RELATIONS

I rarely see Sean at various county and state meetings. When he does attend, he tends to sit by himself or with the Mayor, and does not interact with other officials. He does not seem to be involved in any state initiatives. In all of the

outside meetings that I have attended, not one official (with the exception of T.J Fish from Groveland) has ever mentioned his name. They do not even seem to know who he is. Since I have known Sean, I cannot remember him ever talking about a law or other issue that may effect Howey In The Hills or other government entities. He attends few Heartland LLC Meetings, and does not attend the Florida LLC Conference. Perhaps Sean does get involved more than I realize, but if so, he does not talk with councilors about it.

6. STAFFING AND MANAGEMENT

I am not convinced that Sean has a good handle regarding staff weaknesses. All we hear from him is how wonderful all staff members are in completing their duties, This isn't a realistic assessment. There is no government entity that is a utopia. Sean does do a good job of promoting training and development opportunities.

I have had several residents tell me that told me that staff d not get back to them.

7. FISCAL MANAGEMENT

For the last three years, Sean has included new construction revenues in the budget that never materialized. This resulted in fund transfers and ate into reserves. It does not appear that Sean makes the best use of available funds. He has focused too much on staff wage increases, while not paying attention to residents concerns. The changes made by Oscar and the Mayor in reporting and account funds, point out that Sean was in "over his head" with the budget.

8. PLANNING AND ORGANIZATIONAL DEVELOPMENT

If Sean has a vision regarding the town, I have never heard him express it. Sean does not appear to meet with other community leaders or with leaders of other communities on a regular basis. There is also no focus on customer service or innovation.

The Town Manager does not coordinate the efforts of the Town Engineer, Public Works Director or MPO Representative regarding the roads in the Town, or with their interactions with FDOT. Instead of working together in a coordinated and unified effort, we are all doing our own thing and are told what the others are doing. This casts a terrible light on our town, which results in goals not being reached. Sean is a poor communicator and organizer, which drastically hurts our town.

9. LEADERSHIP AND DECISION MAKING

The Town Staff is well aware of what Sean agrees with or does not agree with as far as the Council's decisions. He does not solicit input from appropriate sources when he makes a decision. He does not make decisions rapidly and generally procrastinates and does things "at the last minute". This was evidenced in the letter submitted to the Lake County Board County Commissioners regarding Margaret Brock's request for rezoning. Sean sent the letter the night before the 9:00 am meeting, giving the Commissioners no time to read the letter prior to the meeting. The evening before the LCBCC Meeting regarding the Local Option Gas Tax, I asked Sean to please get me a copy of the letter that the town had sent to the BCC.

When I got up the next morning to get ready to go the meeting, there was no copy of the letter. I called Sean at 7:20 am to

see where the letter was. Sean did not pick up, so I left a Voice Mail saying that I needed the letter. The letter was finally E-mailed at 8:54 am. Unfortunately, I had left for the 9:00 am meeting at 8:20 am. This is routine behavior for Sean. Sean is very good about acknowledging the efforts of others.

10. INDIVIDUAL CHARACTERISTICS

In my mind, Sean is not a good communicator. He does not return phone calls regularly, he does not listen well to others, and he shies away from public involvement.

Although not unethical or illegal, I believe the situation with our Library and past donations to the Troops of St. George represents a huge conflict of interest. I also believe that Sean's working remotely in Italy sent a bad message to staff. It was also not a good look for staff to see Sean's willingness to give one staff member a 26.26 percent wage increase.