



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

Content

Competency Section | 5 Point Rating Scale

Section Weight 25 %

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.

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.

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.

Item Weight 14.29 %

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.

Item Weight 14.29 %

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.

Organization & Authority #6

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

Rater & Rating

ANDREW DANCE
3 Meets Expectations

Comment

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.

Item Weight 14.29 %

Organization & Authority #7

Projects a professional image as County Administrator.

Rater & Rating

ANDREW DANCE
5 Significantly Exceeds Expectations

Comment

Ms. 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.

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

ANDREW DANCE
4 Exceeds Expectations

Comment

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".

Item Weight 14.28 %

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

ANDREW DANCE
4 Exceeds Expectations

Comment

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.

Communication #3 (Admin)

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

Rater & Rating

ANDREW DANCE
4 Exceeds Expectations

Comment

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

Communication #4 (Admin)

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

Rater & Rating

ANDREW DANCE
4 Exceeds Expectations

Comment

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.

Communication #5 (Admin)

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

Rater & Rating

ANDREW DANCE
3 Meets Expectations

Comment

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 Petito 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.

Communication #6 (Admin)

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

Rater & Rating

ANDREW DANCE
4 Exceeds Expectations

Comment

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.

Communication #7 (Admin)

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

Rater & Rating

ANDREW DANCE
3 Meets Expectations

Comment

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.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Leadership**Leadership #1**

Item Weight 16.66 %

Takes stance on complex and possibly controversial issues.

Rater & Rating

ANDREW DANCE
4 Exceeds Expectations

Comment

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.

Leadership #2

Item Weight 16.66 %

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

Rater & Rating

ANDREW DANCE
5 Significantly Exceeds Expectations

Comment

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.

Leadership #3

Item Weight 16.67 %

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

Rater & Rating

ANDREW DANCE
4 Exceeds Expectations

Comment

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

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.

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.

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

4 Exceeds Expectations

This is repetitive and has been addressed already.

Finances**Finances #1 (Admin)**

Item Weight 16.66 %

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.

Finances #2 (Admin)

Item Weight 16.66 %

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.

Finances #3 (Admin)

Item Weight 16.67 %

Develops realistic budgets.

Rater & Rating

Comment

ANDREW DANCE

4 Exceeds Expectations

See item #1 above

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.

Item Weight 16.67 %

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.

Item Weight 16.67 %

Finances #6 (Admin)

Adheres to appropriate procurement procedures.

Rater & Rating

Comment

ANDREW DANCE

Purchasing and procurement policies have been upgraded this year.

4 Exceeds Expectations

Narrative Section | Text Only

Overall Comments**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.

Overall Rating

Rater & Rating

Comment

ANDREW DANCE

4 Exceeds Expectations

DRAFT



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Competency Section | 5 Point Rating Scale

Section Weight 25 %

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

BONNIE PENNINGTON

3 Meets Expectations

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

BONNIE PENNINGTON

3 Meets Expectations

Organization & Authority #3

Prepares and provides adequate information for knowledgeable decision-making.

Rater & Rating

Comment

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.

Item Weight 14.29 %

Organization & Authority #4

Makes well-considered recommendations to the Board.

Rater & Rating

Comment

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.

Organization & Authority #5

Works effectively with outside professionals and participating local governments.

Rater & Rating

Comment

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.

Item Weight 14.29 %

Organization & Authority #6

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

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Item Weight 14.29 %

Organization & Authority #7

Projects a professional image as County Administrator.

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Mrs. Petitio 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.

Communication**Communication #1 (Admin)**

Item Weight 14.28 %

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

Rater & Rating

BONNIE PENNINGTON
3 Meets Expectations

Comment

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

Communication #2 (Admin)

Item Weight 14.28 %

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

Rater & Rating

BONNIE PENNINGTON
2 Does Not Meet Expectations

Comment

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.

Communication #3 (Admin)

Item Weight 14.28 %

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

Rater & Rating

BONNIE PENNINGTON
3 Meets Expectations

Comment

Communication #4 (Admin)

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

Rater & Rating

BONNIE PENNINGTON

2 Does Not Meet Expectations

Comment

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.

Item Weight 14.29 %

Communication #5 (Admin)

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

Rater & Rating

BONNIE PENNINGTON

2 Does Not Meet Expectations

Comment

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.

Communication #6 (Admin)

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

Rater & Rating

Comment

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.

Communication #7 (Admin)

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

Rater & Rating

Comment

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.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Leadership**Leadership #1**

Takes stance on complex and possibly controversial issues.

Rater & Rating

Comment

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.

Leadership #2

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

Rater & Rating

Comment

BONNIE PENNINGTON

2 Does Not Meet Expectations

See items 4 and 5

Leadership #3

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

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Leadership #4

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

Rater & Rating

Comment

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 sited 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.

Leadership #5

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

Rater & Rating

Comment

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.

Leadership #6

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

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Finances**Finances #1 (Admin)**

Item Weight 16.66 %

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

Rater & Rating

Comment

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.

Finances #2 (Admin)

Item Weight 16.66 %

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

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.

Finances #3 (Admin)

Item Weight 16.67 %

Develops realistic budgets.

Rater & Rating

Comment

BONNIE PENNINGTON

2 Does Not Meet Expectations

See item 1

Finances #4 (Admin)

Item Weight 16.67 %

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

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Finances #5 (Admin)

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

Rater & Rating

Comment

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.

Finances #6 (Admin)

Adheres to appropriate procurement procedures.

Rater & Rating

Comment

BONNIE PENNINGTON

3 Meets Expectations

Overall Comments

Overall Comments

Rater

BONNIE PENNINGTON

Comment

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.

Evaluation Overall Section | 5 Point Rating Scale

Overall Rating

Rater & Rating

BONNIE PENNINGTON

2 Does Not Meet Expectations

Comment

See overall comments provided



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

Content

Competency Section | 5 Point Rating Scale

Section Weight 25 %

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

GREGORY HANSEN

5 Significantly Exceeds Expectations

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

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

GREGORY HANSEN

5 Significantly Exceeds Expectations

Organization & Authority #3

Item Weight 14.28 %

Prepares and provides adequate information for knowledgeable decision-making.

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Organization & Authority #4

Item Weight 14.29 %

Makes well-considered recommendations to the Board.

Rater & Rating

Comment

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.

Organization & Authority #5

Item Weight 14.29 %

Works effectively with outside professionals and participating local governments.

Rater & Rating

Comment

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.

Organization & Authority #6

Item Weight 14.29 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Organization & Authority #7

Item Weight 14.29 %

Projects a professional image as County Administrator.

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

She sets the standard for professionalism in the county.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Communication

Communication #1 (Admin)

Item Weight 14.28 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Communication #2 (Admin)

Item Weight 14.28 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Communication #3 (Admin)

Item Weight 14.28 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Communication #4 (Admin)

Item Weight 14.29 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Communication #5 (Admin)

Item Weight 14.29 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

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

Communication #6 (Admin)

Item Weight 14.29 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Communication #7 (Admin)

Item Weight 14.29 %

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

Rater & Rating

Comment

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.

Leadership**Leadership #1**

Item Weight 16.66 %

Takes stance on complex and possibly controversial issues.

Rater & Rating

Comment

GREGORY HANSEN

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

5 Significantly Exceeds Expectations

Leadership #2

Item Weight 16.66 %

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

Rater & Rating

Comment

GREGORY HANSEN

She is a great leader!

5 Significantly Exceeds Expectations

Leadership #3

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Leadership #4

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Leadership #5

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Leadership #6

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Finances**Finances #1 (Admin)**

Item Weight 16.66 %

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

Rater & Rating

Comment

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.

Finances #2 (Admin)

Item Weight 16.66 %

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

GREGORY HANSEN

5 Significantly Exceeds Expectations

We receive awards every year for our fiscal competency.

Finances #3 (Admin)

Item Weight 16.67 %

Develops realistic budgets.

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Finances #4 (Admin)

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Finances #5 (Admin)

Item Weight 16.67 %

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

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Finances #6 (Admin)

Item Weight 16.67 %

Adheres to appropriate procurement procedures.

Rater & Rating

Comment

GREGORY HANSEN

5 Significantly Exceeds Expectations

Overall Comments

Overall Comments

Rater

GREGORY HANSEN

Comment

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.

Evaluation Overall Section | 5 Point Rating Scale

Overall Rating

Rater & Rating

GREGORY HANSEN

5 Significantly Exceeds Expectations

Comment

She is the best Administrator by far that I have worked with in my 9+ years as a Commissioner.



HEIDI PETITO

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

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

Position	Division	Evaluation Type
COUNTY ADMINISTRATOR		Periodic
Department	Class Spec	
County Administration		

Content

Competency Section | 5 Point Rating Scale Section Weight 25 %

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	
KIM CARNEY	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.	
2 Does Not Meet Expectations		

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	
KIM CARNEY	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.	
2 Does Not Meet Expectations		

Organization & Authority #3

Prepares and provides adequate information for knowledgeable decision-making.

Rater & Rating

Comment

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.

Item Weight 14.29 %

Organization & Authority #4

Makes well-considered recommendations to the Board.

Rater & Rating

Comment

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.

Item Weight 14.29 %

Organization & Authority #5

Works effectively with outside professionals and participating local governments.

Rater & Rating

Comment

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

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

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**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

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

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

KIM CARNEY

2 Does Not Meet Expectations

Comment

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

KIM CARNEY

3 Meets Expectations

Comment

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

KIM CARNEY

2 Does Not Meet Expectations

Comment

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

KIM CARNEY

3 Meets Expectations

Comment

Communication #7 (Admin)

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

Rater & Rating

Comment

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.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Leadership**Leadership #1**

Item Weight 16.66 %

Takes stance on complex and possibly controversial issues.

Rater & Rating

Comment

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

Item Weight 16.66 %

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

Rater & Rating

Comment

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

KIM CARNEY

1 Unacceptable

Comment

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.

Item Weight 16.67 %

Leadership #4

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

Rater & Rating

KIM CARNEY

1 Unacceptable

Comment

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.

Item Weight 16.67 %

Leadership #5

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

Rater & Rating

KIM CARNEY

2 Does Not Meet Expectations

Comment

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.

Item Weight 16.67 %

Leadership #6

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

Rater & Rating

KIM CARNEY

2 Does Not Meet Expectations

Comment

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**Finances #1 (Admin)**

Item Weight 16.66 %

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

Rater & Rating

KIM CARNEY

2 Does Not Meet Expectations

Comment

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)

Item Weight 16.66 %

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

KIM CARNEY

2 Does Not Meet Expectations

Comment

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)

Item Weight 16.67 %

Develops realistic budgets.

Rater & Rating

KIM CARNEY

3 Meets Expectations

Comment

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

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

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

KIM CARNEY

3 Meets Expectations

Overall Comments

Overall Comments

Rater

KIM CARNEY

Comment

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.

Evaluation Overall Section | 5 Point Rating Scale

Overall Rating

Rater & Rating

KIM CARNEY

2 Does Not Meet Expectations

Comment

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.



HEIDI PETITO

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

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Due Date: Fri, Oct 31, 2025

General Information

Position
COUNTY ADMINISTRATOR

Division

Evaluation Type
Periodic

Department
County Administration

Class Spec

Content

Competency Section | 5 Point Rating Scale

Section Weight 25 %

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

PAMELA RICHARDSON

3 Meets Expectations

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

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

PAMELA RICHARDSON

3 Meets Expectations

Organization & Authority #3

Item Weight 14.28 %

Prepares and provides adequate information for knowledgeable decision-making.

Rater & Rating

Comment

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.

Organization & Authority #4

Makes well-considered recommendations to the Board.

Rater & Rating

Comment

PAMELA RICHARDSON

2 Does Not Meet Expectations

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

Organization & Authority #5

Works effectively with outside professionals and participating local governments.

Rater & Rating

Comment

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.

Organization & Authority #6

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

Rater & Rating

Comment

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.

Organization & Authority #7

Projects a professional image as County Administrator.

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

Communication**Communication #1 (Admin)**

Item Weight 14.28 %

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

Rater & Rating

PAMELA RICHARDSON
3 Meets Expectations

Comment

Florida Sunshine Law is understood and respected by administration.

Communication #2 (Admin)

Item Weight 14.28 %

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

Rater & Rating

PAMELA RICHARDSON
2 Does Not Meet Expectations

Comment

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.

Communication #3 (Admin)

Item Weight 14.28 %

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

Rater & Rating

PAMELA RICHARDSON
3 Meets Expectations

Comment

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,

Communication #4 (Admin)

Item Weight 14.29 %

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

Rater & Rating

PAMELA RICHARDSON
2 Does Not Meet Expectations

Comment

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 it's own ideas and having a hard time making needed changes even after commission and public input.

Communication #5 (Admin)

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

Rater & Rating

PAMELA RICHARDSON

2 Does Not Meet Expectations

Comment

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.

Communication #6 (Admin)

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

Rater & Rating

PAMELA RICHARDSON

2 Does Not Meet Expectations

Comment

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.

Communication #7 (Admin)

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

Rater & Rating

PAMELA RICHARDSON

2 Does Not Meet Expectations

Comment

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.

Competency Section | 5 Point Rating Scale

Section Weight 25 %

Leadership**Leadership #1**

Takes stance on complex and possibly controversial issues.

Rater & Rating

PAMELA RICHARDSON

2 Does Not Meet Expectations

Comment

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.

Leadership #2

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

Rater & Rating

Comment

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.

Leadership #3

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

Rater & Rating

Comment

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,

Leadership #4

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

Rater & Rating

Comment

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.

Leadership #5

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

Rater & Rating

Comment

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.

Leadership #6

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

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

The administrator needs to build stronger relationships within the community.

Finances**Finances #1 (Admin)**

Item Weight 16.66 %

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

Rater & Rating

Comment

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.

Finances #2 (Admin)

Item Weight 16.66 %

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

PAMELA RICHARDSON

2 Does Not Meet Expectations

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

Finances #3 (Admin)

Item Weight 16.67 %

Develops realistic budgets.

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

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

There are too many projects without prepared funding.

Finances #4 (Admin)

Item Weight 16.67 %

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

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

Finance department has managed to accomplish the goals and objectives.

Finances #5 (Admin)

Item Weight 16.67 %

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

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

Finances #6 (Admin)

Adheres to appropriate procurement procedures.

Rater & Rating

Comment

PAMELA RICHARDSON

3 Meets Expectations

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

Narrative Section | Text Only

Overall Comments**Overall Comments**

Rater

Comment

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 placed 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 more engagement to our citizens.

Evaluation Overall Section | 5 Point Rating Scale

Overall Rating

Rater & Rating

Comment

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.

Chelsie Torres

From: Charlie Picano
Sent: Wednesday, December 3, 2025 3:50 PM
To: Lauren Cumber; Chelsie Torres
Subject: Fw: Annual Performance Review
Attachments: 2025 Annual Performance Evaluation Response.pdf

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From: Heidi Petito <hpetito@flaglercounty.gov>
Sent: Tuesday, December 2, 2025 9:17:57 PM
To: Percy Sayles <PSayles@flaglercounty.gov>; Charlie Picano <CPicano@flaglercounty.gov>
Subject: Annual Performance Review

Good evening, Commissioners,

I wanted to take this opportunity to express my sincere gratitude for taking the time to provide me with feedback on my annual performance evaluation. Your insights and comments are invaluable to me, and I am truly appreciative of your dedication to my professional growth.

In response to my performance review, I am pleased to share with you an updated copy of our accomplishments. This document will serve as my formal response to the annual review. As a firm believer in total quality management, I am constantly striving to improve our processes and outcomes. I wholeheartedly embrace your feedback and am committed to driving our organization forward under your esteemed leadership and guidance.

Thank you once again for entrusting me with this significant responsibility. I am excited about the bright future that lies ahead for Flagler County and am eager to continue working together to achieve our shared goals.

Warm regards,
Heidi

Heidi Petito
County Administrator
E: hpetito@flaglercounty.gov | V: 386-313-4125 | W: www.flaglercounty.gov



Flagler County Board of County Commissioners
1769 E. Moody Blvd., Bldg 2
Bunnell, FL 32110



The mission of Flagler County is to provide high-quality services through a responsive workforce committed to excellence, integrity, in collaboration with the cities and to act as a fiscally responsible steward.

Annual Performance Evaluation Response

Heidi Petito, County Administrator

Submitted to the Flagler County Board of County Commissioners

Opening Statement

Chairman, Commissioners,

Thank you for the time and effort you have devoted to my annual evaluation. I greatly appreciate your thoughtful feedback and the opportunity to reflect on our progress together. It is a privilege to serve as your County Administrator, and I am proud of what our organization has accomplished under your leadership and guidance.

Over the past year, we have continued to strengthen the County's operations and deliver meaningful results for our residents. From enhancing organizational effectiveness and reinforcing clear lines of authority, to improving communication both internally and externally, we have built a culture of transparency and accountability. Our leadership team has worked diligently to align priorities with the needs of the community, and our financial stewardship has ensured that resources are managed responsibly while supporting critical initiatives.

These achievements are a direct result of the collaboration between this Board, our staff, and our community partners. I am grateful for your support and direction, and I look forward to building on this foundation as we continue to advance the County's mission and serve our residents with excellence.

1. Organization & Authority

During this evaluation period, the Administrator's Office worked in close partnership with the Board of County Commissioners to ensure that the business of Flagler County was conducted with efficiency, transparency, and accountability. The scope of administrative support included:

- **22 Regular Meetings**
- **23 Workshops**
- **6 Joint Meetings**
- **3 Special Meetings**
- **2 Public Hearings**
- **2 Legislative Delegation Meetings**

Behind each meeting was a significant effort to provide the Board and the public with clear, accurate, and timely information. This included the preparation of:

- **165 agreements** and **111 contracts** supporting operations and partnerships
- **17 interlocal agreements** strengthening regional collaboration
- **9 ordinances** and **108 resolutions** shaping local policy

- **60 emergency proclamations** ensuring readiness and response
- **44 proclamations** recognizing community milestones
- **45 presentations, awards, and recognitions** highlighting staff and partner achievements
- Additional materials including quotes, proposals, MOUs, grants, lease agreements, utility easements, and EMS COPCNs

To ensure alignment and accountability across departments, I established **bi-weekly one-on-one meetings with department heads, bi-weekly leadership team meetings, bi-monthly agenda review meetings** with leadership team, and an **Annual County Vision and Progress Report**.

2. Communication

Flagler County has made significant progress in public outreach and transparency. We enhanced our **Transparency Dashboard** and conducted several surveys to gather meaningful input from residents, stakeholders, and employees:

- **Beach Management & Funding Survey (Feb 2025):** Assessed public awareness, usage, and support for beach preservation and funding strategies.
- **Airport Tenant Feedback Survey (Dec 2024):** Evaluated satisfaction with airport facilities and staff responsiveness.
- **Internal Services Survey (Apr 2025):** Measured employee alignment with the County's strategic plan and organizational culture.
- **National Community Survey (Mar 2024):** Benchmarked Flagler County's livability against peer communities nationwide. This survey is conducted biennially and will be repeated in the next rating period.

These surveys, conducted for the first time, were **relatively positive** and established **baseline benchmarks** for future measurement. They will now be conducted **annually or biennially** to support continuous improvement.

We also expanded our communication platforms and public engagement efforts:

- **1,054 events** were hosted across departments, reaching **237,282 participants**
- **47 outreach events and meetings** held with Administration regarding Beach Management
- **2,822 social media posts** created
- Growth in digital engagement:
 - **E-Notify** up 20% (9,052 subscribers)
 - **Alert Flagler** up 3.5% (122,163 enrollees)
 - **Next-door** up 13%
 - **County Facebook** up 13%, **Instagram** up 89%
 - **Fire Rescue Facebook** up 31%, **Instagram** up 18%
 - **Emergency Management** social media up 18%

We also utilized:

- **Coast to Country** digital magazine
- **Flagler BOCC Monthly Update**
- **The Flagler Bulletin** employee newsletter

- **Headlines** flipbook (NEW)
- **Veterans on Point** radio show
- **Walk in the Park** series
- **Flagler In Focus** podcast
- **The Flagler County Review** a week-in-review newsletter (NEW)
- **Annual Report, Citizens Academy, and a newly redesigned website**
- **Palm Coast Observer** partnership for broader outreach
- **Citizen's Academy**
- **Bring a Kid to Work Day** initiative

To further enhance engagement, we plan to add a **Community Relations and Outreach staff member** to facilitate **district community outreach meetings** planned for FY26.

3. Leadership

As County Administrator, I remain committed to **Total Quality Management** and fostering a culture of **collaborative leadership**. This philosophy has guided our efforts to improve operations, recognize employee achievements, and celebrate organizational success.

Intergovernmental & Community Partnerships

We maintained strong relationships with:

- **Constitutional Officers** (Sheriff, Property Appraiser, Tax Collector, Clerk of Court, Supervisor of Elections)
- **Cities of Palm Coast, Bunnell, and Flagler Beach**
- **Towns of Beverly Beach and Marineland**
- **Flagler County School District**, with shared facilities and programming
- **SMA Healthcare**
- **Florida Department of Health – Flagler**
- **GTMNERR, UF Whitney Lab, and North Florida Land Trust**
- **Florida Department of Transportation (FDOT) and Florida Department of Environmental Protection (FDEP)**

Key initiatives included:

- **5-Year Capital Improvement Plan (CIP) Summit**
- **Prosperity 2035 Vision Plan**
- **Opioid Settlement Funding Plan** and ILA with Palm Coast
- **32 confidential economic development meetings**
- **Reestablishment of the IDA Board**
- **Partnerships with Embry-Riddle and the Chamber of Commerce**
- **Self-funded Insurance Review Committee** annually evaluate employee healthcare benefits with Constitutional Officers
- **Beach Management** funding from FDOT and FDEP
- **Added Rescue 55 to Station 25** to support the demand for Emergency Medical Services within Palm Coast
- **Fire Stations 50 and 51** and the **Emergency Shelter** are beginning construction

- **SMA Crisis Stabilization Unit/Men's Residential Treatment** beginning construction
- **SMA Healthcare & Florida Department of Health - Flagler** started primary care medical services
- **Nexus Center** completed
- **Old Haw Creek Paving/Resurfacing** completed
- **Commerce Parkway** completed in partnership with Bunnell and FDOT
- **Environmentally Sensitive Lands** secured **4,164.7 acres** (either closed or under contract)
- **Stormwater Projects** (\$4.4M) Westside stormwater capacity improvements completed, Malacompra Canal design underway (30% completed)
- **Fire Rescue Union Contract** negotiated
- **Transition of 911 Emergency Communications Center** from FCSO
- **Serve on Board of Directors** at SMA Healthcare and Florida Government Utility Authority (FGUA), also a member of Rotary Club of Flagler Beach

Legislative Engagement

We actively supported the Board's legislative priorities through:

- Regular updates from staff, lobbyists, the **Small County Coalition**, and **Florida Association of Counties**
- Direct engagement with **Senator Leek**, **Representative Greco**, and **Congressman Fine**
- Advocacy for infrastructure, public safety, and funding priorities

Recognition & Professional Development

- **5 NACo Awards, 3 NACIO Awards**
- **NEFRC Public Safety Award**
- **SMA Healthcare Impact Award** (Administrator)
- Fire Rescue and Emergency Management awards and accreditations
- Leadership Academy and professional certifications earned by multiple staff
- Administrator is pursuing a **Master's in Public Administration**

4. Finances

Flagler County's conservative budgeting approach has resulted in a **4.7% reduction in the combined millage rate** over five consecutive budget years (2022–2026). In 2024, our **bond rating was upgraded to AA+**, the highest in our history, which we maintain today.

Over the past four years:

- **Reserves grew by \$14 million (35%)**, including **\$4.8 million (10%)** last year
- **\$125.5 million in grant revenues** secured (avg. \$31.3M/year)
- **\$20 million in interest earned** (avg. \$5M/year)

We continue to operate under a **pay-as-you-go model**, avoiding new debt. Strategic financial decisions this year included:

- **Refunding Series 2015 Bonds**, saving **\$135K/year** and **\$1.2M NPV**

- **Airport Loan repayment** of **\$560K** to the General Fund
- Creation of a **self-funded property insurance fund** reduced costs by **\$700K**
- **Insurance changes** saving **\$1.2M**
- **Staffing efficiencies** (Fleet & Land Management) resulting in a reduction of workforce **\$264K**
- **Medical billing transition** from Change Healthcare to Digitech, increasing collections from **\$3.6M to \$5.3M** annually.

Infrastructure Investment

Through the development of the FY2026 Budget, we made significant investments in critical infrastructure:

- **\$8.1 million** committed to **beach management and renourishment**
- **\$5.5 million** invested in **road improvements**
- **\$500,000** allocated to **stormwater projects**
- In partnership with **FDOT**, secured:
 - **\$2.8 million** for additional road improvements
 - **\$6 million** for beach renourishment

These investments reflect our commitment to long-term resilience, environmental stewardship, and quality of life for our residents.

Closing Statement

As County Administrator, I remain deeply committed to advancing the mission of Flagler County through strategic leadership, sound financial management, transparent communication, and collaborative governance. I am proud of the progress we have made together and grateful for the support and guidance of this Board. Looking ahead, my focus will continue to strengthen our financial position, enhancing communication and transparency at every level, and providing strong, steady leadership to ensure that Flagler County remains well-prepared to meet both current challenges and future opportunities. I look forward to continuing our work together in service to the residents of Flagler County with excellence.

Respectfully submitted,



Heidi Petito
County Administrator