



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

County Administrator's Name: Heidi Petito

Commissioner's Name: Andy Dance

Evaluation Period: 10/18/2023 to 10/17/2024

Evaluation Date: 2/1/25

Evaluation Instructions:

This form shall be completed by each member of the Commission to evaluate the County Administrator's performance in each of the areas noted below. Each member of the Board shall sign at the end of the form and forward it to the Human Resources Director. Performance levels can be noted 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 to meet reasonable expectations of performance.
- 1 – UNSATISFACTORY:** The incumbent frequently fails to meet minimum performance expectations.

Performance Dimensions:

1. Professional Skills and Expertise	Overall Rating: <u>4</u> of 5
<ul style="list-style-type: none"> a. Is knowledgeable of current developments affecting the management field and affecting county governments. b. Respected in management profession. c. Anticipates problems and develops effective approaches for solving them. d. Is willing to try new ideas proposed by Board Members or staff. e. Interacts with the Board in a collegial and straightforward manner. 	



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2. Commission Relations	Overall Rating: <u>3</u> of 5
<p>a. Carries out directives of the Board as a whole, rather than those of any one Board member.</p> <p>b. Responds to requests for information or assistance by the Board.</p> <p>c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action.</p> <p>d. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.</p>	
3. Citizen and Public Relations	Overall Rating: <u>4</u> of 5
<p>a. Responsive to complaints from citizens.</p> <p>b. Is willing to meet with members of the community to discuss their real concerns.</p> <p>c. Demonstrates a dedication to service to the community and its citizens.</p> <p>d. Expresses information orally in a clear and concise manner when making public presentations.</p> <p>e. Is skillful with the news media, proactively providing information that is important to the public.</p>	
4. Policy Execution	Overall Rating: <u>4</u> of 5
<p>a. Enforces County policies and procedures.</p> <p>b. Understands County's ordinances.</p> <p>c. Implements Board actions in accordance with the intent of the Board.</p> <p>d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization.</p> <p>e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.</p>	



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Corrected 2/21/25
to align with final
summary - ASD

5. Intergovernmental Relations	Overall Rating: X 4 of 5
<ul style="list-style-type: none">a. Promotes a positive working relationship with other governmental entities.b. Engages with other local, regional, state, and federal agencies to accomplish local initiatives.c. Positively and effectively represents the organization and its interests when working with other governmental agencies.d. Maintains awareness of laws and other issues affecting other governmental agencies which may affect the organization.e. Is willing to share resources or information with other governmental agencies as appropriate.	

6. Staffing and Management	Overall Rating: 3 of 5
<ul style="list-style-type: none">a. Recruits and retains competent personnel for County positions.b. Is aware of staff weaknesses and works to improve their performance.c. Promotes training and development opportunities for employees at all levels of the organization.d. Stays accurately informed and concerned about employee relations.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.	

7. Fiscal Management	Overall Rating: 5 of 5
<ul style="list-style-type: none">a. Prepares a balanced budget to provide services at a level directed by the Board.b. Ensures that the budget meets the operational needs of the organization and makes the best possible use of available funds.c. Prepares the budget in an intelligent but readable format.d. Submits the proposed budget in a timely manner that allows for an appropriate review period.e. Appropriately monitors and manages the fiscal activities of the organization throughout the fiscal year.	



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8. Planning and Organizational Development	Overall Rating: <u>4</u> of 5
<p>a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization.</p> <p>b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan.</p> <p>c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources.</p> <p>d. Has a capacity for and encourages innovation.</p> <p>e. Reviews ordinances, policies, and procedures periodically to suggest improvements.</p>	

9. Leadership and Decision-Making	Overall Rating: <u>4</u> of 5
<p>a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same.</p> <p>b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments.</p> <p>c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives.</p> <p>d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources.</p> <p>e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.</p>	

10. Individual Characteristics	Overall Rating: <u>4</u> of 5
<p>a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments.</p> <p>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.</p> <p>c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job.</p> <p>d. Has the capacity to listen to others and to recognize their interests.</p> <p>e. Avoids political positions, partisanship, and unnecessary controversy.</p>	



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Summary:

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

Total Score: 39 of 50

Divide by 10 (total number of metrics)

Total Average Rating: 3.9 of 5

Evaluator's Signature:  Date: 2/1/25



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Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?	
Response:	<ol style="list-style-type: none">1. Budget: The budget process had improved greatly since my first year. We started the process in December with Board priorities and the balanced budget was crafted to maintain reserves and meet commission objectives, including millage reduction.2. Innovative problem solving resulting in drone program that will save money by performing beach surveys internally.3. Expansion of the Transparency Dashboard, accessible directly from the website home page.4. Completion of Reach 1 Dune renourishment program5. Replacement of FireFlight
2. What strengths has the administrator demonstrated that have been most helpful to you as a commissioner during the evaluation period? (Feel free to be general or include specific issues or projects which benefited from the administrator's leadership.)	
Response:	<p>Heidi was receptive to reimagining the budget process; receiving Commission priorities and increasing workshops and budget presentations that added to budget transparency.</p> <p>She continues to foster strong relationships with our governmental partners in order to work together, looking for efficiencies and opportunities to work together.</p> <p>She looks for operational efficiencies; Pursued refinancing debt to save money, improved bond rating, etc.</p>
3. What performance areas would you identify as needing improvement? Why?	
Response:	<p>Administrator to Board communications need to be strengthened, especially with two new Commissioners. Updates on capital projects are lagging.</p> <p>Periodic reports or assessments of county operations would be beneficial. Use the workshops to accomplish this.</p>



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4. What constructive, positive ideas can you offer the administrator to enhance performance?	
Response:	<p>As stated above, periodic reports or assessments of county operations would be beneficial. Use the workshops to accomplish this.</p> <p>Use the lessons learned and feedback generated from the Aura Aero economic development opportunity to land aviation businesses to the airport.</p> <p>For staff retention and development, use exit interviews and internal employee surveys to proactively gauge the work atmosphere.</p>

5. What other comments do you have for the administrator, e.g., priorities, expectations, goals or objectives for the new rating period?	
Response:	<p>Pressure is on to break ground on Bull Creek, new emergency shelter, fire stations and men's residential treatment building (with SMA).</p> <p>Nail down beach funding this coming year.</p> <p>Continue to find efficiencies in operations</p>