

Administration
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**FLAGLER
COUNTY**
FLORIDA

February 12, 2021

To: Commissioners

The time will soon come when it will be incumbent on you to select a permanent Administrator. As I am sure you are aware, this will quite possibly be the most important decision you will make as elected officials. The future of the County will be hugely affected by your choice.

The days have passed where mediocre leadership will suffice. As the challenges of rapid growth, increasing legal complexities, and uncertain political environments unfold, Flagler County's top executive must possess a broad range of operational knowledge, but most importantly, have exceptional skills in leadership.

In order to make the best decision for this position it is critical to be able to identify those characteristics of a true leader. To that end, there is an excellent book accompanying this letter: John Maxwell's "The Leader's Greatest Return". I don't expect you to read the whole volume, but the 19 pages of Chapter 1, 'Identifying Leaders', contain some of the best advice available today for hiring true leaders. It is a great review, even for those with ample experience with leadership.

Maxwell emphasizes the importance of a healthy organizational culture, without which there can be no excellence.

I have emphasized to you, individually and publicly, how incredibly fortunate Flagler County is to have such an outstanding staff. It is not hyperbole when I say this staff is one of the best I have encountered.

Yet when I first arrived, I discovered there had been little done to cultivate leadership or to empower directors and managers. And, as in any organization, there were some team members that just didn't fit the culture of excellence that you have set as Flagler County's goal. By comparison with other staff however, relatively few.

We began a vigorous program of staff development and empowerment which has released a torrent of energy and generated creative solutions to tough problems. The County's Leadership Academy is now producing a solid core of competent leaders. The Board of County Commissioners would not have had to go outside for an Interim Administrator had your Core Leadership team been in place two years ago. All of the successes realized, all of the serious challenges met since I first came on board, are attributable to the energy and creativity of empowered staff.

Commissioners, the opportunity I've had in filling the position of Interim County Administrator for Flagler County has been one of the most fulfilling of my career. Watching the incredible growth of so many talented people has brought me tremendous satisfaction. Were I not at the end of a decades-long career of public

Andy Dance
District 1

Greg Hansen
District 2

David Sullivan
District 3

Joe Mullins
District 4

Donald O'Brien Jr.
District 5

service, I would seek the position of your permanent administrator, but that would require me to leave the house of my wife's dreams to comply with the residency requirement.

My contract with the BoCC requires a 90-day notice, but I feel that this Board deserves to know what my plans are. It is my intent to try and complete several outstanding items by the end of June, which would allow me to leave at that time. Should those tasks be completed sooner – or later – than the end of June I will adjust my schedule accordingly. Fortunately you have several members of your Leadership Team than can easily fill the interim position while you determine how to proceed with selecting a permanent administrator.

Sincerely,



Jerry Cameron
County Administrator