

REPORT OF INVESTIGATION



Complaint Number 26-010

NOTICE CONCERNING CONFIDENTIALITY

This report of investigation concerns an alleged violation of Chapter 112, Part III, Florida Statutes, or other breach of public trust under provisions of Article II, Section 8, Florida Constitution. The Report and any exhibits may be confidential (exempt from the public records law) pursuant to Section 112.324, Florida Statutes, and Chapter 34-5, F.A.C., the rules of the Commission on Ethics. Unless the Respondent has waived the confidentiality in writing, this report will remain confidential until one of the following occurs: (1) the complaint is dismissed by the Commission; (2) the Commission finds sufficient evidence to order a public hearing; or (3) the Commission orders a public report as a final disposition of the matter. *See Section 112.3215, Florida Statutes, regarding executive branch lobbying matters and confidentiality.

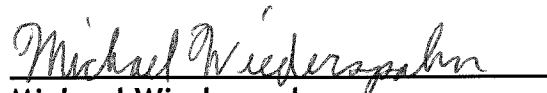
STATE OF FLORIDA
COMMISSION ON ETHICS
Post Office Drawer 15709
Tallahassee, Florida 32317-5709

REPORT OF INVESTIGATION

TITLE: ANDY DANCE
Chairman, Flagler County Commission
Bunnell, Florida

COMPLAINT NO: 26-010
Exhibits A through C

INVESTIGATED BY:


Michael Wiederspahn

Distribution:

Commission on Ethics
Respondent
Advocate
File

Releasing Authority:


Kerrie J. Stillman
Executive Director

Date

* * * *

**REPORT OF INVESTIGATION
COMPLAINT NO. 26-010**

- (1) The complaint in this matter was filed by Anna Jones who alleges that Andy Dance, while serving as Chairman of the Flagler County Commission, violated the Code of Ethics for Public Officers and Employees.
- (2) The Complainant alleges that Mr. Dance is married to Luci Dance, who is employed as the Executive Assistant to the County Administrator, Heidi Petito.
- (3) The Complainant alleges that during the County Administrator's annual performance evaluation that was released in December 2025, Mr. Dance gave Administrator Petito an "exceeds expectations" rating, while three other Commissioners gave her a "does not meet expectations" rating.
- (4) The Complainant further alleges that Mr. Dance, as Chairman of the Board, failed to notify the Board of County Commissioners in August of 2025, of the 60-day notification requirement in the Administrator's employment contract for non-renewal. As such, the Complainant alleges the deadline passed with no discussion, leading to an automatic renewal.
- (5) The Executive Director of the Commission on Ethics noted that based upon the information provided in the complaint, the allegations were sufficient to warrant a preliminary investigation to determine whether the Respondent's actions violated Section 112.313(6), Florida Statutes (Misuse of Public Position) and Article II, Section 8(h)(2), Florida Constitution (Abuse of Position to Obtain a Disproportionate Benefit).
- (6) Flagler County Director of Human Resources Charlie Picano confirmed that Luci Dance was hired by Flagler County as the Executive Administrative Assistant on March 31, 2014. She continued in that position until March 15, 2026, when she received a lateral transfer, assuming the position of Executive Assistant in the Flagler County Fire Rescue Department.
- (7) The Respondent acknowledged his wife, Luci Dance, holds the position of Executive Administrative Assistant with Flagler County. He stated he believes his wife has held that position for at least ten years. County Administrator Heidi Petito, he said, is the third Flagler County Administrator for whom Ms. Dance has worked.
- (8) The minutes of the October 4, 2021 Regular Meeting of the Flagler County Board of Commissioners reflect that the Board, including the Respondent, voted unanimously to remove the "interim designation" from then-Interim County Administrator Heidi Petito's position title, while also agreeing to end the search for a County Administrator and to "direct Human Resources to draft a new contract with County Attorney Hadeed overseeing the contract writing."
- (9) The minutes of the October 18, 2021 Regular Meeting of the Flagler County Board of Commissioners reflect the Board approved the employment agreement for County Administrator Heidi Petito by a vote of 4 to 1, with Commissioner Dance casting the only dissenting vote.

(10) Flagler County Attorney Michael Rodriguez provided a copy of the employment agreement for County Administrator Petito (Exhibit A), effective October 18, 2021, which includes the following language in Section 4 addressing the Administrator's salary and an "annual review" of the Administrator:

B. COUNTY agrees to increase the base salary of EMPLOYEE in such amounts and to such extent as the Board of County Commissioners may determine that it is desirable to do so on the basis of an annual review of said EMPLOYEE.

(11) Director Picano advised that he is charged with coordinating the annual evaluation process for County Administrator Petito. He advised earlier paper evaluation forms were replaced with an online evaluation system in 2024. The Commissioners, Director Picano explained, receive access to the online evaluation forms in approximately September of each year and complete their respective evaluations by the end of October.

(12) Director Picano provided copies of the Board of Commissioners' annual evaluations for County Administrator Heidi Petito for 2025 (Exhibit B), completed by the 2025 Flagler County Board of Commissioners, whose members included Commissioner Kim Carney, Commissioner Gregory Hansen, Commissioner Bonnie Pennington, Commissioner Pamela Richardson and the Respondent. The rating scale listed on the this annual evaluation is as follows:

- 5 – Significantly Exceeds Expectations
- 4 – Exceeds Expectations
- 3 – Meets Expectations
- 2 – Does Not Meet Expectations
- 1 - Unacceptable

The overall evaluation scores out a maximum possible rating of 5 points were as follows:

Kim Carney	2.15
Andrew Dance (Respondent)	4.13
Gregory Hansen	5.0
Bonnie Pennington	2.46
Pamela Richardson	2.39

(13) Commissioner Carney's 2025 annual evaluation of Administrator Petito includes the following statements in the comment section of the "Overall Rating" section of the annual evaluation form:

The BOCC Chairman failed to notify the board in August of the 60 day notification requirement in the Administrator's contract for non-renewal. The deadline passed with no discussion leading to an automatic renewal. Discussion of the renewal or non-renewal should have come up in August.

(14) The Respondent, addressing the Complainant's allegation that he "failed to notify" the Board of County Commissioners in August of 2025 of the 60-day notification requirement in the Administrator's employment contract for non-renewal, advised that such a notification is not now, nor has it ever been, the responsibility of the Chairman of the Board of Commissioners. He stated, "If it's brought forward, it's been brought forward by Human Resources, but not the Chair. The Chair...It's not spelled anywhere that the Chair has that authority to do that." The Respondent believes the previous Human Resources Director advised the Board of the impending automatic renewal date of Administrator Petito's employment agreement, but only to facilitate the timing of an annual review to consider any salary increases for her, as specified in her employment agreement. The Respondent does not recall the Board ever being notified of this automatic renewal date by Human Resources Director Picano since he was hired approximately two years ago.

(15) Director Picano provided copies of the Board of Commissioners' annual evaluations for County Administrator Heidi Petito for 2024 (Exhibit C), completed by the 2024 Board of Commissioners, whose members included Commissioner Donald O'Brien, Commissioner Gregory Hansen, Commissioner Bonnie Pennington, Commissioner David Sullivan and the Respondent. The rating scale listed on this annual evaluation is as follows:

5 – Excellent

4 – Superior

3 – Satisfactory

2 – Fair

1 - Unsatisfactory

The overall evaluation scores out a maximum possible rating of 5 points were as follows:

Donald O'Brien	4.7
Andrew Dance (Respondent)	3.9
Gregory Hansen	5.0
Bonnie Pennington	2.5
David Sullivan	5.0

(16) Administrator Petito's employment agreement includes the following provisions:

2. TERM OF EMPLOYMENT, TERMINATION, RESIGNATION

A. This Agreement shall renew automatically commencing on October 18, 2022, continuing thereafter on the anniversary date of October 18th until such time as the Board of County Commissioners provides EMPLOYEE with at least sixty (60) days advance written notice of EMPLOYEE's termination. Advance written notice of termination is not required if EMPLOYEE's termination is the result of EMPLOYEE's conviction of an illegal act in performing the duties of County Administrator or for misconduct in the performance of such duties as defined in Section 443.036(29), Florida Statutes. When automatically renewed, all the terms and conditions of this Agreement shall continue in full force and effect.

B. Nothing in this Agreement shall limit, prevent or otherwise interfere with the right of COUNTY to terminate the services of EMPLOYEE at any time, subject only to the provisions set forth in Section 3 of this Agreement.

C. Nothing in this Agreement shall limit, prevent or otherwise interfere with the right of EMPLOYEE to resign at any time from her position with the COUNTY, subject only to the provisions set forth in Section 3.B and 3.C.

(17) The Respondent stated regarding the automatic renewal clause in County Administrator Petito's employment agreement, "It's never been the responsibility of the Chair to be the bird dog of that item. It falls on each Commissioner's responsibility" to be aware of this information. He commented regarding Commissioner Carney's statement in her annual evaluation of Administrator Petito that he, as Chairman of the Board, failed to notify the Board of the impending automatic renewal date of Administrator Petito's employment agreement:

It's a, I think Ms. Carney, being new, right? So, with this evaluation she's, she was elected in '24, so I, I just don't know that, that she researched properly the...how that's handled, and so I got saddled with that allegation. But it's not...there's been no past practice; there's...it's not written anywhere. It's just not...it doesn't fall in the authority [of the Chair].

(18) Attorney Rodriguez advised that the Flagler County Board of Commissioners directly evaluates only two Flagler County employees, Heidi Petito as the County Administrator, and himself as the County Attorney. These are the only two positions whose appointments are directly controlled by the Board, he advised. Attorney Rodriguez advised he is aware that Administrator Petito's employment agreement includes an automatic renewal provision, but he stated regarding the Chairman of the Board (the Respondent's position), "I don't see a duty" to notify the Board of the upcoming automatic renewal date of the employment agreement,

citing the lack of any provision in the employment agreement requiring such a notification. Furthermore, Attorney Rodriguez stated, "I don't think it is a legal duty of the Chair" to notify the Board Members of the upcoming automatic renewal date of the County Administrator's employment agreement as a general matter of procedure. Attorney Rodriguez acknowledged that, under the terms of County Administrator Petito's employment agreement, the Board of Commissioners may terminate the County Administrator at any time if they vote to do so, and that the termination of the County Administrator's employment through non-renewal of the employment agreement (with sixty days notice of non-renewal, prior to the automatic renewal date of October 18th) would only absolve the County of its obligation to provide severance pay, pursuant to the terms of the employment agreement.

(19) Human Resources Director Picano advised there is currently no directive in place requiring him to notify the Board of Commissioners of the impending automatic renewal of the County Administrator's employment agreement. However, he advised, if the Board wished to put such a directive in place, they could easily do so. Furthermore, he stated, the County Administrator's employment agreement is available to any Commissioner upon their request. Director Picano acknowledged that, pursuant to the employment contract, the Board of Commissioners has the power to terminate Administrator Petito at any time, by a majority vote.

(20) Addressing the implication that he would take, or would fail to take, some official action in his position as a Flagler County Commissioner to facilitate his wife's continued employment as Executive Administrative Assistant to Administrator Petito, the Respondent stated, "She's been through three Administrators, so I don't influence her position. She gets evaluated on her own, and has been evaluated with three different Administrators, and is highly competent in her job. She stands on her own. She was there before I became a Commissioner, so that's all I can add. I mean there's, there's nothing to it."

(21) The minutes of the December 1, 2025 Regular Meeting of the Flagler County Board of Commissioners include the following entry, reflecting comments made by Commissioner Carney:

Commissioner Carney commented on an increase of airport related complaints. Suggested an increase of public relations on the airport. Asked for clarification on the procedures for the County Administrator's performance review. Requested a workshop discussion if there are no procedures or polies [sic] in place regarding the Administrator's performance review. Added she would like to review the County Administrators contract.

(22) A review of the video recording of the December 1, 2025 Regular Meeting of the Flagler County Board of Commissioners revealed Commissioner Carney made the following comments regarding County Administrator Petito's 2025 annual evaluation:

I also had a question about the Administrator's performance review. This, again, was my first time doing it. The process was a little confusing to me. I don't see Charlie [Picano,

Director of Human Resources] in the audience. I have put forth some of my observations, but is this the end of the road? Do we discuss it? Does the Chairman bring it to discussion, or an agenda item? What do we do other than go through this? I'm not sure we have a policy on how we handle performance review. This is the only employee we have that reports to us. Have we met our obligations to public, to the public, just saying "It's a public record, if you want to go get it, go get it"? Have we lived up to our obligation to the public and the people that pay salaries in Flagler County? And, if the answers to all of the above questions is "no" or "I don't know," could we workshop this? Not today, not tomorrow, but before, before, well in the spring? I think that the contract itself needs to be looked at. I think the contract has got loopholes in it, and the actual performance was never...I never got educated on it. For me it's okay, because I've done hundreds of them, but I just don't think this...whatever reason we did all this is not really clear to me. So, if we could discuss that openly, that's all I have.

(23) A review of the video recording of the December 1, 2025 Regular Meeting of the Flagler County Board of Commissioners revealed the Respondent, in response to Commissioner Carney's comments regarding County Administrator Petito's 2025 annual evaluation, stated:

And then in regards to the, you know the evaluation, I think what we've seen in the past is, and probably will be picked up again, is the press does their evaluation of our evaluation, so we can do any, there'll be an article. We've already seen one from Dale, we've seen one from, I can't remember from who else, I think it was Lauren. But, so there's a, you know, the checks and balances from our, the press that follows those things as well. And beyond that, I would say, you know, in advance of, you know, in the summer, before the contract renewal, we can always have a workshop and look at the, at the Administrator's contract at any time, if that's something the Board wants to do.

(24) The minutes of the January 12, 2026 Regular Meeting of the Flagler County Commission include the following entry, reflecting comments and a motion made by Commissioner Carney:

Commissioner Carney expressed a lack of confidence in the County Administrator.

A motion was made by Commissioner Carney to terminate County Administrator Heidi Petito's agreement and contract with Flagler County.

There was extensive BOCC discussion on the motion made by Commissioner Carney.

Motion dies for lack of a second.

END OF REPORT OF PRELIMINARY INVESTIGATION

EXHIBIT A

EXHIBIT A

Employment Agreement

THIS AGREEMENT is entered into this 18th day of October 2021, between FLAGLER COUNTY, a political subdivision of the State of Florida acting through its Board of County Commissioners, hereafter referred to as "County", and Heidi E. Petito, hereafter referred to as "Employee." The COUNTY desires to employ the services of EMPLOYEE as County Administrator of Flagler County, commencing on October 18, 2021, as provided by Chapter 125.74, Florida Statutes and County Ordinance No. 95-3 (the Flagler County Administrative Ordinance codified beginning at Code Section 2-282). This Agreement provides for the compensation, employee benefits and establishes the conditions of employment for the County Administrator position.

1. DUTIES

COUNTY agrees to employ EMPLOYEE and EMPLOYEE accepts employment as County Administrator of Flagler County to perform the functions and duties specified in Florida Statutes Chapter 125.74 and Flagler County Ordinance No. 95-3, and to perform such other legal and proper duties and functions as the Board of County Commissioners may assign from time to time. The EMPLOYEE agrees to faithfully, diligently and conscientiously perform the duties of the County Administrator. EMPLOYEE will avoid financial conflicts of interest, act solely on behalf of the COUNTY, act in a nonpartisan manner, and avoid the appearance of impropriety.

2. TERM OF EMPLOYMENT, TERMINATION, RESIGNATION

A. This Agreement shall renew automatically commencing on October 18, 2022, continuing thereafter on the anniversary date of October 18th until such time as the Board of County Commissioners provides EMPLOYEE with at least sixty (60) days advance written notice of EMPLOYEE's termination. Advance written notice of termination is not required if EMPLOYEE's termination is the result of EMPLOYEE's conviction of an illegal act in performing the duties of County Administrator or for misconduct in the performance of such duties as defined in Section 443.036(29), Florida Statutes. When automatically renewed, all the terms and conditions of this Agreement shall continue in full force and effect.

B. Nothing in this Agreement shall limit, prevent or otherwise interfere with the right of COUNTY to terminate the services of EMPLOYEE at any time, subject only to the provisions set forth in Section 3 of this Agreement.

C. Nothing in this Agreement shall limit, prevent or otherwise interfere with the right of EMPLOYEE to resign at any time from her position with the COUNTY, subject only to the provisions set forth in Section 3.B and 3.C.

3. TERMINATION AND SEVERANCE PAY

- A. In the event EMPLOYEE is terminated by the Board of County Commissioners at any other time than as prescribed in Section 2.A. and at such time EMPLOYEE is willing and able to perform the duties of County Administrator, then, in that event, the COUNTY agrees to pay the EMPLOYEE a lump sum severance equal to twenty (20) weeks aggregate gross salary, including an additional amount equivalent to the pension contribution that COUNTY would pay on such salary amount. In addition, EMPLOYEE shall receive for the duration of the severance time, the benefits of her health insurance under Section 11 of the agreement at the COUNTY's expense. The foregoing severance amounts shall replace the amounts referenced in Section 4 of the Agreement. The COUNTY shall have no obligation to pay the severance amounts if the EMPLOYEE is convicted of an illegal act or found to have committed misconduct as described in Section 2.A. COUNTY shall pay EMPLOYEE any accumulated, unpaid leave time whether EMPLOYEE is terminated or has resigned.
- B. In the event that the COUNTY, at any time during the EMPLOYEE's employment, reduces the financial benefits, including salary of the EMPLOYEE, in a greater percentage than an applicable across-the-board reduction for all COUNTY employees, or in the event the COUNTY refuses, following written notice, to comply with any other provision benefiting the EMPLOYEE herein, or the EMPLOYEE resigns following action of the COUNTY requesting that she resign, then in that event, the EMPLOYEE may, at her option, be deemed to be terminated and shall be entitled to the severance pay provided for above.
- C. In the event EMPLOYEE voluntarily resigns her position with the County before the expiration of the aforesaid term of employment, then the EMPLOYEE shall not be eligible for severance pay and shall give the COUNTY at least sixty (60) days' notice in advance unless waived at the sole discretion of the Board of County Commissioners. EMPLOYEE shall be compensated for all accumulated, unpaid leave time only if such sixty (60) days' notice is provided or if the COUNTY waives such notice.

4. SALARY

- A. County agrees to pay EMPLOYEE for services rendered pursuant hereto an annual salary of \$179,000.00 and the benefits as described herein. The salary shall be payable in equal installments at the same time as other employees of COUNTY are paid. Nothing herein shall be construed to require the payment of EMPLOYEE of overtime or compensatory time.
- B. COUNTY agrees to increase the base salary of EMPLOYEE in such amounts and to such extent as the Board of County Commissioners may determine that it is desirable to do so on the basis of an annual review of said EMPLOYEE.

X

- C. COUNTY agrees to pay employee a salary adjustment equal to the average compensation percentage paid to other County employees for each year of this Agreement to address wage compression as a result of Constitutional Amendment 2.
- D. In addition to the provisions of Section 4.A and 4.B. above, beginning on October 1, 2022, the EMPLOYEE shall receive annual cost of living increases at the same times and in the same percentages as other County employees receive for the term of this Agreement and any renewal thereof.

5. HOURS OF WORK

It is expected that EMPLOYEE will frequently work more than forty (40) hours per week and will often devote a great deal of time outside normal office hours to do the business of the COUNTY. Nothing herein shall be construed to require the payment to EMPLOYEE of overtime or compensatory time.

6. RESIDENCE

EMPLOYEE is required to reside in Flagler County in accordance with Florida Statute Section 125.73 (4) and Code Section 2-285.

7. AUTOMOBILE

EMPLOYEE shall be responsible for providing her own automobile and shall receive an automobile allowance of \$500 per month.

8. CONFERENCES AND PROFESSIONAL DEVELOPMENT

EMPLOYEE agrees to attend any conferences or professional development as directed by the COUNTY. If such events are outside the County, EMPLOYEE shall be compensated for conference fees and travel in accordance with the County's travel reimbursement policies. County agrees to budget and pay for EMPLOYEE's membership in the International City/County Managers Association (ICMA), the Florida City/County Manager's Association (FCCMA), and for related professional publications and conferences/training.

9. RETIREMENT

EMPLOYEE shall remain enrolled in the Senior Management Service Class in the Florida Retirement System.

10. LEAVE

EMPLOYEE shall earn personal leave in accordance with the County's Personnel Policies.

11. INSURANCE COVERAGE

- A. COUNTY shall provide full major-medical insurance and other insurance (including but not limited to Health Insurance, Dental Insurance, Vision Insurance, and Life Insurance) for EMPLOYEE in the same manner and under the same terms that the COUNTY provides such insurance to its other employees. EMPLOYEE shall be entitled to purchase dependent coverage needed for family, at EMPLOYEE's expense, on the same basis offered to the COUNTY's other employees. EMPLOYEE at her own expense may participate in the COUNTY's FLEX program on the same basis as the COUNTY offers to its other employees. EMPLOYEE also shall be entitled to such other insurance benefits as are provided to other COUNTY employees.
- B. COUNTY shall include EMPLOYEE within the County's liability insurance program including comprehensive general liability, errors and omissions coverage, and public official liability applicable to all acts of EMPLOYEE arising out of her employment, which shall be similar to what other governmental jurisdictions provide for this type of coverage.

12. OTHER TERMS AND CONDITIONS OF EMPLOYMENT

- A. EMPLOYEE shall report directly to the Board of County Commissioners
- B. EMPLOYEE shall have no outside employment during the term of this Agreement.

13. GENERAL PROVISIONS

- A. No assignment of the Agreement shall be made in whole or in part by the parties.
- B. The Agreement constitutes the entire Agreement between parties.
- C. This Agreement shall be binding between and inure to the benefit of the heirs, administrators, and executors of the parties.
- D. If any provision or any portion thereof contained in this Agreement is held to be unconstitutional, illegal or unenforceable, the remainder of this Agreement shall remain in full force and effect.
- E. Venue for any action brought pursuant to this Agreement shall lie in the Circuit Court in and for Flagler County, Florida.
- F. This Agreement shall be governed and construed pursuant to the laws of the State of Florida.

Wherefore, the parties affirm the effectiveness of this Agreement as of the day and year first above written.

APPROVED by the Flagler County Board of County Commissioners this ____ day of _____, 2021.

ATTEST:

FLAGLER COUNTY BOARD OF
COUNTY COMMISSIONERS

Tom Bexley, Clerk of Courts and Comptroller

Donald T. O'Brien Jr.
Chair

APPROVED AS TO FORM:

EMPLOYEE:

Albert J. Hadeed, County Attorney

Heidi E. Petito

EXHIBIT B

EXHIBIT B



HEIDI PETITO

Manager(s):
ANDREW DANCE,
GREGORY HANSEN,
BONNIE PENNINGTON,
PAMELA RICHARDSON,
KIM CARNEY

County Administrator Performance Evaluation (due 10 / 31 /
2025)

Due Date: Fri, Oct 31, 2025

General Information

Position
COUNTY ADMINISTRATOR

Division

Evaluation Type
Periodic

Department
County Administration

Class Spec

Ratings Summary :

Total Score

3.23 out of 5

Overall Rating

Meets Expectations / 3.00

Rater	Type	Total Score	Overall Rating	Weight
ANDREW DANCE	Rater	4.13 out of 5	Exceeds Expectations / 4.00	20 %
BONNIE PENNINGTON	Rater	2.46 out of 5	Does Not Meet Expectations / 2.00	20 %
GREGORY HANSEN	Rater	5 out of 5	Significantly Exceeds Expectations / 5.00	20 %
PAMELA RICHARDSON	Rater	2.39 out of 5	Does Not Meet Expectations / 2.00	20 %
KIM CARNEY	Rater	2.15 out of 5	Does Not Meet Expectations / 2.00	20 %

Content

Organization & Authority**Organization & Authority #1**

Item Weight 14.28 %

Has in place and implements clear, written policies and procedures for the operation of the County's long-range and strategic plan.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Current Strategic Plan that Ms. Petito spearheaded is working well and guiding decisions. Strategic plan was reviewed and updated during budget process.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

She ensures that all budgetary issues are in accordance with and supportive of our strategic plan.

PAMELA RICHARDSON

3 Meets Expectations

There is a strong need for onboarding new commissioners and sharing goals for achievements.

KIM CARNEY

2 Does Not Meet Expectations

The County's Strategic Plan is organized and based on relevant focus areas. It fails to address high priority items/projects (construction projects/HR goals/Beach Funding/Fire Rescue performance/needs) that should be reviewed and measured at a minimum of quarterly. The completion of goals is not reviewed with the BOCC. Once a year is not adequate. I do not know where the administrator is with 2025 goals at this point in the year.

Organization & Authority #2

Item Weight 14.28 %

Effectively assists the Board members in reviewing and updating policies, procedures, operations and strategic plan.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Airport Zoning Ordinance was brought forward for approval after being out of compliance and ignored for years.

Strategic plan goes under annual review to ensure effectiveness.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

KIM CARNEY

2 Does Not Meet Expectations

See notes in above section. I do not like this item as it is written. As a Commissioner, I not "assist the administrator with policies, procedures, operations and strategic plan" at an operational level. The BOCC provides direction for policy. I have never been involved in procedures or operations. That is the administrator's job. The administrator sets the agenda for our meetings as she needs to bring items to the board. There have been several issues with data and timelines at BOCC when the administrator failed to provide or was incomplete. The department supervisors are not always "presentation ready" at meetings.

Organization & Authority #3

Prepares and provides adequate information for knowledgeable decision-making.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Agenda material has been streamlined, most recently utilizing hot links to avoid downloading thousand-page PDF's.

Additionally, Ms. Petito always makes herself available for agenda review meetings or questions on agenda material.

Agendas for regular meetings are published on the Wed/Thursday the week prior to meetings, 11-12 days prior, and covering two weekends for commission review.

BONNIE PENNINGTON

2 Does Not Meet Expectations

The beach management plan has repeatedly evolved over the course of the year, and I do not believe those changes have been driven solely by board direction. For example, the proposed MSBU rate of \$160 was presented as a flat amount without clear explanation or supporting analysis regarding how that figure was determined. That number persisted long enough to shape public perception that the rate had already been established and approved. I do not recall the board ever being presented with documentation or financial modeling to confirm that \$160 would adequately meet the program's funding requirements.

Additionally, the Administration has advanced discussions with residents, municipalities, and the board regarding the MSBU and other aspects of the beach management plan without the benefit of the necessary studies or formal legal review, specifically the MSBU feasibility and critical erosion reports. Proceeding without these foundational components introduces uncertainty and risks undermining confidence in the overall process.

Furthermore, the Administration has allowed staff to provide reports that lack the factual basis and substantive detail necessary for the board to make informed decisions. The Adult Daycare presentation and the proposed Espanola land sale are examples of this pattern, where staff advanced an unvetted proposal before the board without sufficient due diligence or supporting analysis. This approach not only undermines the decision-making process but also erodes public trust in the accuracy and completeness of the information presented.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

Staff Agendas and back up information for the BOCC meetings are in a much better format but last minute changes to the agenda does not provide sufficient time for effective analysis of issues.

KIM CARNEY

2 Does Not Meet Expectations

Heidi does not consistently provide all of the information needed. She did not meet the deadline for the Airport Overlay Ordinance as presented, March 2025; she suggested a cost savings in our budget to eliminate the funding for FB Lifeguards and did not disclose we had an interlocal agreement with them; she continued to discuss the 1/2 cent sales tax after the BOCC did not support moving forward in May 2025. She failed to provide ANY funding options after being asked several times for funding options. This is most likely attributed to her lack of knowledge as to what they are. Many capital projects are delayed which adds significantly to the overall cost of the project; look at Bull Creek and Emergency Shelter. When capital projects are handled internally there is not a heavy emphasis on completion on time and on budget.

Organization & Authority #4

Makes well-considered recommendations to the Board.

Rater & Rating

Comment

ANDREW DANCE

4 Exceeds Expectations

Ms. Petito continues to provide valuable guidance on recommendations to the Board.

- Recommendation on disaster funding to rebuild Bull Creek restaurant.
- Prepared solid beach funding plan to meet the requirement of funding the beach management plan and renourishment maintenance.
- Recommended the SMA Men's Integration Center as a legislative priority.
- Recommendation to add the Industrial Development Authority board.

BONNIE PENNINGTON

2 Does Not Meet Expectations

As a board, we have too often found ourselves in the position of having to vet and clarify decisions made by the Administration. On numerous occasions, we have had to step in to direct, revise, or correct staff presentations and recommendations before they could be considered acceptable for public discussion or board action. This repeated pattern indicates a breakdown in internal review and quality control that should be occurring well before items reach the board.

GREGORY HANSEN

5 Significantly Exceeds Expectations

When she communicates with the board through email or in person her thoughts are concise, clear and well thought out.

PAMELA RICHARDSON

2 Does Not Meet Expectations

Information that often changes with last minute recommendations again leave no time for review.

KIM CARNEY

2 Does Not Meet Expectations

The beach management plan and beach management funding plan was a complete disaster. After spending 2.5 years and almost 90 meetings discussing the BMP the BOCC still remains split on the overall plan and the funding. I believe Heidi uses her institutional knowledge; which may or may not be applicable, when presenting information. There does not appear to be any strong government knowledge and subject matter knowledge when presenting several items to the BOCC.

Organization & Authority #5

Works effectively with outside professionals and participating local governments.

Rater & Rating**Comment**

ANDREW DANCE

5 Significantly Exceeds Expectations

Ms. Petito has grown into her leadership position. She has outstanding relationships with our constitutional officers, a critical leadership role especially when crafting the county budget. Our working relationships with the county municipalities has never been stronger, and that can be attributed to the monthly "manager" lunch meetings. Outstanding marks as well can be applied to our working relationships with FDOT, SJRWMD and state & federal agencies, especially in regard to beach permitting and funding.

BONNIE PENNINGTON

2 Does Not Meet Expectations

The handling of the beach management plan has created confusion among other municipalities and, unfortunately, has led to unnecessary tension between elected officials. A clear and concise beach management plan rolled out ONLY after the appropriate reports and studies were completed, could have prevented much of the misunderstanding and negativity that has occurred.

The plan, as presented, has also caused confusion within our own board and has led to several contentious discussions that might have been avoided had the material been properly vetted prior to presentation.

Similarly, the handling of the lifeguard funding issue was preventable. As I recall, you proposed the funding reduction as part of your broader budget adjustments and indicated that you had discussed the matter informally over lunch with the Flagler Beach City Administrator, who you said expressed that his board would find the change acceptable. This was not the appropriate way to handle such a matter. Formal written communication should have been used to document the discussion and ensure mutual understanding. The subsequent need for the board to reverse that decision illustrates the consequences of proceeding without formal confirmation and proper documentation.

GREGORY HANSEN

5 Significantly Exceeds Expectations

Since she took over as County Administrator there has been a remarkable improvement in relations with the city governments in the county.

PAMELA RICHARDSON

1 Unacceptable

There have been some debacles which backfired causing many residents to be unhappy due to lacking transparency.

Such As :

#1 The Ragga Surf incident which put the county in peril with continued the State Grant funding for River to Sea in jeopardy,

#2 Beach Management meetings with municipalities have not worked for several months with no agreements yet.

3# Major concerns with animal services have not been resolved when it has been months ago.

KIM CARNEY

2 Does Not Meet Expectations

Heidi does not give updates as to what is discussed at the local monthly managers meetings. She does not take the lead on the intergovernmental meetings. This entire intergovernmental joint meeting is confusing. Board members are there to discuss items about their municipalities and it somehow turns into policy making with a minority of elected officials speaking for the board. Heidi makes very few recommendations for working with the other municipalities and relies on direction from the board. As we move towards Reach 2 on the coast she does not have a handle on all of the aspects of the project. Communication with the City of Flagler Beach took a month (by letter) and only came at the request of the board. There still is no letter or communication with the Town of Beverly Beach. The presentation for a county run animal shelter showed very little knowledge or research. Once Palm Coast stepped in the idea of an additional countywide shelter made more sense.

Organization & Authority #6

Negotiate leases, contracts, and other agreements, including consultant services and makes recommendations concerning County operations and improvements.

Rater & Rating**Comment**

ANDREW DANCE

3 Meets Expectations

Ms Petito makes proactive recommendations for efficiencies within county operations, such as working with the Commission to craft a staffing plan for the new library that met grant obligation and also allows the library system to operate 7 days a week. Many operational improvements have received local and national awards, such as the "drone line of sight" program and communications awards.

Two issue that keep this score from being "exceeds" is the Ragga Surf contract that never made it back to the board for review and approval and the poor communication effort involving the MSBU "zero" allocation notification for the barrier island residents.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

Many of the leases I have reviewed have contained errors and lacked administrative reviews or corrections prior to signatures. Many of these lengthy leases that have not been revisited for updated values and standard market rates.

KIM CARNEY

2 Does Not Meet Expectations

The debacle at Marineland and the food truck operations was not a stellar moment for Flagler County. It appears we often backtrack as at a recent meeting when the item of selling county property to a 501c3 did not get sent to the legal department for review causing a pause at the meeting and no decision could be made. We basically wasted our time. I will point out the Airport Overlay Ordinance again being several years late and the blame goes to FDOT not County Administration.

Organization & Authority #7

Projects a professional image as County Administrator.

Rater & Rating**Comment**

ANDREW DANCE

5 Significantly Exceeds Expectations

Mrs. Petito is well respected among employees and peers. She was thrust into handling the devastating death of her deputy administrator in a tragic car accident this year. The County took an appropriate amount of time to mourn, and she professionally handled the appointment of a new deputy, making a superb choice in Percy Sales, a selection widely acknowledged as a superior selection.

BONNIE PENNINGTON

3 Meets Expectations

Mrs. Petito has shown notable improvement in her public image. In the past, some of her comments in emails and in person interactions with constituents were occasionally perceived as abrupt. Recently, however, I have observed a positive shift in her demeanor.

GREGORY HANSEN

5 Significantly Exceeds Expectations

She sets the standard for professionalism in the county.

PAMELA RICHARDSON

3 Meets Expectations

KIM CARNEY

2 Does Not Meet Expectations

Heidi does the minimum required with regard to her public image. Monthly newsletters or quarterly publications about the state of the county with many positive stories is public relations. Citizens need to see her handling the tough issues as well. Heidi's professional career does not involve networking or FAC leadership. She stays behind the scenes and does very little to promote her projects, her staff or the board. The administrator is the CEO for the county and should promote positive, effective stories that result from positive, effective management.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Communication

Item Weight 14.28 %

Communication #1 (Admin)

Demonstrates an understanding and appreciation for the provisions of Florida sunshine law regarding open meetings and maintenance of public records.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Sunshine requests and FOIA compliance has shifted back to the legal office for a professional and legal approach to public records. Public records are more transparent than ever through the County website's "Transparency Dashboard".

BONNIE PENNINGTON

3 Meets Expectations

Mrs. Petito is careful with her words to ensure that her individual sessions do not violate Sunshine Law requirements.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

Florida Sunshine Law is understood and respected by administration.

KIM CARNEY

3 Meets Expectations

Communication #2 (Admin)

Works to keep the public informed of agency goals, objectives, and services and actively seeks public input for decision-making.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

The public outreach effort that developed and explained the beach funding plan is a prime example of Ms. Petito doing the extra work to get public input in advance of policy, and then going back out to explain the policy. The Citizen Academy continues to be a positive, proactive outreach model that helps promote the county's goals, objectives and services.

BONNIE PENNINGTON

2 Does Not Meet Expectations

There have been several instances where the Administration has appeared to speak publicly "on behalf" of the board, despite those statements not accurately reflecting the board's collective position.

One example is the fuel farm project. This economic opportunity had not been publicly discussed or deliberated by the board, yet you appeared on public radio expressing support for it as though it had the board's endorsement. Similarly, after the board voted by majority against pursuing the additional ½-cent sales tax, you continued to reference it as an active component of the beach management plan in discussions with residents, municipalities, and private organizations. These actions create the perception of board consensus where none exists and risk undermining the integrity of our decision-making process.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

Several different taxing information has been discussed in meetings. A letter about taxing an MSBU was sent to residents without a prior explanation. Administration acts on their own and ends up to having to correct the problems later.

Administration needs major improvement in making sure that citizens are fully and accurately informed about important issues in a timely manner.

KIM CARNEY

2 Does Not Meet Expectations

During the MSBU process it was very evident that the survey used in the Summer/Fall of 2024 in the Hammock did not reach the same conclusion as the residents that showed up in December of 2025 when it came time for the MSBU. The airport survey and portal did not shed a positive light on the County Airport and because the portal appeared to be used by a few Palm Coast residents the portal was shut down. The administrator has made no attempts to work with Palm Coast residents to resolve any of the negative statements, emails, letters, etc. Heidi should request the Airport Advisory Committee be reinstated.

Communication #3 (Admin)

Communicates clearly and persuasively in writing and verbally, both within and outside the agency.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Email communications are delivered with a professional tone and clearly communicating her message. Ms. Petito accepts any and all speaking engagement invitations.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

Most memos are concise but there are times when plans go in another direction and not all of the commission is aware until the meeting with a poor perception to our constituents.

Administration must do a much better job in conveying accurate and valuable info in a timely manner, to aid in discussions on key decisions,

KIM CARNEY

2 Does Not Meet Expectations

In general her content/grammar/subject matter is good she does not communicate enough. The BOCC had to request a letter be sent to Flagler Beach as we approach deadlines for beach projects. Her letter to the barrier island residents announcing the MSBU was not shared with board members before sending it. I received dozens of emails from disgruntled residents before I knew the letter was mailed.

Communication #4 (Admin)

Listens carefully, is respectful of others, welcomes new ideas and maintains a credible open door policy.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Ms. Petito is always accessible. I find that she is an engaged listener and open to new ideas and different perspectives. The most difficult email communications frequently come from citizens with complaints about the airport. She responds as needed with professionalism or directs to the airport director for additional clarity or information.

BONNIE PENNINGTON

2 Does Not Meet Expectations

Over my three years on the board, I have observed a recurring pattern within the Administration, an unwillingness to fully consider or incorporate board input. Too often, it feels as though we are in greater conflict with staff than with the public on important policy matters.

For example, when the board requested information regarding potential bonding options, the Administration did not provide comprehensive or detailed materials for review. Instead, we were met with explanations about why pursuing that course was inadvisable, rather than objective analysis to help us make an informed decision. Similarly, when the possibility of reallocating the \$10 million designated for the Tourism Center toward beach funding was raised, the Administration dismissed the idea outright, stating it was insufficient to fund the plan in its entirety, without exploring whether it could serve as a partial solution or be leveraged in combination with other resources.

This pattern reflects a broader reluctance to seek creative or efficient alternatives to accomplish board priorities, and it hampers our ability to make well-informed, collaborative decisions on behalf of the community.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

Administration does listen and welcomes new ideas but does not follow up on discussion after that, which leaves ideas often left on the table. Reaching out with consensus would be valuable to assist the Board of County Commissioners to achieve their goals to serve their constituents, rather than to devote its own ideas and having a hard time making needed changes even after commission and public input.

KIM CARNEY

3 Meets Expectations

Heidi is open to new ideas; the problem is in the review, justification and analysis of the idea. Better vetting of the fuel depot proposal would have saved valuable time, effort and public embarrassment. The negative aspects and public outcry and long term impact on the community was researched by the residents and commissioners instead of by administration. There are always the bad with the good. The same is happening with the sports complex. Because our county is not focused on a strong economic development plan we continue to search for "life savers".

Communication #5 (Admin)

Promotes the interests and welfare of the agency within the community and industry.

Rater & Rating**Comment**

ANDREW DANCE

3 Meets Expectations

Meets expectation is given as I believe there is room for improvement. as there is a need for a more dedicated speaking circuit to service organizations such as Rotary and Kiwanis. There is room for a more proactive effort to getting out to more areas of the county to share our message.

The "Walk in the Park" program is a great example of proactive outreach that advances understanding of our preserves and natural spaces. This could be emulated within other departments and administration itself.

Ms Pelito does speaking engagements when requested and never shies away from them, but this is not proactive.

Externally, internet and digital communications are improving, as evidenced by three NACO awards for communications.

BONNIE PENNINGTON

2 Does Not Meet Expectations

I had high hopes that the Administration would develop a robust Communications team capable of providing consistent and informative updates on county matters. However, I have continued to notice gaps in the clarity and accuracy of our public messaging. Posts about work projects often create more confusion than understanding, and positive updates highlighting the board's accomplishments are not being communicated effectively. As a result, residents remain uncertain about even the most basic information, such as trash collection schedules during holidays, which reflects a broader need for a more coordinated, proactive, and transparent communications strategy. There have also been instances where staff have spoken directly to the press about matters that have not yet been discussed or approved by the board. This practice creates confusion and undermines the board's ability to communicate a unified and accurate message to the public. It is, in my view, poor policy to allow staff to be regularly quoted on county matters without prior coordination or clear direction from the board or Administration. Public communications on county policy should be consistent, factual, and reflective of the board's established positions. It is noted that after I wrote this review, it appears Communications about garbage has been added to social media.

GREGORY HANSEN

5 Significantly Exceeds Expectations

Through meeting with the public, she has established a rapport that is unmatched in recent history.

PAMELA RICHARDSON

2 Does Not Meet Expectations

The promotion of the agency is often posted on their websites, papers, and flyers along with some local radio. The administration has not focused on promotion via the local cable news outlets highlighting events and successes which is mainly put on social media. I had discussed this but no follow up was given. We need to be more successful in utilizing more opportunities to communicate with out citizens. We are missing a tremendous opportunity through not enough diverse forms of media coverage.

KIM CARNEY

2 Does Not Meet Expectations

I do not see strong public relations. Publications have an online presence. Social media and the number of followers does not represent the citizens of Flagler County. The county participates in chamber events. Because Palm Coast has the majority of the population they have a much bigger presence. The county should work with Palm Coast and joint events/opportunities to promote our services. Visit Flagler has an wonderful website that can be combined and promoted throughout the county. There are multitude of ways to promote and communicate that the should be doing.

Communication #6 (Admin)

Effectively informs Board members of industry trends; and recent and pertinent legislative developments, proposals and changes.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Ms Petito takes advantage of FAC conferences and learning opportunities, learning from her peers across the state. These meetings also expand her personal contacts, giving her access to administrators and staff from all over the state.

BONNIE PENNINGTON

3 Meets Expectations

Meets expectations, with the caveat that during periods when the state is proposing significant changes, such as the elimination of ad valorem taxes, it would be reassuring to know that staff is conducting exercises to identify potential reductions or eliminations based on plans that are advancing around the issue. This would help us prepare scenario options for the Board.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

There is limited information about industrial trends or legislative changes coming to us from administration directly. The Florida Association of Counties provides facts that pertain to our state proposals and changes.

KIM CARNEY

3 Meets Expectations

Communication #7 (Admin)

Keeps the Board members apprised of issues and the status of programs and services.

Rater & Rating

Comment

ANDREW DANCE
3 Meets Expectations

I get information on programs and services by taking advantage of many one-on-one meetings with the Administrator. Do the other board members take advantage of this opportunity, or do they just rely on the "Administrator's Comment" section at the end of business meetings? One recommendation may be to prepare a 12 month calendar that identifies when departments, programs and services will be reviewed in advance. That way commissioners know when to expect updates, and they can do a little extra preparing in advance of the presentation.

Additionally, one of the most controversial issues that received a majority of negative news was the debate surrounding the beach funding plan. Much of the discussion from commissioners revolved about not getting adequate information when this issue was discussed at a workshop or meeting. One take away from all this, is to internally evaluate the criticism and create a process that ensures commissioners are provided various avenues to get information.

BONNIE PENNINGTON
2 Does Not Meet Expectations

It's been my experience that the board is often only updated on key issues or programs when there is an urgent matter requiring an immediate decision. This reactive approach limits our ability to provide thoughtful input, plan strategically, and ensure that our decisions are based on complete and timely information.

GREGORY HANSEN
5 Significantly Exceeds Expectations

Through her efforts, I am never surprised with issues in the county. I meet with her regularly to discuss matters concerning the county and my district.

PAMELA RICHARDSON
2 Does Not Meet Expectations

Information is shared differently with each board member as some are unaware of issues prior to the the meeting, while others receive the information earlier. In order to achieve, success all the commissioners need the same information at the right time.

KIM CARNEY
2 Does Not Meet Expectations

I have not observed Heidi interacting with department supervisors; however, it is her responsibility to give them guidance on effective presentations, budget review, and project updates. It does not appear that these skills have been developed by department supervisors. Heidi should use the Administrator Comments section of the meeting to bring the BOCC up to date. There have been more meetings with no administrator comments as opposed to meetings with administrator comments. I do not meet with Heidi on a weekly basis because I am counting on her administrator updates to keep us informed so we can discuss items as a board if we need to. She deals with issues one on one and relies very heavily on the Chairman.

Leadership

Item Weight 16.66 %

Leadership #1

Takes stance on complex and possibly controversial issues.

Rater & Rating

Comment

ANDREW DANCE

4 Exceeds Expectations

Ms Petito worked diligently to research and prepare a feasible beach funding plan. She has backed commission consensus to protect county infrastructure and natural resources in relation to large scale developments in Bunnell and Flagler Beach.

BONNIE PENNINGTON

2 Does Not Meet Expectations

I have observed that the Administration often takes positions on complex issues that differ significantly from the board's established direction. This disconnect creates unnecessary controversy, confusion, and internal strife. When the Administration's public stance diverges from that of the board, it not only undermines confidence in our governance process but also conveys mixed messages to residents, partner agencies, and the media making it more difficult for the board to maintain credibility and cohesion in its policy decisions. This has been my observation over the past three years, and unfortunately, it does not appear to be improving. The Administration's handling of the beach management plan and the fuel farm discussions are recent examples where this pattern has continued, where positions were taken that did not align with the board's direction, resulting in further confusion and division.

GREGORY HANSEN

5 Significantly Exceeds Expectations

She always tells me what I need to hear so I am armed with the truth.

PAMELA RICHARDSON

2 Does Not Meet Expectations

Some stances on controversial issues are put into a personal preference or may not be discussed until the 1 on 1 meetings yet is already in motion. Admin needs to respond to the input from commissioners on all issues.

KIM CARNEY

3 Meets Expectations

Another bad evaluation item. That is not her job. The administrator uses the direction presented by the majority of the board and implements it whether it is her position or not. Administration is not a political position. She should never be seen as an influencer for an issue/project. She should present all options. She should always be looking out for what is best for the citizens of Flagler County.

Leadership #2

Acts in a manner that motivates others to high standards of fairness, enthusiasm, honesty, integrity, and accomplishment.

Rater & Rating**Comment**

ANDREW DANCE

5 Significantly Exceeds Expectations

Ms Petito leads by example in all the areas mentioned, fairness, enthusiasm, honesty, integrity and accomplishment. She is even going back to school to get her Masters, while leading the County.

Exceeds expectations this year for having to maneuver through a tragic event that shook the organization to its core.

BONNIE PENNINGTON

2 Does Not Meet Expectations

See items 4 and 5

GREGORY HANSEN

5 Significantly Exceeds Expectations

She is a great leader!

PAMELA RICHARDSON

3 Meets Expectations

Administration often appears to have a strong personal preference for a specific policy position regardless of commission direction or public.

KIM CARNEY

2 Does Not Meet Expectations

I have not observed Heidi's interaction with individual directors/supervisors however, during budget time there was mention on lay offs and cuts that got to the public. The Assistant Administrator was involved in a very unfortunate struggle with not being able to communicate the board's decision to set the budget for the new library below what was asked for. The discussion about Human Service's Adult Day Care came across as a board recommendation when it was Heidi's recommendations. There is not an overall culture of excellence in administration or other departments. Heidi became Administrator by promotion. She continually promotes from within giving very little room for the County to access experienced, highly skilled, outside candidates. There are several legal issues that come from HR and customer service (Airport) issues. Staff is not held accountable. If the sheriff did not have such a good PR team the county would not have any positive press. There have been many negative news stories as a result of issues the board is trying to resolve. We need positive, citizen focused news items and achievements.

Leadership #3

Demonstrates effectiveness and diplomacy in working with others and maintains productive relationships.

Rater & Rating

Comment

ANDREW DANCE

4 Exceeds Expectations

This is especially meaningful as we rely on great working relationships with outside agencies in order to get approvals and fund complex projects.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

There tends to be a repeat of requests for consensus or approvals once the majority vote by the board has concluded.

IE: The 1/2 cent sales tax was again pushed over the months in absence of Board of County Commission direction,

KIM CARNEY

1 Unacceptable

Heidi appears to spend a lot of time working on issues that pertain to certain commissioners. The issues are decided on before they reach the entire board. Other than offering me to meet before meetings she has rarely asked my opinion or feedback on issues she is working on. She does not appear to be interested in what other commissioners have to say.

Leadership #4

Demonstrates the ability to make good judgments, rally support, and give clear direction when needed.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Through a complex process, one that had its ups and downs, Ms. Petito was able to advance a beach funding plan through the maze of constituents, affected parties (Hammock Dunes/Ocean Hammock) and municipalities. It was a herculean effort to get it as far as it did.

BONNIE PENNINGTON

2 Does Not Meet Expectations

Significant delays in our capital projects should be a growing concern for the board. It has been more than two years since funding was secured for the Bull Creek project, a pre-fabricated build with clear state funding deadlines (March 2026). Yet to date, there has been little visible progress beyond site fill. Likewise, Cattlemen's Hall faces a rapidly approaching state deadline, and due to repeated delays, escalating material and construction costs have now forced reductions in the project's original design.

This pattern is becoming evident across multiple projects and reflects a broader issue of project management inefficiency. In my view, the ongoing mismanagement of capital projects, particularly those tied to state or grant deadlines represents a serious failure of administrative oversight. At this stage, such persistent shortcomings rise to the level of a terminable offense in my view. The Chairman (Andy Dance) of the board and I cited these projects in the 2024 year end reviews provided last year, as needing to be completed and yet little movement has occurred. To me, it's negligent behavior and shows that clear direction is not happening with staff.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

2 Does Not Meet Expectations

The board has asked to correct several issues which did not get a response in an effective or timely manner.

KIM CARNEY

1 Unacceptable

Heidi's beach management funding plan was a clear example of how a plan that is not well researched, not well supported and has very little data or basis tied to it will not succeed. The other municipalities all walked away with a different understanding of the plan being presented. Then when it was not voted on she did not take it upon herself as a leader in the community to positively deliver the agreed upon funding results. It came across as a "defeat" rather than a victory in allocating \$8.1M to beach funding. There did not appear to be clear buy in on the plan and it took a painful process to get to where we got. The board did it alone.

Leadership #5

Well organized and motivates staff members to work as a team and produce quality work.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

A high-quality staff works well with Ms. Petito to achieve outstanding results. Finance objectives met and awarded. Engineering challenges met on various fronts. General Services undertaking numerous new building projects all at the same time. Land Management achieving these preservation results, all within the last 12 months:

- **5.2 acres** along the **Intracoastal Waterway in Palm Coast** for future parkland.
- **3,800 acres** in the **Florida Wildlife Corridor** for long-term conservation.
- **35 acres** in **Marineland** for preservation (still in progress).
- **25 acres** adjacent to **Princess Place Preserve (Kelly Parcel)**.
- **27.5 acres** at **Bull Creek** to expand recreational and conservation opportunities, and
- **307 acres** in **Pringle Forest** along **Pellicier Creek**, protecting critical wetlands and wildlife habitat.

BONNIE PENNINGTON

2 Does Not Meet Expectations

There is clearly a lack of accountability and motivation being instilled within the staff, and it is increasingly evident in the quality and tone of staff presentations. For example, the suggestion that closing a library could be considered a viable option is wholly unacceptable and should never have been presented to the board as a policy alternative.

Similarly, the prolonged delays in establishing the airport ordinance and the fact that we are approaching a full year without finalizing the joint planning board, with no visible progress toward implementation, further demonstrate the absence of accountability and follow through. These examples underscore a concerning pattern of administrative inaction and insufficient oversight that must be addressed if we are to restore confidence in county operations.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

I find a lack of maintaining a positive work culture which would bring out the best in our employees. My perception is that they are fearful of retaliation.

KIM CARNEY

2 Does Not Meet Expectations

There are too many issues that do not get referred to legal before coming to the board or are not well researched. When asked about her presentation about the Animal Shelter she commented that what was she supposed to do she had never worked with one before....the presentation and data were not helpful in making a decision. As a decision maker I need the most accurate information and data that I can get. There is a high probability that she will face many other situations that she has not dealt with before (like the proposed sports complex P3) and I am cautious in analyzing the information as complete and in depth.

Leadership #6

Is a leader in the industry, maintains a credible profile and a well-respected image for the agency.

Rater & Rating

Comment

ANDREW DANCE

This is repetitive and has been addressed already.

4 Exceeds Expectations

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

The administrator needs to build stronger relationships within the community.

3 Meets Expectations

KIM CARNEY

2 Does Not Meet Expectations

She does not participate in League of Counties training nor does she have higher education in her subject matter. Her knowledge base is from what she learned from previous administrators not what she has learned and contributed as a county administrator. Again, when reviewing the news stories about our county there is more negative than positive. Every effort should be made to prioritize projects and funding of countywide projects.

Finances

Item Weight 16.66 %

Finances #1 (Admin)

Effectively manages the annual budget process and expenditures of County funds.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

The last two years have been a smooth budgeting process, taking time for commission priority review, and balancing the needs of the constitutional officers. No last minute, 11th hour budget surprises for the last three years.

BONNIE PENNINGTON

2 Does Not Meet Expectations

I find that the budget often arrives to the board in a bloated state, resulting in a constant back-and-forth between staff and the board over what should be reduced or prioritized. The Administration should be proactively identifying efficiencies and cost-saving measures throughout the year, rather than relying on last-minute adjustments to balance the budget. Year after year, the process devolves into a series of decisions made under pressure to make the numbers work. Layoffs should never be the default solution to administrative mismanagement or a lack of fiscal discipline. Frankly, if the Administration is aware that it reports to a board consistently committed to lowering ad valorem taxes, then that priority should be reflected in year-round planning and fiscal management. Efforts to reduce spending, control overhead, and identify efficiencies should be ongoing, not deferred until the final stages of the budget process. These last minute adjustments, which too often result in layoffs or salary cuts, reflect poor planning and contradict the board's long-standing directive to manage taxpayer dollars responsibly and efficiently.

GREGORY HANSEN

5 Significantly Exceeds Expectations

This is the most important function of the BOCC, spending the taxpayer dollars. She ensures that there is no waste and that we efficiently run the county government.

PAMELA RICHARDSON

1 Unacceptable

The funding of Beach Management unfortunately had not been managed for years.

The ARPA money was put into more capital improvements without any research for planning and fell short of meeting the requirements of the Grants. This left Flagler under the option of having to cover over a million dollars for the correction of funds. Continually changing inaccurate and incorrect budget data creates difficult problems in the process.

KIM CARNEY

2 Does Not Meet Expectations

I noticed a large amount of overbudgeting; ie. small equipment, conferences, training, for departments that had no expenses for 2025 and when I questioned it I was told we always budget just in case we need it or someone can attend the conferences. I consider this over budgeting. We are in a time when this practice; although probably acceptable several years ago does not work now. I would rather make a budget resolution to increase areas of the budget rather than overbudget. I did not observe any budget meetings with department supervisors however I was informed all departments are tasked with looking for ways to cut costs. There appears to be very little effort to manage process improvement and technology efficiencies. Staffing levels remain a challenge and every effort needs to be made to justify filling positions.

Finances #2 (Admin)

Understands finances, institutes sound accounting procedures that ensures fiscal confidence, integrity and a reasonable balance among the competing interests of compensation, capital expenditures, and reserves.

Rater & Rating**Comment**

ANDREW DANCE

5 Significantly Exceeds Expectations

This topic needs a bit of explaining for the "Significantly exceeds" rating.

First, county reserves/fund balance: Reserves have significantly increased under Ms. Petito's management and direction, roughly 14M since she became administrator.

FY 2021 GF Unassigned Fund Balance: **\$39.37M**

FY 2024 GF Unassigned Fund Balance: **\$53.37M**

Increase during tenure: **+ \$14.0M. This indicates strong control over expenditures and conservative revenue forecasting**

Secondly, Interest Earnings: **Interest earnings have grown from almost nothing to over \$7M countywide. Interest growth under Ms Petito's tenure:**

2021 to 2024:

\$233K increased to \$8.1M. This reflects improved cash flow and investment management.

BONNIE PENNINGTON

3 Meets Expectations

Maintaining our bond rating is appreciated and reflects a shared success between the Administration and the Board, which has consistently prioritized increasing reserves and avoiding new debt.

GREGORY HANSEN

5 Significantly Exceeds Expectations

We receive awards every year for our fiscal competency.

PAMELA RICHARDSON

2 Does Not Meet Expectations

Monies present different figures from onset to end which causes difficult and costly issues

KIM CARNEY

2 Does Not Meet Expectations

The salary study needs to be completed this year. The county's salary and benefits expenses are huge. I would like to see a requirement to justify a position before filling it. Employee expense will rise as population rises because that is how our administrator compares Flagler County to other counties of like population. Expense management is a skill that all department supervisors should have and all administrators should require. Efficient operations should be a major part of all staff's evaluations and performance reviews.

Finances #3 (Admin)

Develops realistic budgets.

Rater & Rating

Comment

ANDREW DANCE

See item #1 above

4 Exceeds Expectations

BONNIE PENNINGTON

See item 1

2 Does Not Meet Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

Some of the budgets tend to run at cost prior to getting closer to the true numbers before presentation.

3 Meets Expectations

There are too many projects without prepared funding.

KIM CARNEY

3 Meets Expectations

This is a bad item for the evaluation. What is realistic to me may not be realistic to someone else. I believe the County spends too much money. I believe there are areas of savings and efficiencies that are not explored. IE the \$500K for merit raises without a merit system in place and another \$500K for implementing the strategic plan are placeholders for items that should not be there. This is my first budget; it is a typical government budget where an adjustment is made for COLA and some departments take the prior year budget and make adjustments. There is no emphasis on zero base budget. I believe there can be more efficiencies within each department. There is department restructuring that made the process confusing with regard to prior year expenses. Like with many budgets, this is a required process that results in a "document". It is not broken down and evaluate for efficiency and cost cutting. Department supervisors should be given training on how to look for these efficiencies.

Finances #4 (Admin)

Manages necessary cash flow and maintains needed reserves to accomplish County's goals and objectives.

Rater & Rating

Comment

ANDREW DANCE

See item #2 above

5 Significantly Exceeds Expectations

Additionally, the County's credit rating increased from AA to AA+ in 2024, the strongest credit rating in remembrance. This increase reflects strong financial reserves, conservative budgeting, strong management practices and low debt burden. The county's financial management performance is validated externally by this credit rating.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

Finance department has managed to accomplish the goals and objectives.

3 Meets Expectations

KIM CARNEY

2 Does Not Meet Expectations

Our entire Capital Improvement Plan is underfunded. There needs to be long range planning on roads and infrastructure. The Hammock has a multimillion dollar project stuck in limbo along with the west side storm water project until there is funding. There is no emphasis on tackling the entire county's needs. The numbers are overwhelming; however it is up to the administrator to deliver options on funding and a long range plan to get there. I have not seen anything on the storm water project I have only seen legislative asks.

Finances #5 (Admin)

Demonstrates a thorough understanding of funding sources, and appreciates applicable regulatory constraints and financial reporting requirements.

Rater & Rating**Comment**

ANDREW DANCE

See item #4 above

5 Significantly Exceeds Expectations

Finance team continues to be recognized for the budget preparations.

BONNIE PENNINGTON

2 Does Not Meet Expectations

I found it concerning that the Administration struggled to present alternative funding strategies for the beach management plan. When the board raised the possibility of bonding, there was never a confident or well-developed discussion on the matter. It often felt as though the Administration was unwilling or perhaps unable to approach funding challenges with creativity or explore novel solutions that could have advanced the board's objectives. The board depends on a competent and well informed Administration and staff to clearly guide us through complex funding mechanisms and provide the analysis needed to make sound financial decisions, so these types of concepts should be very familiar to staff.

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

KIM CARNEY

2 Does Not Meet Expectations

Heidi continually uses the 1/2 cent sales tax revenue as a funding source which is fine; accept the board does not want to impose the tax on the citizens who will be impacted more than tourists will be. I think the citizens would be more open to sales tax if they knew we were doing everything we can to cut costs. Heidi has experience from previous administrators and does not appear to have taken any classes or certifications in funding sources. Building a commercial/industrial base for taxation in Flagler County has been lacking for years. The administrator should be bringing ideas and examples of successful economic development to the board.

Finances #6 (Admin)

Adheres to appropriate procurement procedures.

Rater & Rating**Comment**

ANDREW DANCE

4 Exceeds Expectations

Purchasing and procurement policies have been upgraded this year.

BONNIE PENNINGTON

3 Meets Expectations

GREGORY HANSEN

5 Significantly Exceeds Expectations

PAMELA RICHARDSON

3 Meets Expectations

Consultants tend to guide the way for many projects and direction to assist the staff projects.

KIM CARNEY

3 Meets Expectations

Narrative Section | Text Only

Overall Comments

Rater

Comment

ANDREW DANCE

Overall, Ms. Petito delivered effective and forward looking leadership marked by progress on many capital projects, improved intergovernmental collaborations, strong financial performance and state and national recognitions throughout the agency. While three major issues were the majority of the County news over the past 12 months, including Ragga Surf, the beach funding plan and the MSBU notice to the unincorporated barrier island, her overall performance exceeds expectations in many areas. Many outstanding achievements go under the radar, such as our financial improvements over the past three years, the incredible amount of land that has been preserved for future generations, and the intense level of capital projects completed (Flagler Commerce), nearing completions (NEXUS/Library/HHS), just starting construction (EXPO Shelter, Fire Station 51/Fire Admin, SMA Healthcare, Airport Terminal) and under design (Eco-Discovery). Additionally, Reach two beach renourishment will begin construction early next year.

BONNIE PENNINGTON

First, I want to begin by recognizing that this has been one of the most challenging years the Administration has faced. The loss of a close co-worker has undoubtedly been difficult and has weighed heavily on the organization. In addition, the introduction of new board members, each with their own priorities and perspectives has added another layer of complexity to the year's work.

I also want to take a moment to acknowledge Mrs. Petito. She continues to conduct herself with professionalism and has proven to be a steadfast and dedicated employee. I greatly value her background and her depth of institutional knowledge on county matters.

That said, Flagler County is in a period of transformation, a true renaissance. It is experiencing unprecedented growth and change, and it requires leadership that can both adapt and guide the county effectively through this evolution. I remain deeply concerned about the management of our capital projects, as well as the viability, funding, and legal defensibility of our stormwater and beach initiatives.

For government to truly function effectively, it must strike a careful balance between honoring the will of the people and focusing on the delivery of essential core services. Leadership must ensure that staff efforts remain aligned with those core functions, producing projects that are transparent, necessary, and rooted in the true priorities of the community.

I believe we are entering a period where state and federal directives will increasingly emphasize cost reduction, efficiency, and the expectation that local governments do more with less. I am not confident that the current Administration or certain members of staff are fully prepared to meet that challenge or deliver the transformational change that will be required. I do believe there remains an important role for Mrs. Petito within this organization; however, as the county and legislative directives continues to evolve, I am not certain that role is best suited as County Administrator.

GREGORY HANSEN

My district is unique; a portion of the district is unincorporated and thus I am the only government resource the citizens have. She is invaluable to me in meeting the challenges this situation calls for.

PAMELA RICHARDSON

Some concerns about issues that have happened during my time on the Board of County Commission this first year.

1. Presentation on the radio as the Belvedere project prior to any discussion or direction from the BOCC.
2. I would expect that the county administrator would exhibit efficiency when items need to be completed in a timely manner without continued requests.
3. An extreme amount of items are place on the agendas and in addition, too many meetings on the same issues.
4. We could do much better with the talent of our communication team by providing

KIM CARNEY

I think this "evaluation" form is a standard form used by NEOGOV. It is too bad the BOCC did not have a chance to discuss this "process" and format ahead of time. In my opinion, some of the weighted categories are out of balance and several of the items are too vague. There is more to the County Administrator's function than the areas discussed in this evaluation. Our government is gearing up for performance based evaluations for our staff and mastering the performance review is critical to making the transition successful. If this evaluation is an example of what the NEOGOV program offers us there should be a committee of department supervisors formed to make sure these evaluations meet their needs and the needs of the staff.

As a first year commissioner there was no effort made in getting me the information or the training on this process ahead of time. I am using my previous experience of several years in management and hundreds of performance reviews as my guide.

The overall rating will show my concern for Heidi's leadership skills and communication skills. With more than 20 years into her tenor with the County; it is difficult to set career goals and training goals to make her a more effective administrator. Completing the Strategic Plan cannot be an annual goal. She should set individual growth goals and project goals.

Regrettably; this document is a "requirement" and will probably have no impact on anything because it is not tied to a salary adjustment, disciplinary action or performance improvement.

Overall Rating

Rater & Rating	Comment
ANDREW DANCE 4 Exceeds Expectations	
BONNIE PENNINGTON 2 Does Not Meet Expectations	See overall comments provided
GREGORY HANSEN 5 Significantly Exceeds Expectations	She is the best Administrator by far that I have worked with in my 9+ years as a Commissioner.
PAMELA RICHARDSON 2 Does Not Meet Expectations	I appreciate the opportunity to address my concerns through this program. It is a bit awkward and repetitive which I find the questions are very similar.
KIM CARNEY 2 Does Not Meet Expectations	I would have liked to see a "self-evaluation" from Heidi before we were given the task of completing this evaluation. Having feedback on her major accomplishments and goals would have helped. There is no place on this evaluation to look at last year's goals and objectives to see if they were completed. With the number of years Heidi has served the County I know she is dedicated and committed to Flagler County and the citizens that call it "home". There are many issues facing Flagler County and I am not confident that Heidi; her knowledge base, her experience and her leadership style is able to get us to where we need to go. The BOCC Chairman failed to notify the board in August of the 60 day notification requirement in the Administrator's contract for non-renewal. The deadline passed with no discussion leading to an automatic renewal. Discussion of renewal or non-renewal should have come up in August.

Rater Certification Message: By clicking certify and submit, you confirm that your rating is complete and accurate. Once your rating is submitted, you will no longer be able to make changes.

1

Rater
ANDREW DANCE

Completed On
Fri, Dec 5, 2025

1

Rater
BONNIE PENNINGTON

Completed On
Fri, Dec 5, 2025

1

Rater
GREGORY HANSEN

Completed On
Fri, Dec 5, 2025

1

Rater
PAMELA RICHARDSON

Completed On
Tue, Dec 9, 2025

1

Rater
KIM CARNEY

Completed On
Tue, Dec 9, 2025

2

Signature
HEIDI PETITO

Completed On
Tue, Dec 9, 2025

Comment
Please see attached 2025 Annual Performance Evaluation Response dated 12/9/2025.

By clicking acknowledge and sign, you confirm that you have reviewed this evaluation and had the opportunity to review and discuss with your supervisor.

x HEIDI PETITO

EXHIBIT C

EXHIBIT C



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
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

2. Commission Relations	Overall Rating: <u>3</u> of 5
a. Carries out directives of the Board as a whole, rather than those of any one Board member. b. Responds to requests for information or assistance by the Board. c. Assists the Board by resolving problems at the administrative level to avoid unnecessary Board action. d. Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.	

3. Citizen and Public Relations	Overall Rating: <u>4</u> of 5
a. Responsive to complaints from citizens. b. Is willing to meet with members of the community to discuss their real concerns. c. Demonstrates a dedication to service to the community and its citizens. d. Expresses information orally in a clear and concise manner when making public presentations. e. Is skillful with the news media, proactively providing information that is important to the public.	

4. Policy Execution	Overall Rating: <u>4</u> of 5
a. Enforces County policies and procedures. b. Understands County's ordinances. c. Implements Board actions in accordance with the intent of the Board. d. Supports the actions of the Board after a decision has been reached, both inside and outside the organization. e. Helps internal and external stakeholders to achieve common objectives within the parameters of established Board policies.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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

5. Intergovernmental Relations	Overall Rating: <u>X 4</u> of 5
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: <u>3</u> of 5
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: <u>5</u> of 5
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.	



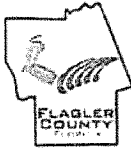
Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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

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

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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

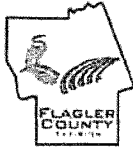
Divide by 10 (total number of metrics)

Total Average Rating: 3.9 **of 5**

Evaluator's Signature: _____

Date: _____

2/1/25



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?

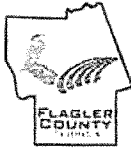
Response:	1. Budget: The budget process had improved greatly since my first year. We started the process in December with Board priorities and the balanced budget was crafted to maintain reserves and meet commission objectives, including millage reduction. 2. Innovative problem solving resulting in drone 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 program 5. Replacement of FireFlight
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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:	Heidi was receptive to reimagining the budget process; receiving Commission priorities and increasing workshops and budget presentations that added to budget transparency. She continues to foster strong relationships with our governmental partners in order to work together, looking for efficiencies and opportunities to work together. She looks for operational efficiencies; Pursued refinancing debt to save money, improved bond rating, etc.
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3. What performance areas would you identify as needing improvement? Why?

Response:	Administrator to Board communications need to be strengthened, especially with two new Commissioners. Updates on capital projects are lagging. Periodic reports or assessments of county operations would be beneficial. Use the workshops to accomplish this.
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Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

County Administrator's Name: Heidi Petito

Commissioner's Name: _____

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

Evaluation Date: _____

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>5</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

5. Intergovernmental Relations	Overall Rating: <u>5</u> of 5
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: <u>5</u> of 5
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: <u>5</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

8. Planning and Organizational Development	Overall Rating: <u>5</u> of 5
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization. b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan. c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources. d. Has a capacity for and encourages innovation. e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	
9. Leadership and Decision-Making	Overall Rating: <u>5</u> of 5
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same. b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments. c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives. d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources. e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.	
10. Individual Characteristics	Overall Rating: <u>5</u> of 5
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments. 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. c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job. d. Has the capacity to listen to others and to recognize their interests. e. Avoids political positions, partisanship, and unnecessary controversy.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Summary:

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

Total Score: 50 of 50

Divide by 10 (total number of metrics)

Total Average Rating: 5 of 5

Evaluator's Signature:

David C Sullivan

Date:

11/26/2024



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?

Response:

REDUCE MILEAGE RATE BY ONE TENTH OF MILL EACH OF
LAST THREE YEARS WITH THE GAINING FULL SUPPORT
FOR ALL THE CITIZENS OF FLAGLER COUNTY AND
INTRODUCING TOLL FOR NEW FREE, URBAN, SOCIAL SERVICE,
ROADS & BRIDGES.

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:

WILLINGNESS TO ALWAYS LISTEN TO WHAT OTHERS
HAVE TO SAY, AND TAKE ACTION IMMEDIATELY.
CONFIDENTIAL

3. What performance areas would you identify as needing improvement? Why?

Response:

NOT A PROBLEM, BUT IN THIS ERA OF PEOPLE
FAILING TO TAKE THEIR POSITIONS. LEAVE NO DOUBT
IN YOUR LISTENERS MINDS AS TO THE CONFIDENCE
THEY HAVE IN YOUR DECISIONS.



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

4. What constructive, positive ideas can you offer the administrator to enhance performance?

Response:

START THE CONVERSATION ON PROJECT ON A POSITIVE NOTE AND THEN DETERMINE IF THERE IS A PROBLEM WITH THE ISSUE INVOLVED.

5. What other comments do you have for the administrator, e.g., priorities, expectations, goals or objectives for the new rating period?

Response:

CONTINUE YOUR CURRENT LEADERSHIP AND PROFESSIONAL MANAGEMENT STYLE SO THAT THE COUNTY WILL CONTINUE TO PROGRESS AND IMPROVE.



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

County Administrator's Name: Heidi Petito

Commissioner's Name: _____

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

Evaluation Date: _____

Evaluation Instructions:

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- 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
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.	

C-15



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

5. Intergovernmental Relations	Overall Rating: <u>5</u> <i>of 5</i>
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: <u>4</u> <i>of 5</i>
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: <u>5</u> <i>of 5</i>
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

8. Planning and Organizational Development	Overall Rating: <u>5</u> of 5
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization. b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan. c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources. d. Has a capacity for and encourages innovation. e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	
9. Leadership and Decision-Making	Overall Rating: <u>5</u> of 5
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same. b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments. c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives. d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources. e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.	
10. Individual Characteristics	Overall Rating: <u>5</u> of 5
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments. 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. c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job. d. Has the capacity to listen to others and to recognize their interests. e. Avoids political positions, partisanship, and unnecessary controversy.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Summary:

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

Total Score: 47 of 50

Divide by 10 (total number of metrics)

Total Average Rating: **of 5**

Evaluator's Signature: Donald O'Brien Date: _____



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?	
Response:	Effective government efforts including development of transparency dashboards, oversight and management of budgeting process. Communication and outreach efforts with citizens, community stakeholders and, local government partners.

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:	Ms. Petito has a firm grasp of the operation of county government. Her years of experience as a senior manager, past project and teamwork with all departments, and the ability to anticipate potential challenges to implementing the strategic plan and budget goals, well equip her for the responsibilities of county manager.

3. What performance areas would you identify as needing improvement? Why?	
Response:	Continue to develop personal relationships with local state and federal legislators, legislative staff, as well as with state agency staff and leadership. This yields results directly and indirectly for the county. An example is the relationship Ms. Petito has with State Emergency Management Director Kevin Guthrie, since they worked together previously. Widening and deepening those relationships will help Flagler County government.



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

4. What constructive, positive ideas can you offer the administrator to enhance performance?

Response:

Staff development.

Identify new hires to senior positions that not only have the right skill set, but that are a cultural fit as well. Don't settle to fill a position. Develop and enhance a detailed onboarding and orientation program for new hires especially managerial level positions.

Continued focus on efficiency and effectiveness.

Structure commissioner communications, mode of interactions, and

5. What other comments do you have for the administrator, e.g., priorities, expectations, goals or objectives for the new rating period?

Response:



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

County Administrator's Name: Heidi Petito

Commissioner's Name: _____

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

Evaluation Date: _____

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>5</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

5. Intergovernmental Relations	Overall Rating: <u>5</u> of 5
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: <u>5</u> of 5
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: <u>5</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

8. Planning and Organizational Development	Overall Rating: <u>5</u> of 5
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization. b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan. c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources. d. Has a capacity for and encourages innovation. e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	
9. Leadership and Decision-Making	Overall Rating: <u>5</u> of 5
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same. b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments. c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives. d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources. e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.	
10. Individual Characteristics	Overall Rating: <u>5</u> of 5
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments. 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. c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job. d. Has the capacity to listen to others and to recognize their interests. e. Avoids political positions, partisanship, and unnecessary controversy.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Summary:

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

Total Score: 50 of 50

Divide by 10 (total number of metrics)

Total Average Rating: 5 of 5

Evaluator's Signature: _____

Margory S. Hansen

Date: _____



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?	
Response:	SHE ESTABLISHED A SOLUTION TO THE BEACH REPLENISHMENT PROGRAM THAT IS WORKABLE. HER PLAN CAN BE IMPLEMENTED WITHOUT FURTHER TAXATION ADDED TO PROPERTY TAX.

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:	MY DISTRICT INCLUDES THE NORTHERN END OF THE BARRIER ISLAND (APPROX 12 MILES OUT OF 18 MILES). IN THIS AREA I AM THE ONLY GOVERNMENT THE RESIDENTS CAN TURN TO WITH PROBLEMS. SHE ROUTINELY IS QUICK TO RESPOND TO INQUIRIES AND PROBLEMS WITH ANSWERS AND SOLUTIONS.

3. What performance areas would you identify as needing improvement? Why?	
Response:	<u>NONE</u>



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

4. What constructive, positive ideas can you offer the administrator to enhance performance?

Response:

NONE

5. What other comments do you have for the administrator, e.g., priorities, expectations, goals or objectives for the new rating period?

Response:

KEEP THE PRESSURE ON OUR SOLUTION FOR BEACH RENEWAL!



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

County Administrator's Name: Heidi Petito

Commissioner's Name: Leann Pennington (see attached doc)

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

Evaluation Date: 02/2025

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>2</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

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



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

5. Intergovernmental Relations	Overall Rating: <u>2</u> of 5
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: <u>2</u> of 5
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: <u>4</u> of 5
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.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

8. Planning and Organizational Development	Overall Rating: <u>2</u> of 5
a. Works with the Board, community leaders, and other stakeholders to develop a clear vision, mission, values, and objectives for the organization. b. Effectively prioritizes goals and objectives in order to ensure that the organization is doing "first things first" in support of its strategic plan. c. Maintains a healthy and productive organizational culture focused on customer service and responsible stewardship of the organization's resources. d. Has a capacity for and encourages innovation. e. Reviews ordinances, policies, and procedures periodically to suggest improvements.	
9. Leadership and Decision-Making	Overall Rating: <u>3</u> of 5
a. Leads the organization by example in adhering to its established policies, rules, and procedures, and ensures that subordinates do the same. b. Acknowledges the efforts of others and gives appropriate credit for their accomplishments. c. Is effective at building consensus among stakeholders on new or unpopular policies or initiatives. d. Makes logical decisions based on a thorough review of available information and soliciting input from appropriate sources. e. Is able to effectively make decisions rapidly in situations where information is limited, and the outcome might be uncertain.	
10. Individual Characteristics	Overall Rating: <u>3</u> of 5
a. Consistently acts with professionalism and courtesy, including prompt attendance at meetings, returning phone calls/messages, and adhering to scheduled appointments. 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. c. Is energetic, cooperative, and willing to spend whatever time is necessary to do a good job. d. Has the capacity to listen to others and to recognize their interests. e. Avoids political positions, partisanship, and unnecessary controversy.	



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Summary:

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

Total Score: 25 of 50

Divide by 10 (total number of metrics)

Total Average Rating: 2.5 **of 5**

Evaluator's Signature: _____

Date: _____



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

Additional Narrative Evaluation:

1. In your opinion, what are the administrator's top successes or achievements during the evaluation period?

Response: Please see attached document

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: Please see attached document

3. What performance areas would you identify as needing improvement? Why?

Response: Please see attached document



Flagler County Board of County Commissioners

County Administrator Performance Evaluation

4. What constructive, positive ideas can you offer the administrator to enhance performance?

Response: please see attached document

5. What other comments do you have for the administrator, e.g., priorities, expectations, goals or objectives for the new rating period?

Response: please see attached document

Below is a list of issues that resulted in the ratings given.

Professional Skills and Expertise, Citizen and Public Relations and Intergovernmental Relations Ratings

School Resource Officer Funding

It's my belief that you did not have authorization or an official majority vote by the Board of County Commissioners to send the letter to the School Board that directed you to tell them, that the board had made "an important decision regarding our ongoing financial commitment to the school district", Furthermore, your letter reads: "However, after careful review and consideration, we have concluded that we can no longer sustain annual legacy expenditures that are not directly aligned with our strategic plan or mandated by state statute, while at the same time achieving our responsibility as county government." It Concludes, "Therefore, it is necessary for us to establish a transition plan to gradually transfer the financial responsibility for these legacy expenditures to the school district".

The words chosen were, in my opinion, misleading and inaccurate concerning the board's true and obvious intentions. The Administration should have known that this letter would cause unnecessary difficulties in our partnerships with other government entities and significant community outrage, and they were, in fact, not the direction given by the board.

This issue is similar to sending the letter in June 2023 to our government partners regarding the sales tax. I don't recall an official consensus or an on the record majority vote directing you to send that particular letter. It caused unnecessary controversy and distrust of our government peers and the community. As I recall, it also had misinformation about the funding of that particular tax, vastly overstating the percentage of the tax that would be paid by non-residents.

Ragga Surf/River to Sea Preserve

The County Administrator walking this matter on the agenda during a meeting, which was not the best decision to make on behalf of the board. It was an uncomfortable matter with little information provided to make a sound decision. As it turns out, the issue exposed that the Administration and staff were not aware of a long-standing agreement with the State and were out of compliance, exposing us to a potential loss in ownership and state funding. We are now in an uncomfortable position with the state on the status of ownership. I also disagree with the decision made to allow them to operate till the end of the year, when it was clear that the state had asked us to cease and desist from this operation several months prior.

I concede that I suggested a temporary permit for events to stop the immediate disruption to their employees and income loss. However, this is a specific example of a matter where had I known about the agreement with the state and the specifics of their

for -profit status, I would never have made the suggestion with which the board agreed. Furthermore, it was portrayed in that meeting that the formal agreement would come back to the board for final approval. To my knowledge, it never did. The administration had multiple opportunities to vet this issue, provide facts and then allow the board to make a good decision that could have avoided the outcome we are now facing.

Directives given by the Board rather than those of any one Board Member

Board Consensus and ideas

On several occasions, the board has proposed suggestions only to be publicly challenged by staff and the Administration. There have been several instances where the suggestions the Board proposed and agreed upon appear to be rejected or slow-walked by staff. The agreed upon items often are not prioritized or acted upon by the staff in a timely and conciseness matter which has led to predictably adverse outcomes.

The Airport zoning ordinance represents a example of this reoccurring problem. In early 2023, the Board of County Commissioners concurred that the state mandated county airport zoning ordinance needed to be implemented. In mid 2024, I brought the previous consensus on this matter up again and staff became short and curt about it and suggested it would eventually be dealt with. Now, it is 2025. It is in the process of being implemented now because of Board direction in the January 2025 meeting that required the matter be forced, because of contractual needs that involve the applicable airport statutes. This could have been avoided had staff and Administration simply followed Board direction previously at the proper time.

Community concerns

We have been plagued with community complaints involving issues like noise, parking and the staff's interpretation of the Land development Code and Comprehensive plan. For example, on several occasions that the Board has discussed their desire to work through the issues in the Hammock; however, it doesn't seem that these issues have been addressed by staff. Instead, we still continue to face the same complaints. I believe we should be strongly working towards these resolutions that the residents want addressed.

Staffing and Management

Another concern this year has been with staff and the reoccurring themes of personal relationships, negative behavior and poor work product.

Below are some examples of concerns I have:

Leadership Academy

It was brought to my attention that the Academy was going to be conducted by a person who may have had a personal relationship with one of our Human Resource employees and did not appear to be adequately qualified for the position. I advised the

Administration of this prior to the academy beginning. However, the Academy went forward with the person, and it's my understanding, based on a conversation with the Administrator, that the personal relationship was confirmed, and the person was not well received by the employees. Had this issue been investigated and dealt with at the right time, this issues could have been avoided.

Airport matters

Previously this year (11/24), the Airport Director made a decision to terminate a lease on property. The decision resulted in a lawsuit against the County that the plaintiff won consuming Legal staff time which costs the taxpayers. The jury findings determined that the Airport Director violated the 1st Amendment rights of the tenant and the County's eviction was invalidated. Court records indicated that the Administrator supported the eviction.

In the press, you were quoted as saying: "I and the commissioners have full confidence in Mr. Sieger's operation of the Airport," Petito wrote Abend last December. "I don't typically involve myself in his daily affairs or any other department heads for that matter." However, supervising this Director is your responsibility.

Not soon after, the Airport Director was accused of the following: "Sieger was 'very belligerent, yelling and screaming that by landing I had 'infringed on his authority,' according to the written account of the incident by the pilot, Bill Culberson.

In our County meeting "I know these people don't agree with me, but at the end of the day, you bought a house next to an airport. Unfortunately, you bought a house next to an airport. We did not build an airport next to your house."

There were also comments by tenants on the survey recently presented to the board that spoke of difficult behavior from the Airport Director.

First, I'm concerned with the comment that you don't involve yourself in the daily affairs of any department heads. We have many unresolved issues, and its absolutely necessary to involve yourself in the day to day within several of the departments we are seeing issues and potential lawsuits arise from.

Most importantly, the airport is a highly regulated, high-risk operation that has drawn serious criticism in the past several years. It's also what the county considers to be an area where economic development is the desirable outcome. To have these matters in the press often, and to see various comments from tenants that echo the same concerns about behavior, should be concerning to you. It is to me as a board member. It's important to know that you are formally addressing this issues presented.

Legislative Delegation Error

Its my understanding that the 2023 forms were not completed properly by staff, causing an ask to be very specific. Due to the error on the form, we are now working

diligently to fulfill the funding requirements. This has resulted in a delay of almost two years of securing the parcel and at one point, the potential loss of those funds from the state. As a result of all of this, the board was recently subjected to a special meeting and asked to approve a contract that was not in the backup due to time constraints this error by staff has caused. The contract had not even been drafted at the time the special meeting was called. Its not proper to expect the Board to approve contracts they have not reviewed. We should not be in these type of predicaments. However, time and time again, we find ourselves dealing with matters like this.

My concern is that you have been a peer of many of these staff members and now that you are their manager, you may find it difficult to provide coaching or corrective action.

I am concerned that these incidents are indicators that the Administration may not be addressing issues with staff through coaching or corrective action.

I would challenge you to engage with the mid-management staff, listen to their thoughts and seek suggestions and objections to plans as a means of vetting ideas properly. I can see that the same few people seem to be involved in all the decision making and that may not be the best method for solving all county issues.

When I started in this role I was transparent with you that I wanted you to be successful, because your success is my success. I genuinely think that you present well at County events and you want to get things right, but as it stands, we aren't getting there this year. I recognize that our Legal department holds some responsibility in ensuring that the Administration is successful at accomplishing our goals and strategic plan, and I plan to address them. I have been critical this year of performance, and trust me, its difficult to have to address. I recognize that in many ways, staff operates like a family. They appear to love their jobs and each other, but, the negative culture lingers and, at times, feels like a coup is at play against the Board and residents. I want very much to feel confident in what's presented to us; however, I am not there. My desire is for real change so that the residents and the Board can have full confidence that the correct decisions are being made on behalf of all of Flagler County.

I reviewed the highlights provided and am pleased with the work put into maintaining operating reserves, improved bond ratings, and the wonderful work coming out of the drone, emergency management and fire programs. During the hurricane, fire and rescue and Johnathan Lord were outstanding partners and resources and I am grateful for their partnership within our community. The Road and Bridge departments are doing a fantastic job lately and I am glad the Board chose to support funding to help with ditch issues in District 4. I appreciate you working on a solution for my concerns with the ditches near farms. I'm looking forward to positive change this year.