



# PALM COAST, FLORIDA

City Manager

EXECUTIVE  
RECRUITMENT  
PROVIDED BY



## THE COMMUNITY

Boasting beautiful natural vistas and endless recreational opportunities, the City of Palm Coast, Florida, is situated on 97 square miles along saltwater and freshwater canals and the Intracoastal Waterway, just minutes from breathtaking views of pristine Atlantic Ocean beaches. The growing, dynamic community of more than 107,000 residents is located in Flagler County, with Interstate 95 running through the City and intersecting with Interstate 4, providing convenient connectivity with Daytona Beach, Orlando, and Tampa. The area is served by several commercial airports including Daytona Beach (DAB), Jacksonville (JAX), Orlando (MCO), and Sanford (SFB).

One of Florida's newest and safest cities, Palm Coast was incorporated in 1999 and offers a vibrant lifestyle in a scenic natural environment. The City was originally developed by ITT Community Development Corporation beginning in the 1970s. It was marketed as a retirement community in the early years but is now home to many families and people of all ages. Palm Coast was one of the fastest-growing cities in the United States in the early 2000s and its continued growth in recent years has contributed to it being the largest populated city in the region.

The City has a dozen beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, world-class tennis and golf, birding along Great Florida Birding & Wildlife Trails, and recreational programming for residents and visitors of all ages. Special environmentally-focused events include the Arbor Day celebration, and the Intracoastal Waterway Cleanup. Palm Coast's Indian Trails Sports Complex is also a prominent location for youth sports soccer, lacrosse, baseball, and other athletic tournaments for teams throughout the Southeast. Racing enthusiasts appreciate nearby Daytona, home to NASCAR and the Daytona 500, with golfing enthusiasts enjoying world class golf at the LPGA International Golf Club.

Palm Coast residents enjoy an exceptional quality of life with a wide array of options to explore. The community is proud of its parks and trails, boating and fishing, pickleball, tennis, and golf. Nature lovers relish Palm Coast's vibrant lifestyle and natural environment with the City offering a dozen beautiful parks, 130+ miles of connecting trails and paths for walking/bicycling, and showcasing the splendid elegance of the native Florida landscape. Birdwatching is popular at St. Joe Walkway and Linear Park, which are designated as Great Florida Birding & Wildlife Trails, and visitors can spot dolphins and seabirds as they stroll along the Intracoastal at Waterfront Park.

The active community participates in a number of City-hosted events throughout the year including the Christmas Tree Lighting Ceremony, Christmas Tree Recycling Event, State of the City, Tunnel to Towers 5K, Palm Coast Open USTA Tournament, Food Truck Tuesdays, Egg'stravaganza, UNF MedNexus Innovation Challenge, Arbor Day, Touch-a-Truck, Pool Safety Day, Memorial Day Ceremony, United Flagler 4th (4th of July), September 11 Remembrance Ceremony, Intercoastal Waterway Cleanup, Senior Games, Pink on Parade 5K, Hall of Terror, Veterans Day Ceremony, Feet to Feast 5K, and the Starlight Parade, all of which contribute to the City's sense of community.

Flagler County Public Schools serve over 13,000 K-12 students across ten campuses in the Palm Coast area. Flagler Schools leverages a full range of technology and digital resources for students and has partnered with the community to bring Flagship Choice Programs to all of its schools, allowing students to explore careers from the earliest grade levels. Students can explore and grow in the worlds of agriculture, aerospace, green technology, health science, engineering and computer science, marine research, finance and business, leadership, the arts, and more. All of Flagler County schools offer a variety of extracurricular activities and clubs.

Flagler County Schools, AdventHealth, Palm Coast Data, Publix Supermarkets, ALSW/Yellowstone, Ambridge Employee Service Group, Wal-Mart, and Sea Ray Boats – Boston Whaler are some of the area's major employers, with tourism and retail employment comprising roughly one-third of the jobs in Palm Coast. High profile major development projects cur-

### Mission

Delivering Exceptional Service by Making Citizens Our Priority

### Vision

A multigenerational community recognized as one of Florida's premier cities that values:

Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services.

Providing exceptional amenities and standards that support a high-quality lifestyle and promote cultural activities.

Protecting the environment and beauty of Palm Coast while conserving natural resources.

### Values

**Pride, Accountability, Leadership, Motivated, Collaborative, Ownership, Achievement, Stewardship, and Trust**

### Strategic Pillars

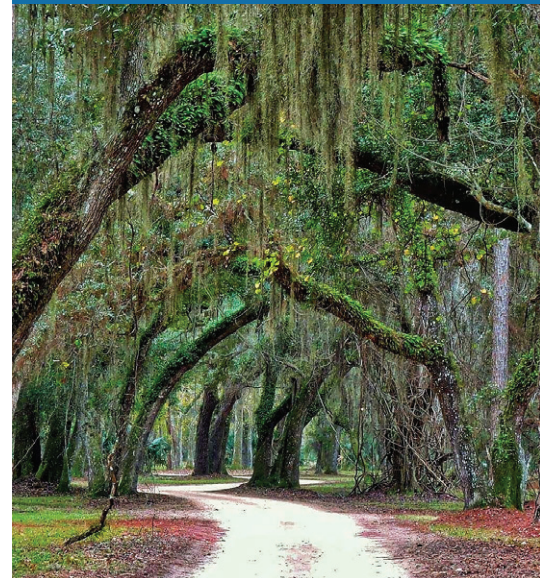
Strong Resilient Economy

Safe & Reliable Services

Civic Engagement

Sustainable Environment & Infrastructure

# A City on the Rise



rently underway or recently completed include Astor Defence which selected Palm Coast for its first USA location, BJ's Wholesale Club, which attracted five new business sites as part of the development, and the Promenade at Town Center which is currently underway as a multiuse facility with retail, restaurants, and apartments. Private and parochial school options include Freedom Schoolers Academy, Case Montessori Palm Coast, Christ the King, Palm Coast Christian Academy, and St. Elizabeth Ann Seton Catholic School.

For those seeking higher education, Daytona State College (Flagler/Palm Coast Campus), Jacksonville University, University of North Florida, and Flagler Technical College have campuses in Palm Coast. Regionally, colleges and universities include Embry-Riddle Aeronautical University and Bethune-Cookman University in Daytona Beach; Stetson University in DeLand; the University of Central Florida in Orlando (with a campus in Daytona Beach); Flagler College and the University of St. Augustine for Health Sciences in St. Augustine; University of North Florida in Jacksonville; and the Florida Coastal School of Law in Jacksonville.

The City's larger demographic groups are comprised of 69.4% White (Non-Hispanic), 10.8% Black or African American (Non-Hispanic), 5.16 White (Hispanic), 4.47 Other (Hispanic), and 3.5% Two+ (Non-Hispanic). The community also is home to a large number of Portuguese and Russian residents. Palm Coast has a median household income of \$71,663 and an average home value of \$283,300.

### City Awards

ICMA Certificate of Distinction  
Government Finance Officers  
Association (GFOA) Budget Presentation  
Award & Excellence in Financial  
Reporting

Florida Association of Public  
Procurement Officials (FAPPO)  
Excellence Award

2022 National Customer Service  
Association Service Organization of the  
Year

Tree City USA



## GOVERNANCE AND ORGANIZATION

The Mayor and City Council Members serve as the political head of the City and are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The Mayor & City Council Members are elected at-large, for a term of four years. Council Members and the Mayor may serve no more than two consecutive four-year terms in the same seat. The current composition of the City Council includes one Member in the second year of their first term, one newly appointed Member to fill a two-year term due to a resignation, and a newly elected Mayor and two new Council Members who will serve their initial 4-year terms.

The City Manager is appointed by the Mayor & City Council and is responsible to implement the policies of the Council, in addition to directing day-to-day operations, preparing the annual budget, overseeing personnel matters, recommending policies or programs to the Council, keeping the governing body fully advised of the financial and other conditions of the City and supplying the governing body with information to aid decision-making.

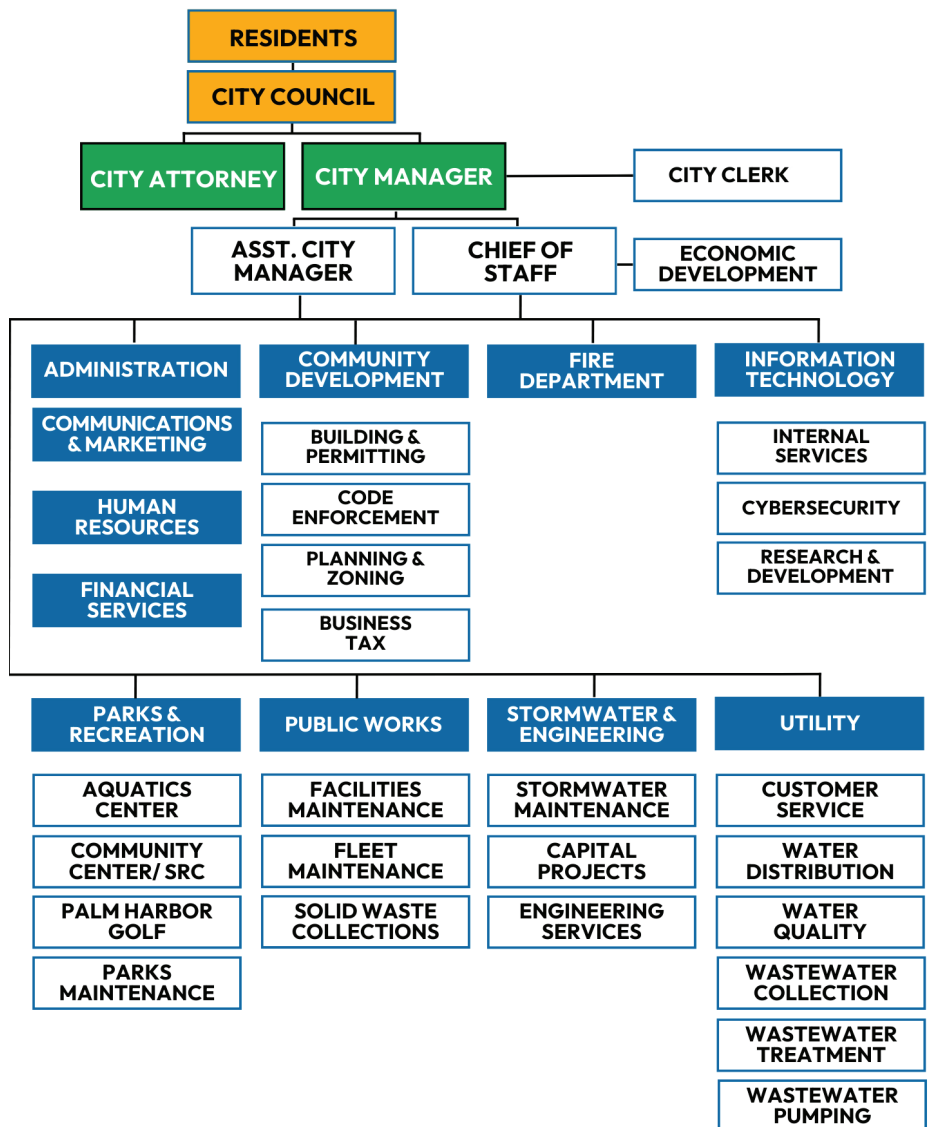
The City provides a full range of municipal services with approximately 650 full/part-time and seasonal employees. Fire Department employees at the rank of Lieutenant and below are represented by the International Association of Fire Fighters (IAFF) administered under a multi-year collective bargaining agreement. The FY 2025 Annual Budget is approximately \$421.5 million, including a General Fund of \$61 million with an ad valorem millage rate of 4.1893.



# THE POSITION

The City Manager provides leadership and strategic direction of the Administration through oversight of the daily internal operations of all City Departments and tracking organizational performance expectations and goals through established Council policies. The Manager assists in the development, implementation and control of the City budget and business plans; coordinates and oversees the City Strategic Plan with Departmental Business Plans and collaborates with the City Council and Department Heads to coordinate, manage and implement a wide variety of special projects and programs. The position is responsible for assisting with the development, implementation, and administration of the City's Comprehensive Plan, as well as coordinating and overseeing the implementation of the organization's Strategic Plan. Other responsibilities include oversight of escalated inquiries, complaints, and requests from the public and business community, evaluating the needs of the customer, and ensuring appropriate Departmental assistance and information is provided. The Manager is also responsible for administration of the City's Emergency Management Plan. The City Manager oversees the delivery of municipal services under the following organizational structure:

- Administration: General Administration, Finance, Human Resources, and City Clerk
- Utilities: Customer Service, Utility Administration, Water Supply & Treatment, Wastewater Collection & Treatment, and Water Distribution
- Parks and Recreation: Golf Course, Pool, Tennis/Pickleball, Recreation Centers/Facilities, and Parks Maintenance
- Public Works: Streets, ROW Mowing & Landscaping, Buildings/Facilities, & Fleet Maintenance
- Community Development: Building Permits, Business Tax, Code Enforcement, and Planning
- Economic Development: Growth of City's economy through promotion of job creation and retention opportunities, and administration of Economic Development & Incentive Policy
- Stormwater & Engineering: Capital Project Administration and Stormwater Maintenance
- Information Technology: Applications, GIS, and Operations (including Fiber Broadband Network)
- Fire: Fire Prevention, Fire Suppression, Rescue & EMS, and Volunteers
- Communications & Marketing: Communication/Outreach with community members, media, businesses, and visitors
- Police: Law enforcement is provided through an Enhanced Services Interlocal Agreement with the Flagler County Sheriff's Department with a dedicated Commander as City-Liaison



# CHALLENGES & OPPORTUNITIES

- **Growth Management, Infrastructure Challenges & Capital Project Management:** Palm Coast is sometimes described as a “young city with old bones” given its history of being privately developed by the ITT Community Development Corporation in the 1970s. Steady growth since its establishment, coupled with the fact that a significant portion of the community’s infrastructure was initially developed at once, has resulted in challenging infrastructure needs and financing strategies to ensure the provision and maintenance of roads, utilities, facilities, recreation assets, and personnel to meet both current and future demands of residents and businesses. Complicating the issue is the fast growth of the community, which has recently been discussed throughout Palm Coast as part of the City’s new Comprehensive Plan and Future Land Use Map (FLUM) which was recently transmitted to the State of Florida and awaiting comments.

Current growth-management projects include the construction of two new Fire Stations, land acquisition and Phase I-A related underground utility and site development work for a proposed Maintenance and Operations Complex (MOC) to house Public Works Divisions (Streets, Fleet, and Facilities Management), Utility, and Stormwater & Engineering operations in the northern part of the City where future growth is expected. Planning and financing for Phase I-B which includes the relocation of Public Works Fleet and Facility operations is not yet finalized. Other significant growth-related capital projects financing considerations include exploration of how to finance current and projected roadway maintenance needs following the expiration of a dedicated Flagler County Infrastructure Sales Tax Surcharge which supported Palm Coast roadways maintenance efforts. The City has also recently increased Stormwater fees to help address concerns with localized flooding and enhanced proactive maintenance efforts.

Lastly, another major infrastructure challenge involves the expansion of the City’s Water & Wastewater Utility Systems, which were acquired from Florida Water Services in 2003. The System consists of three Wastewater Treatment Plants (WWTP) with capacities of 2 MGD, 7.584 MGD, and 3 MGD, and two Water Treatment Plants (WTP) with capacities of 6.83 MGD and 2.0 MGD. An additional 2.0 MGD expansion for the second WTP is projected to be operational by March 2025. The City will need to seek a revised Consumptive Use Permit for additional raw water supply from the St. Johns Water Management District as part of the City’s growing potable water demands. With respect to Wastewater, the City is nearing execution of a Consent Decree to address treatment capacity concerns, and in response, one of the WWTP’s is currently in design phase to double its capacity. The City is undertaking a Gap Analysis Study which is scheduled for completion in March 2025 to identify financing options in addition to commencing a Utility Master Plan in the Q1 of 2025 to proactively plan for future utility infrastructure needs.

- **Economic Diversification:** In an effort to diversify its economy and attract additional non-residential investment and employment opportunities, the City recently hired a new Economic Development Director and commissioned a Target Industry Feasibility Study which identified Hospitality, Aerospace, Advanced Manufacturing, Information Technology/High Clean Technology, and Logistics & Warehousing as prospective development sectors. The City Manager is expected to play a significant role in assisting in promoting development opportunities in Palm Coast, while being an advocate for fair and balanced terms and conditions in economic development negotiations.
- **Western Expansion:** The City is in negotiations with Rayonier (a Jacksonville-based timber and land management company) which currently owns 20,000+ acres west of U.S. 1 referred to the “Western Expansion” and is part of a previous Development of Regional Impact (DRI). The property is slated for mixed use, which could assist the City in opening additional acreage for business and industries to support its economic development needs, as well as additional housing, retail, office, schools, and recreational options. Recently, the State of Florida has authorized roughly \$125 million in support of a loop road to support the development, however negotiations continue regarding the City’s portion of costs for related arterials and related infrastructure for the targeted area. Experience with smart growth management principles and practices is desired in the successor City Manager to help the community achieve its desired future.
- **Newly Seated Governing Body:** As noted earlier, the current five-member Mayor & City Council is comprised of a newly elected Mayor and two Council Members following the November 2024 election, a fourth Council Member recently appointed to fill an unexpired term, and one Council Member entering the second half of their inaugural term. The next City Manager will play a key role in helping the new Governing Body transition to their new policymaking roles, assisting them in developing good governance processes, consensus building, and direction, while simultaneously learning about the organization, community, and projects/initiatives, and leading the workforce.
- **Recruitment & Retention, Succession Planning:** Like other local governments across the country, Palm Coast has a number of long-term employees who will be retiring in the next several years, including several key personnel in the Utilities Department. The successor City Manager will be expected to help champion the organization’s efforts and programs to tap into the institutional knowledge of long-term employees, promote succession planning initiatives, and support creative recruitment and retention strategies to ensure continued organizational capacity in the delivery of superior governmental services.

## IDEAL CANDIDATE

The City of Palm Coast seeks a pragmatic, decisive, and professional servant leader, possessing emotional intelligence, a passion for both public and customer service, coupled with a high degree of accountability, integrity, and ethics to become their next City Manager. The ideal candidate should demonstrate a history of resourceful, entrepreneurial approaches and a willingness to consider creative strategies, implementing changes as needed to manage the complexities of municipal operations, community issues, and related challenges. The successful candidate should be committed to proactive communication both externally with the public and internally with the municipal organization. The next City Manager should possess strong public relations skills, be comfortable in operating in a highly engaged community, and be an advocate in the protection of the high quality of life desired by Palm Coast residents.

A candidate possessing strong Board skills who can cultivate and maintain a positive relationship with the newly seated City Council and help build community consensus to help guide a sustainable future direction of Palm Coast will be essential. The City Manager will communicate with the Council directly and frankly while at the same time seeking policy direction. The individual should have a strategic long-range focus and understand the need to balance growth and economic development with the desire to preserve Palm Coast's history and culture. Experience in managing land use developments, significant economic development projects and investment opportunities and possessing the foresight to proactively anticipate future planning, transportation, utility, sustainability, resiliency, staffing, and other municipal services impacted by growth will be essential.

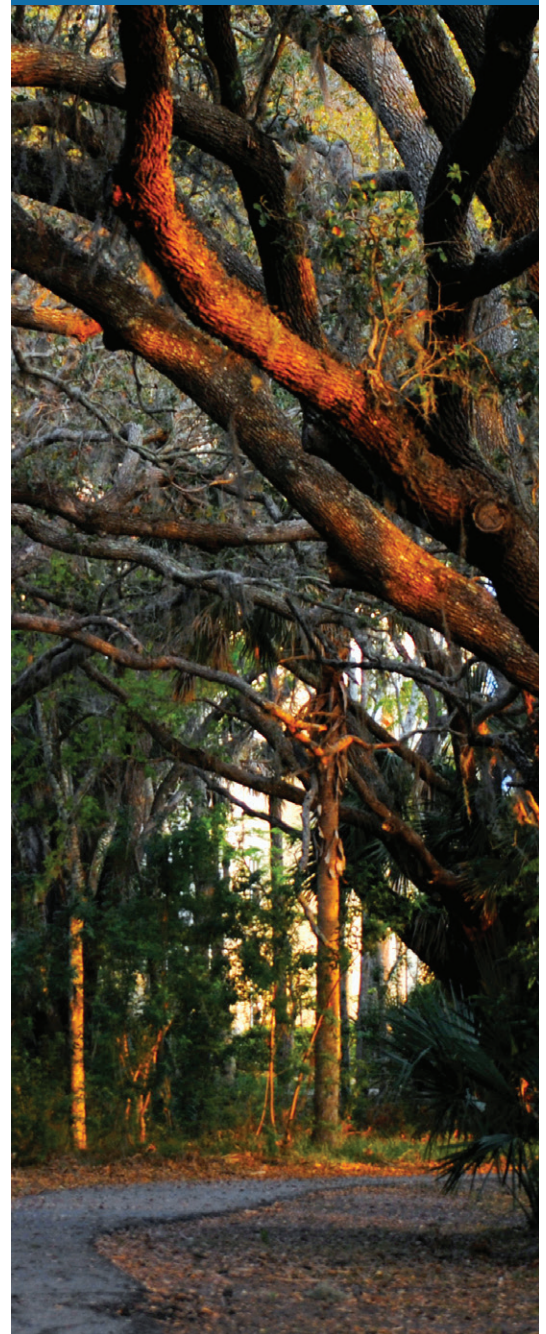
The next City Manager should have a strong background in municipal water, wastewater, and stormwater utilities and associated operations, project management, and capital financing strategies in high-growth communities. The ability to help stress the importance of critical infrastructure asset management with the community is strongly desired. The ideal candidate will be fiscally prudent and possess a broad knowledge of municipal finance, proven budget skills, and the strategic pursuit of long-term financial and operational sustainability to ensure the City meets its financial responsibilities, obligations, and service delivery standards. The person selected should also have the knowledge, skills, and ability to help guide the City Council and Administration in cost management strategies, financial policy alternatives, creative public financing strategies, and public-private partnerships. The candidate will be politically savvy but never political and embrace transparency in government operations. The selected candidate will be able to successfully navigate Florida's "Government in the Sunshine Act," and broad Public Records Act operating environments.

A skilled delegator who is comfortable in managing the big picture while managing operational details, the selected candidate will empower employees and have the ability to motivate staff to build high-performance and results-driven teams through the use of continuous process improvements and Best Management Practices. He or she will be supportive of the professional development of employees and serve as a coach and mentor to staff. The Manager will be committed to promoting interdepartmental communication and coordination and providing outstanding customer service, both internally and externally. The ideal candidate will have a passion for public service but maintain a work-life balance and encourage employees to do the same.

The successful candidate will be confident, energetic, and approachable, and maintain a calm demeanor, even while simultaneously juggling multiple tasks and numerous high-profile initiatives. A candidate who has a track record of successfully working with multiple governing body members over his/her history is viewed as a plus. Lastly, the ideal City Manager will display a "no surprises" management style and a champion of collaboration, a shared sense of purpose and teamwork with department heads, staff, and surrounding governments.

## EDUCATION & EXPERIENCE

The City Manager position requires a bachelor's degree in public administration, business administration, or a related field; a master's degree is preferred. A minimum of eight years of progressively responsible experience in a City Manager's office managing and administering a municipal government and/or as a Department Head is desired. Candidates with military leadership and base command experience are similarly encouraged to apply. Applicants with a combination of education and experience that provides the required knowledge and skills may also be considered. International City/County Management Association Credentialed Manager (ICMA-CM) viewed as a plus.



## COMPENSATION & BENEFITS

The City of Palm Coast offers a competitive salary depending on qualifications and experience. The City provides a generous benefits program including health, dental, life insurance, long-term disability, and paid vacation and sick leave. Retirement is provided through deferred compensation plans including a 401(a) plan (Voya) with a 17% City contribution, and a 457(b) plan with a 2% match by the City. Other benefits include a \$6,000 annual allowance for vehicle, phone and technology, and gym/wellness programs.

The final selected candidate shall establish residency within the corporate limits of the City within six (6) months of such appointment. Upon request, residency may be extended by the City Council for an additional 6-month period.



## APPLICATION PROCESS

[Please apply online](#)

For more information on this position, contact:

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863-860-9314



*The City of Palm Coast is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. Pursuant to Florida law, all applications are a public record once submitted and available for disclosure upon receipt of a public records request.*

## RESOURCES

**City of Palm Coast, Florida**  
[palmcoast.gov](http://palmcoast.gov)

**Economic Development**  
[selectpalmcoast.com](http://selectpalmcoast.com)

**Chamber of Commerce**  
[pcfchamber.com](http://pcfchamber.com)

**Convention & Visitors Bureau**  
[www.visitflagler.com](http://www.visitflagler.com)

[Promotional video](#)

