



Town Council Workshop

April 03, 2025 at 4:30 PM

Howey-in the-Hills Town Hall
101 N. Palm Ave.,
Howey-in-the-Hills, FL 34737

Join Zoom Meeting:

<https://us06web.zoom.us/j/87808591347?pwd=jjRJRJS1Yg73U8RPmPOHUXNwRY6BAoH.1>

Meeting ID: 878 0859 1347 | Passcode: 375369

AGENDA

Call the Town Council Meeting to order
Pledge of Allegiance to the Flag
Invocation by Councilor Reneé Lannamañ

ROLL CALL

Acknowledgement of Quorum Present and Proper Notice Given

PUBLIC QUESTION & COMMENT

Any person wishing to address the Mayor and Town Council and who is not on the agenda is asked to speak their name and address. Three (3) minutes is allocated per speaker. The general Public Question & Comment period will be limited to a maximum of thirty (30) minutes unless extended by the Presiding Officer.

NEW BUSINESS

1. Discussion: **Town Manager Review**

ADJOURNMENT

To Comply with Title II of the Americans with Disabilities Act (ADA):

Qualified individuals may get assistance through the Florida Relay Service by dialing 7-1-1. Florida Relay is a service provided to residents in the State of Florida who are Deaf, Hard of Hearing, Deaf/Blind, or Speech Disabled that connects them to standard (voice) telephone users. They utilize a wide array of technologies, such as Text Telephone (TTYs) and ASCII, Voice Carry-Over (VCO), Speech to Speech (STS), Relay Conference Captioning (RCC), CapTel, Voice, Hearing Carry-Over (HCO), Video Assisted Speech to Speech (VA-STTS) and Enhanced Speech to Speech.

Howey Town Hall is inviting you to a scheduled Zoom meeting.

Topic: **Town Council Workshop**

Time: **Apr 3, 2025 04:30 PM Eastern Time** (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/87808591347?pwd=jjRJRJS1Yg73U8RPmPOHUXNwRY6BAoH.1>

Meeting ID: 878 0859 1347

Passcode: 375369

Dial by your location

+1 646 558 8656 US (New York)

+1 346 248 7799 US (Houston)

Meeting ID: 878 0859 1347

Passcode: 375369

Find your local number: <https://us06web.zoom.us/j/knDWrx4x5>

Please Note: In accordance with F.S. 286.0105: Any person who desires to appeal any decision or recommendation at this meeting will need a record of the proceedings, and that for such purposes may need to ensure that a verbatim record of the proceedings is made, which includes the testimony and evidence upon which the appeal is based. The Town of Howey-in-the-Hills does not prepare or provide this verbatim record. Note: In accordance with the F.S. 286.26: Persons with disabilities needing assistance to participate in any of these proceedings should contact Town Hall, 101 N. Palm Avenue, Howey-in-the-Hills, FL 34737, (352) 324-2290 at least 48 business hours in advance of the meeting.

Town Manager Performance Evaluation



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: N/A

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

Evaluation Date: April 3, 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 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: October 1, 2023 through March 31, 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.		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.		4
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.		4
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:		19
Comment:	<p>The Town Manager has consistently demonstrated a high level of professional knowledge, adaptability, and commitment to best practices in local government management. This commitment to knowledge is evident in his participation in professional associations (FCCMA, ICMA), completion of Emergency Management (FEMA) certifications, and various monthly meetings with groups of local leaders, including local city managers.</p> <p>His reports and planning efforts reflect a deep understanding of Town operations and a proactive approach to strategic development, particularly in areas such as utility infrastructure and capital budgeting. He has effectively guided the Council through several complex policy areas, including funding alternatives and departmental budget structuring. While his performance in this area is strong overall, opportunities remain to increase the accessibility of financial information for both Council and the public and to enhance early communication around sensitive decisions.</p>	

2. Council/Commission Relations		Rating:
a. Carries out directives of the Board as a whole rather than those of any one Boardmember.		4
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.		3

Town Manager Performance Evaluation

d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		4
e. Is willing to try new ideas proposed by Board members.		4
Total Rating for this Performance Dimension:		19
Comment:	<p>The Town Manager has maintained a strong and professional relationship with the members of the Town Council, making himself fully available for conversations and meetings to discuss topics, showing a consistent willingness to implement Council direction, provide responses to inquiries, and explore new ideas, even when opinions varied. His facilitation of agenda item discussions, responsiveness to feedback, and open-minded approach to Council member suggestions have contributed to a collaborative decision-making environment. He has repeatedly deferred to Council consensus when executing directives, including reformatting budget documents and incorporating feedback into the Capital Improvement Plan. He has provided well-informed recommendations without overstepping into policymaking.</p> <p>He understands the importance of resolving administrative issues at the manager level to streamline the Council’s decision-making process and to avoid unnecessary actions on their part as often as possible. The most significant challenge arose from the Police Department staffing dispute, which escalated to Council involvement. This situation highlighted the importance of early communication and conflict resolution strategies. Overall, the Town Manager has navigated these challenges with professionalism and respect for the Council’s authority.</p>	

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.	4
e. Is skillful with the news media, proactively providing information that is important to the public.	3
Total Rating for this Performance Dimension:	19

Town Manager Performance Evaluation

Comment:	<p>The Town Manager has demonstrated a sincere commitment to public service and has responded to citizens during Council meetings, in addition to his openness to meeting with residents and addressing their concerns.</p> <p>His ability to present complex topics clearly has supported transparency in government operations. With residents seeking clearer justification of how public funds are allocated and how priorities are set, the Town Manager has expanded and revised budget and planning documents, as well as social media notifications.</p>	
----------	--	--

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.	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:	20
Comment:	<p>The Town Manager has generally executed Council ordinances, policies, and procedures with consistency, competence, and a strong understanding of municipal governance. His ability to interpret the Council’s intent and translate it into actionable plans has been evident in areas such as infrastructure development, budget management, and organizational restructuring. His public support of Council decisions, even when navigating disagreement, has underscored his commitment to the Council-Manager form of government.</p>

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.	4

Town Manager Performance Evaluation

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:		20
Comment:	<p>The Town Manager has demonstrated strong performance in managing intergovernmental relationships, ensuring that the Town is well-represented and that Town interests are effectively communicated. His professional engagement with local and state agencies has helped advance the Town’s infrastructure goals, secure external funding, and keep Council informed of broader regional concerns and legislative developments. Notably, his involvement in initiatives such as water and wastewater planning, transportation planning, and regional workshops shows his awareness of the importance of regional collaboration.</p> <p>While current practices are solid, there are always further opportunities to develop shared service models or more formalized interlocal agreements that could yield increased efficiency gains and shared benefits. Overall, his efforts in this area are commendable and align with the Town’s strategic needs.</p>	

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.		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.		3
Total Rating for this Performance Dimension:		18
Comment:	Personnel management over the past 18 months has been a complex and evolving challenge. The Town Manager strives to recruit and retain	

Town Manager Performance Evaluation

	<p>competent personnel for Town positions, understanding that the strength of the Town lies primarily in its staff. The Town Manager values lifelong learning and development and is proud of his commitment to pursuing training and development opportunities for employees at every level of the organization. This not only enhances the skills of the team but also fosters a culture of growth and improvement.</p> <p>While the Town Manager has successfully navigated staffing expansions, personnel restructuring, and operational improvements, the situation surrounding the Police Chief’s accusations of retaliation and whistleblower protections presented a unique challenge. The Town Council debated the appropriate reporting structure for the Police Chief, with legal input affirming the Town Manager’s authority over personnel matters under the Council-Manager form of government. The Police Chief’s objections to certain budgetary and staffing directives further complicated matters, prompting extensive public and Council discussion about departmental autonomy. Following a conducted by the Town’s legal counsel, the Town Manager was fully vindicated of any wrongdoing, and his actions were found to be consistent with the Town Charter, state law, and his responsibilities as chief administrative officer.</p> <p>Despite these challenges, the Town Manager maintained professionalism and adherence to legal and ethical frameworks throughout. In response to this experience, a clearer delineation of managerial authority and improved communication protocols with department heads have since been implemented, reinforcing organizational stability and supporting more collaborative personnel management going forward.</p>	
--	---	--

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.	4
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.	4
Total Rating for this Performance Dimension:	20

Town Manager Performance Evaluation

Comment:	<p>Fiscal responsibility is a cornerstone of effective town management. The Town Manager takes pride in his ability to prepare a balanced budget that aligns with the directives set by the Council. He is committed to ensuring that the budget meets the operational needs of the organization, making the best possible use of available funds to deliver value to the Town.</p> <p>He has maintained sound budgeting practices, ensured departmental accountability, and helped the Town adapt to shifting economic and service demands. His work on capital improvement funding and departmental resource planning reflects a strong grasp of municipal finance.</p> <p>While Council has requested refinements to improve budget readability and comparative reporting, his ability to manage Town funds prudently and transparently has been consistently commended. These practices have positioned the Town for sustainable growth and financial resilience.</p>	
----------	---	--

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 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.	4
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	4
Total Rating for this Performance Dimension:	19

Comment:	<p>The Town Manager has provided strong leadership in planning and organizational development, aligning growth, financial sustainability, and strategic priorities. He has demonstrated a capacity for long-term thinking, particularly in how the Town manages development-related impacts and major infrastructure planning.</p> <p>At the same time, balancing visible priorities (like community events and beautification) with foundational infrastructure improvements remains a challenge. Internally, while his leadership has kept the organization focused on objectives, continued investment in culture-building and cross-functional communication will further develop organizational alignment.</p>	
----------	---	--

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.		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. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		4
Total Rating for this Performance Dimension:		19
Comment:	<p>The Town Manager has provided steady and principled leadership throughout a period marked by organizational growth and operational complexity. His approach to decision-making is generally analytical, grounded in available data, and aligned with policy. He is willing to take a firm position when necessary while also respecting the deliberative role of the Council.</p> <p>While his leadership style has been effective in maintaining organizational direction, future success will depend on expanding consensus-building efforts and managing team interactions as the Town prepares for rapid changes and a corresponding increase in staff and responsibilities. Overall, his leadership has contributed to organizational stability, progress, and accountability during one of the most pivotal phases of the Town's development.</p>	

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.		3
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.		4
d. Has the capacity to listen to others and to recognize their interests.		4

Town Manager Performance Evaluation

e. Avoids political positions, partisanship, and unnecessary controversy.		4
Total Rating for this Performance Dimension:		20
Comment:	<p>The Town Manager consistently upholds the highest standards of professionalism, integrity, and public service. He has cultivated a dependable presence in Town operations and Council functions, combining strong work ethic with respectful, courteous conduct.</p> <p>His deliberate efforts to remain above politics, adhere to legal processes, and model ethical leadership have anchored the administrative side of government during a period of complex change. While there is always room to deepen communication and reinforce community trust, his personal character and professional approach are assets to the Town and its governance.</p>	

Town Manager Performance Evaluation

Summary:

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

Total Score: 193

Total Average Rating: 3.86

Date: 3-25-2025



Town Manager Performance Evaluation

Town Manager’s Name: Sean O’Keefe

Council Member Name: Mayor Wells

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

Evaluation Date: March 25th 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

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>3</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:		18
Comment:		

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
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.		4
e. Is willing to try new ideas proposed by Board members.		5
Total Rating for this Performance Dimension:		19
Comment:		

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:		

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.		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:		20
Comment:		

Town Manager Performance Evaluation

5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		3
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:		15
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.		2
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:		15
Comment:		

Town Manager Performance Evaluation

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.		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:		13
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.		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.		3
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:		15
Comment:		

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.		3
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.		2
Total Rating for this Performance Dimension:		16
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.		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.		4
e. Avoids political positions, partisanship, and unnecessary controversy.		5
Total Rating for this Performance Dimension:		24
Comment:		

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		18
2. Council/Commission Relations		19
3. Citizen and Public Relations		20
4. Policy Execution		20
5. Intergovernmental Relations		15
6. Staffing and Management		15
7. Fiscal Management		13
8. Planning and Organizational Development		15
9. Leadership and Decision-Making		16
10. Individual Characteristics		24

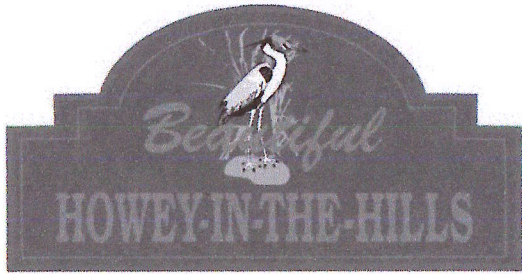
Total Score: 175

Total Average Rating: 3.50

Graham Wells

Date:

March 25, 2025



Town Manager Performance Evaluation

Town Manager's Name: Sean O'Keefe

Council Member Name: Tim Everline

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

Evaluation Date: March 28, 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

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.	3
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.	2
c. Anticipates problems and develops effective approaches for solving them.	3
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.	2
Total Rating for this Performance Dimension:	13
Comment:	Sean does not seem to provide information on industry developments

I also feel that he is not always impartial.

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.	3
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.	3
e. Is willing to try new ideas proposed by Board members.	3
Total Rating for this Performance Dimension:	13
Comment:	Sean does not do things in a timely manner. Sean seems to favor certain board members.

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.		2
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:		
Comment:	Does not at all convey to the public that services are done cost effectively.	14

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.		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.		2
Total Rating for this Performance Dimension:		
Comment:	External stakeholders have conveyed to me that Sean offers them no help.	14

Town Manager Performance Evaluation

5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		3
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.		3
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.		4
Total Rating for this Performance Dimension:		16
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.		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.		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.		3
Total Rating for this Performance Dimension:		15
Comment:	situation with finance supervisors was not good.	

Town Manager Performance Evaluation

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.		2
c. Prepares the budget in an intelligent but readable format.		2
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.		2
Total Rating for this Performance Dimension:		14
Comment:	often feel that Sean is over his head with the budget. Do not believe that the best use of available funds is done.	

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.		3
Total Rating for this Performance Dimension:		12
Comment:	Sean does not appear to work with residents and stakeholders. Do not really know what Sean's vision is for the organization.	

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.		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:		12
Comment:	Sean does not appear to be a good time manager.	

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.		2
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:		11
Comment:	Sean has special interests.	

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise	13	
2. Council/Commission Relations	13	
3. Citizen and Public Relations	14	
4. Policy Execution	14	
5. Intergovernmental Relations	16	
6. Staffing and Management	15	
7. Fiscal Management	14	
8. Planning and Organizational Development	12	
9. Leadership and Decision-Making	12	
10. Individual Characteristics	11	

Total Score: 134

Total Average Rating: 2.68

Date: 2/28/25



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

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

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>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 avoid unnecessary 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	

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.		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	

Town Manager Performance Evaluation

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	

Town Manager Performance Evaluation

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	

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.		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	

Town Manager Performance Evaluation

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.

Town Manager Performance Evaluation

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		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: _____



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

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.		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.	<i>Ave. 3.2</i>

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

Town Manager Performance Evaluation

e. Is willing to try new ideas proposed by Board members.		4
Total Rating for this Performance Dimension:		16
Comment:	<p>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.</p>	Ave 3.2

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.		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

Town Manager Performance Evaluation

	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.	
--	--	--

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.		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:	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.	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

Town Manager Performance Evaluation

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

Town Manager Performance Evaluation

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

Town Manager Performance Evaluation

	<p>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.</p>	
--	---	--

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.		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

Town Manager Performance Evaluation

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

Town Manager Performance Evaluation

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



Town Manager Performance Evaluation

Town Manager’s Name: Sean O’Keefe

Council Member Name: Renee Lannaman

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

Evaluation Date: March 30, 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 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: October 1, 2023 through March 31, 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>3</u>
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.		<u>3</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>4</u>
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.		<u>3</u>
Total Rating for this Performance Dimension:		17
Comment:		

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
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.		4
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.		4
e. Is willing to try new ideas proposed by Board members.		4
Total Rating for this Performance Dimension:		19
Comment:		

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.		4
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.		4
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:		20
Comment:		

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.		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:		20
Comment:		

Town Manager Performance Evaluation

5. Intergovernmental Relations		Rating:
a. Promotes a positive working relationship with other governmental entities.		3
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.		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:		18
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.		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:		16
Comment:		

Town Manager Performance Evaluation

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.		3
c. Prepares the budget in an intelligent but readable format.		2
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.		2
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.		3
Total Rating for this Performance Dimension:		13
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.		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.		3
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:		15
Comment:		

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.		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. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.		4
Total Rating for this Performance Dimension:		20
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.		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:		25
Comment:		

Town Manager Performance Evaluation

Summary:

Performance Dimension:	Overall Rating:	
1. Professional Skills and Expertise		17
2. Council/Commission Relations		19
3. Citizen and Public Relations		20
4. Policy Execution		20
5. Intergovernmental Relations		18
6. Staffing and Management		16
7. Fiscal Management		13
8. Planning and Organizational Development		15
9. Leadership and Decision-Making		20
10. Individual Characteristics		25

Total Score: **183**

Total Average Rating:

Date: March 30, 2025

Renel Lannaman

Town of Howey-in-the-Hills
 Town Manager Performance Evaluation - SUMMARY
 Oct 1, 2023 - March 31, 2025

	Wells	Everline	Miles	Lannaman	Arnold	O'Keefe-Self Eval
1. Professional Skills and Expertise						
a. Is knowledgeable of current developments affecting the management field and affecting local governments.	3	3	4	3	5	4
b. Regularly provides accurate, comprehensive reports concerning matters of importance to the organization.	4	2	3	3	4	3
c. Anticipates problems and develops effective approaches for solving them.	3	3	2	4	4	4
d. Offers workable alternatives when changes in the law render the administration of an ordinance or policy impractical.	3	3	3	4	5	4
e. Sets a professional example by handling the affairs of the organization in a fair and impartial manner.	5	2	4	3	5	4
Total Rating for this Performance Dimension:	18	13	16	17	23	19
2. Council/Commission Relations						
a. Carries out directives of the Board as a whole rather than those of any one Board member.	3	2	3	3	5	4
b. In responding the requests for information, provides complete, accurate, and timely information equally to all Board members.	4	2	3	4	4	4
c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.	3	3	3	4	4	3
d. Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.	4	3	3	4	5	4
e. Is willing to try new ideas proposed by Board members.	5	3	4	4	5	4
Total Rating for this Performance Dimension:	19	13	16	19	23	19
3. Citizen and Public Relations						
a. Effectively conveys to the public that the organization delivers services in a cost-effective manner without sacrificing quality and customer focus.	3	2	3	4	4	3
b. Is willing to meet with members of the community and is responsive to their concerns.	4	3	3	4	5	4
c. Demonstrates a dedication to service to the community and its citizens.	5	3	3	4	5	5
d. Expresses information orally in a clear and concise manner when making public presentations.	5	3	3	4	3	4
e. Is skillful with the news media, proactively providing information that is important to the public.	3	3	3	4	4	3
Total Rating for this Performance Dimension:	20	14	15	20	21	19

Town of Howey-in-the-Hills
 Town Manager Performance Evaluation - SUMMARY
 Oct 1, 2023 - March 31, 2025

	Wells	Everline	Miles	Lannaman	Arnold	O'Keefe-Self Eval
4. Policy Execution						
a. Understands, supports, and enforces the organization's ordinances, policies, and procedures.	4	3	4	4	5	4
b. Clearly identifies and communicates expectations to the organization regarding the implementation of policies enacted by the Board.	4	3	4	4	4	4
c. Implements Board actions in accordance with the intent of the Board.	4	3	3	4	4	4
d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.	4	3	3	4	5	4
e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.	4	2	3	4	4	4
Total Rating for this Performance Dimension:	20	14	17	20	22	20
5. Intergovernmental Relations						
					5	
a. Promotes a positive working relationship with other governmental entities.	3	3	4	3	4	4
b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.	2	3	3	3	4	4
c. Positively and effectively represents the organization and its interests when working with other governmental agencies.	4	3	2	4	4	4
d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.	3	3	3	4	4	4
e. Is willing to share resources or information with other governmental agencies as appropriate.	3	4	3	4	4	4
Total Rating for this Performance Dimension:	15	16	15	18	20	20
6. Staffing and Management						
a. Recruits and retains competent personnel for Town positions.	3	3	4	3	3	4
b. Is aware of staff weaknesses and works to improve their performance.	2	3	4	3	3	4
c. Promotes training and development opportunities for employees at all levels of the organization.	3	3	4	3	3	4
d. Stays accurately informed and concerned about employee relations.	4	3	4	4	4	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.	3	3	4	3	4	3
Total Rating for this Performance Dimension:	15	15	20	16	17	18

Town of Howey-in-the-Hills
 Town Manager Performance Evaluation - SUMMARY
 Oct 1, 2023 - March 31, 2025

	Wells	Everline	Miles	Lannaman	Arnold	O'Keefe-Self Eval
7. Fiscal Management						
a. Prepares a balanced budget to provide services at a level directed by the Board.	3	4	3	3	4	4
b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.	2	2	4	3	5	5
c. Prepares the budget in an intelligent but readable format.	3	2	4	2	3	4
d. Submits the proposed budget in a timely manner that allows for an appropriate review period.	3	4	4	2	3	3
e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	2	2	4	3	3	4
Total Rating for this Performance Dimension:	13	14	19	13	18	20

8. Planning and Organizational Development						
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization.	3	2	2	3	3	4
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	2	2	3	3	3
c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.	3	2	2	3	5	4
d. Has a capacity for and encourages innovation.	3	3	3	3	5	4
e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	3	3	2	3	3	4
Total Rating for this Performance Dimension:	15	12	11	15	19	19

9. Leadership and Decision-Making						
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same.	3	2	3	4	4	4
b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.	3	4	4	4	4	4
c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.	4	2	2	4	3	3
d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.	4	2	3	4	4	4
e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.	2	2	2	4	3	4
Total Rating for this Performance Dimension:	16	12	14	20	18	19

Town of Howey-in-the-Hills
 Town Manager Performance Evaluation - SUMMARY
 Oct 1, 2023 - March 31, 2025

Wells Everline Miles Lannaman Arnold O'Keefe-Self Eval

10. Individual Characteristics						
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments.	5	2	4	5	5	3
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	2	3	5	5	5
c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.	5	3	4	5	5	4
d. Has the capacity to listen to others and to recognize their interests.	4	2	3	5	5	4
e. Avoids political positions, partisanship, and unnecessary controversy.	5	2	3	5	5	4
Total Rating for this Performance Dimension:	24	11	17	25	25	20

Total Score:	175	134	160	183	206	193
Average Rating:	3.50	2.68	3.20	3.66	4.12	3.86

Total Average Rating: 3.432

- 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.