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February 22, 2025

City of Palm Coast
Mayor, Mike Norris
160 Lake Avenue
Palm Coast, FL 32164

Re: City of Palm Coast, Fl. City Manager Position

Mayor Norris,

I am writing to express my interest in the City of Palm Coast, Florida – City Manager position as shown on the recruitment firms' website. My (35+) thirty-five plus years of solid experience in North Carolina and Georgia local governments, coupled with my passion for local government operations, clearly align with every aspect of Juno's services and operations. These services include finance, public works, emergency management, sanitation, recreation, community involvement, comprehensive planning, zoning, water, sewer, drainage, capital construction management, environmental reviews and public involvement.

As my resume demonstrates, I have been developing my skills as a local government manager over the past thirty-five years. My management and public skills are outstanding, as are my abilities to bring communities together. I have also demonstrated proficiency in Management, receiving my ICMA Credentialed Manager status years ago. I have developed and implemented 911/communication systems, major capital projects including but not limited to: roads, bridges, water, sewer, broadband, multi-purpose stadium, etc. All within or under budget. Have successfully developed a team concept for employees several times successfully. Have major experience managing emergency events such as major storms, fires and chemical spills with pre-planning and post event management. It would be my pleasure to contribute comparable results for Palm Coast.

Additionally, I was raised on the coast of North Carolina and have spent my career as manager of several coastal local governments in North Carolina and Georgia. Living and working on the coast, I am well versed in issues such as beach renourishment, storm readiness and operations, water resources, dune preservation, coastal traditions, history, wildlife protection, recreation, and preservation of the Atlantic Coast along with its beaches and communities.

I am very interested in joining the Palm Coast team and look forward to discussing the opportunities the city has to offer. I would be honored to be considered as your next City Manager and am prepared to meet with you and the board at your convenience.

Respectfully Submitted,

Lee Smith

William "Lee" Smith, III

Enclosure: Resume, References, Salary History



Career Statement

"I am an innovative leader with over 35 years of local government experience who enjoys creative problem solving while applying innovative management techniques to improve communities and their residents' quality of life while leaving a place much better than I found it."

EXPERIENCE

County Manager

May 2014 to September 2022

Chatham County, Savannah, GA

Served a nine-member elected board, in a coastal community of approximately 300,000 people and a region of over 500,000 people with an annual growth rate of 17%.

Duties and Responsibilities:

- 2,250+ employees and a budget of \$998 million.
- Developed a "zero based" budget process,
- Recommended local policy and laws for the Board to consider and carried out and implemented these activities per the Board's priorities and direction.
- Developed a professional executive team to manage the day to day operations of public works, law enforcement, building/safety, code enforcement, police, emergency management, judiciary, finance, parks and recreation, utilities, etc.

Achievements

- Established a new county 130 officer police department with the mindset of "real" community policing within 6 months.
- Successfully consolidated communications/E-911 system that had operated individually under seven municipalities to one system.
- Managed several successful financial referendums for projects such as infrastructure, a new trial courthouse, new state of the art emergency operations center and multiple major recreation facilities.
- Initiated a strategic planning process involving several thousand citizens which brought forth the "Chatham County Blueprint for the Future." The Blueprint has been adopted by all local governments in the area.
- Stabilized the finances of the County which lead to a higher bond rating reducing financing costs of major capital projects.
- Managed the development of the Chatham County SPLOST (Special Local Option Sales Tax) of \$400 million for roads, recreation, capital, and infrastructure. Several of the projects are now under construction or completed, such as the new County Court Building, Marine Science Center, 3000 person multipurpose stadium, beach renourishment and several coastal trails and walkways. All finished on time and under budget.

- major successful emergency pre and post hurricane and storm operations.

County Manager/Chief Executive Officer

December 2001 to February 2014

Wayne County, Goldsboro, NC

Served a seven-member elected board, in a coastal plain community of approximately 130,000 people and a region consisting of a large military presence, agriculture and manufacturing.

Duties and Responsibilities:

- 1200 employees and a budget of \$175 million.
- Developed of a "zero based" budget process,
- Recommended local policy and laws for the Board to consider. Conducted and implemented these activities per the Board's priorities and direction.
- Developed a professional executive team to manage the day to day operations of public works, law enforcement, building/safety, code enforcement, police, emergency management, judiciary, finance, parks and recreation, water, sewer, utilities, etc.

Achievement

- Operations included: health and human services, finance, tax, emergency services, solid waste, sewer, law enforcement, etc.
- Construction and renovations of the county detention center and County Courthouse \$2.2 million.
- Developed the county's first 10 year capital improvement plan and budget.
- Creation of a public-private economic development agency recruiting over 2000 jobs in five years.
- Redevelopment of the county airport to an executive jetport, recruiting several corporate jets and new hangers with an increase in fuel sales of 86% and new tax base of \$367 million.
- Managed the development of a county-wide 800 MHz digital communication system including all county operations and law enforcement, EMS, Fire and all municipalities.
- Implemented a new county-wide emergency medical system, 24-hour paramedics from a volunteer system at a cost reduction to taxpayers including a state-of-the-art "Next Generation" E911 system. The new 911 system and EMS operational costs were reduced by \$1.2 million annually while maintaining a higher level of service.

County Manager

July 1993 to November 2001

Washington County, Plymouth, NC

Served a five-member elected board along the Outer Banks community of approximately 12,000.

Duties and Responsibilities:

- 112+ employees and a budget of \$12 million.
- Developed a "zero based" budget process generating ability to fund reserves and reduce the tax rate 6% for citizens.
- Recommended local policy and laws for the Board to consider and carried out and implemented the activities, services and programs per the Board's priorities and direction.
- Managed the day to day operations of public works, law enforcement, building/safety, code enforcement, police, emergency management, judiciary, finance, parks and recreation, utilities, etc.

Achievements

- Restructured the county water system to become a self-supporting enterprise through the expansion of the system to 3 municipalities.
- Implementation of the first Comprehensive Land Use and Zoning Plan and Ordinance. Endorsed by the military, industry, citizens and the environmental community and organizations.
- Construction of a river walkway on the Roanoke River \$1.1 million (grants) and construction of a full scale of the Historic River Lighthouse \$2.6 million (grants).
- Served as County Manager/County Hospital Administrator due to hospital finance negligence. Within one year we were able to stabilize hospital costs, improve operations and made a profit for the first time in 10 years.
- Development of the first County shuttle service (State and Federal funded)

Executive Director

December 1990 to June 1993

Columbus County Economic Development Commission, Whiteville, NC

Served a 13 member board Commission consisting of local governments and private industry.

Duties and Responsibilities

- Development of Commission budget \$1.5 million.
- Monthly Board meetings, community presentations and client finance packages.
- Responsible for the recruitment and retention of all industry in the county as well as the development and oversight of an 1100-acre industrial park.
- Marketing for the county/city.
- Responsible for the development, maintenance, and marketing of the industrial park with all infrastructure including water, sewer, gas, rail, and interstate connection.

Achievements

- Created over 1,600 new jobs and over \$926 million in new tax base.
- Manage a water and sewer bond referendum (successful) and project implementation. \$15 million
- Member of the NC Commerce Department Recruitment Team, covering Europe and Canada.
- Created a 1,100 acre industrial park adjacent to a major industry and college.
- Several public and private grants totaling over \$41 million.

Planner/Emergency Manager/Deputy Manager

March 1986 to November 1990

Pamlico County, Bayboro, NC

Duties and Responsibilities

- This position was responsible for: all emergency response (fire and rescue), preparedness, developed and implemented the county's first 911 system, community development including federal housing programs, tourism, zoning, mapping, etc.

Achievements

- Developed first 911 system in Eastern North Carolina • Digitally mapped the County as a partner of the State of NC
- Recruited 6 new industries and 1150 jobs.
- Certified as an Emergency Manager.
- Certified as an arson investigator.
- Eleven successful pre and post hurricane operations.

EDUCATION

University of North Carolina at Wilmington, Wilmington, NC

1985 Bachelor of Science Business Administration (Cameron School of Business)

INTERESTS

- Transportation - Involved in the development of a Highway 70 Corridor Commission to oversee the strategic corridor interstate project involving all Eastern North Carolina including seven counties and 22 towns and cities. The \$1.2 billion project was completed in 2015.
- Infrastructure - Heavily involved in regional water and sewer projects (infrastructure Summit 2008), etc.
- Military - involved in the Military Affairs Commission and Seymour Support Council for Seymour Johnson Air Force Base.
- Affordable Housing – have volunteered and worked with Habitat for Humanity for over 20 years.
- Environment – My daughter and I volunteer with wildlife groups and have participated and volunteered in sea turtle preservation in North Carolina, Georgia, and Hawaii.
- Personal Time - The bulk of my time outside of the office is spent with my family and traveling. Recently completed my desire to visit, camp and hike all 50 states.

DISTINCTIONS

- County Manager of the Year for the Eastern Region in 2005
- Awarded Transportation Leadership Award in 2006.
- Certified/Accredited County Manager through ICMA since 2004.
- Chairperson and Board member of the Year in 2012 by the North Carolina Mental Health Council.
- Received 30-year recognition as a member of ICMA.
- Manager of the Year 1999 by the Eastern NC Regional Commission.
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PROFESSIONAL AFFILIATIONS

- Developed the Chatham County "Calling All Manager's Group" including all local county city and county managers in the region of southeast Georgia and South Carolina.
- Previously an active member of the North Carolina City/County Manager's Association and ICMA and continue these activities in Georgia. Have served on several committees for the Georgia and North Carolina Association of County Commissioners including the NCPTS, Curriculum development and Productivity Awards Committee.
- Serve as the local Wayne County Development Alliance as Secretary/Treasurer, Wayne County Chamber Board of Directors, Downtown Goldsboro Development Commission, Wayne County Partnership for Children, Past Board of Director member of the Wayne County United Way. Chair of Eastpointe Mental Health MCO and Chairperson of the North Carolina Department of Health and Human Services Mental Health Waiver Advisory Committee. Member/Secretary/Treasurer of the Highway 70 Corridor Commission. Have continued as a major advocate of mental health in the State of Georgia.

SALARY HISTORY

- Chatham County - \$253,500 plus \$1200 car allowance per month all insurances paid by the county including family benefits, 401k max contribution, life insurance, employment contract with one yr. severance & fully vested retirement 4%.
- Wayne County - \$215,500 plus \$1200 travel per month, individual/family insurance coverage, 401K, life insurance and employment contract.
- Washington County - \$95,000 plus \$500 travel per month and employment contract.
Columbus County - \$43,000 plus
\$500 travel per month

REFERENCES

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