



RANDALL DOWLING

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P.O. Box 1224 | Pine Mountain, Georgia 31822

January 5, 2019

Mr. Douglas Thomas, Senior Vice-President
Strategic Government Resources

Re: Palm Coast, Florida City Manager Position

Dear Mr. Thomas:

Attached is my resume for the position of City Manager for Palm Coast, Florida. As my resume indicates, I have a solid foundation of relevant education and experience in local government management. I have earned a Bachelor of Science in Public Administration (BSPA) degree, Master of Public Administration (MPA) degree, and many recent continuing education credits. I also have over 30 years of local government management experience including Florida coastal experience with the City of Homestead and Indian River County.

My local government management experience is multi-faceted and includes preparing and monitoring the annual budget, hiring and supervising various department heads, overseeing the day-to-day operations of the local government in high growth communities, and implementing Board/Council policies. My experience also includes fostering positive and collaborative relationships internally and with other local and state officials and keeping everyone informed of major government projects through a frequently updated Program of Work document which increases communication, transparency, and accountability.

More specifically, I have experience in all areas of local government. My team and I have prepared capital improvement programs and successfully managed many capital improvement projects including road, bridge, intersection, and sidewalk improvements, libraries, park and recreation complexes, NextGen 911 systems, water and wastewater improvements, industrial park improvements, fire/EMS stations, public work facilities, solid waste facilities, senior citizens centers, and general office facilities using SPLOST proceeds, federal and state grant awards, and local government funds. My team and I have also prepared many long-range strategic plans to guide the government's growth such as comprehensive master plans, transportation plans, solid waste management plans, park and recreation master plans, SPLOST continuation plans, emergency operation plans, unified land development codes, and storm water management plans. I have also researched and written many competitive and successful federal and state grants totaling millions of dollars including Transportation Enhancement grants and Land and Water Conservation Fund grants for outdoor recreation projects (i.e. paving 21.5 miles of abandoned rail line for recreational use), Community Development Block Grants to assist low and moderate-income citizens, scrap tire abatement grants, among others. In an attempt to continuously improve public services and processes to achieve efficiency and cost savings, I have competitively bid out many projects and services, managed the government's excess funds more closely to maximize interest earnings, refinanced existing debt to reduce overall debt payments, outsourced any public services such as lawn care, landfill operations, fleet management, EMS billing, and engineering services, and insourced IT services. Lastly, communities I have managed have been in the path of natural disasters including hurricanes and floods and my team and I successfully responded with FEMA assistance.



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I can bring my significant qualifications to Palm Coast and lead the management team to accomplish established and new city goals such as continuing Fibernet and using smart city initiatives to increase economic opportunities, funding and constructing a new public works complex, developing the downtown area into an attractive mixed-use residential/commercial "new urbanism" area through appropriate land use and building regulations, replacing/repairing aging city infrastructure, and continuing and improving city/Flagler County relationships. All of these items, when combined and implemented, have the potential of creating an environment conducive to powerful economic development. Lastly, since Ron DeSantis, the newly seated Governor is from Palm Coast, that relationship needs to be fortified and prudently used to attract state assistance and projects to the Palm Coast area for the betterment of the community.

Thank you for your consideration of my qualifications. I look forward to hearing from you soon.

Very truly yours,

Randall Dowling



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Career Summary **32 years of local government management experience. Academic credentials include MPA and BSPA degrees and continuing education.**

- Skills**
- Budget preparation and control
 - Project management
 - Successful grant writing
 - Strategic planning
 - Employee accountability
 - Team approach to decision making
 - Complex problem solving
 - Highly organized
 - Proactive and participatory leadership
 - Results oriented
 - Public speaking
 - Ability to cut through red tape to get things done

- Professional Experience**
- County Manager** *October 2016 to Present*
Harris County (35,000 population) | Hamilton, Georgia
- Prepared and monitored the county's \$41M annual budget.
 - Oversaw the day-to-day operations of the county government including 12 department directors, 386 full and part-time employees, and 80 inmates and coordinated the activities of various elected officials and other public agencies.
 - Implemented Board policies.
 - Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
 - Engaged a new solid waste contractor through a competitive bidding process to transport and dispose of the county's collected solid waste and saved over \$250,000 per year or \$1M over the life of the contract.
 - Managed many successful capital improvement projects including a new \$5.1M library, NextGen 911 system, road and bridge improvements, park and recreation improvements, airport improvements, industrial park improvements, and upgraded 8,500 water meters to AMR technology.
 - Prepared a SPLOST continuation plan that resulted in a successful referendum vote during 2018.
 - Updated the county's comprehensive master plan, airport master plan, and five-year capital improvement program to guide the county's future growth.
 - Wrote, was awarded, and successfully administered over \$1M in competitive federal and state grants for recreational improvements, industrial park improvements, and economic development.
 - Increased interest earnings over 2,000% and increased the General Fund unrestricted fund balance by 20% from 2017 to 2018.
 - Developed bid and RFP specifications for a variety of products and services.
 - Resolved citizen complaints and responded to media inquiries.



- Strategically identified short and long-range opportunities that would benefit the county.

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County Manager

February 2016 to July 2016

Dawson County (24,000 population) | Dawsonville, Georgia

- Monitored the county's \$46M annual budget.
- Oversaw the day-to-day operations of the county government including 8 department directors, 300 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Managed several capital improvement projects including road improvements, park and recreation improvements, courthouse improvements, and vehicle replacements.
- Outsourced EMS billing to another private company to improve revenues and customer service.
- Conducted an employee satisfaction survey and as a result initiated an employee compensation study to determine new pay rates.
- Conducted an auction of surplus county vehicles and equipment to dispose of unneeded assets, update the inventory listings for insurance purposes, and generate revenue.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Manager

November 2013 to August 2015

Barrow County (71,000 population) | Winder, Georgia

- Prepared and monitored the county's \$67M annual budget.
- Oversaw the day-to-day operations of the county government including 10 department directors, 576 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Transitioned the county government from a traditional commission to a commission-manager form of government and improved the administrative framework that included a professional web site with e-government services, streamlined budget process and document, five-year capital improvement program, and hired many vacant department director positions.



- Lowered the property tax rate from 13.26 to 12.75 mills by reducing expenses, refinancing three bond issues, and creating a storm water utility.

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- Conducted a Board initiated year-long process to outsource many county departments using a public-private partnership (P3) model to achieve cost savings and improve organizational efficiencies. Selected consultant guaranteed \$4M in savings over a five-year contract period. Board voted not to implement proposal. Outsourced services on a case-by-case basis including EMS billing, lawn care, and fleet management.
- Upgraded the county-wide 911 public safety radio system from a VHF system to a modern 700 megahertz system for better radio coverage.
- Supervised many capital improvement projects including road improvements, utility improvements, and prepared strategic plans.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Administrator

June 2002 to September 2013

Gordon County (60,000 population) | Calhoun, Georgia

- Prepared and monitored the county's \$48M annual budget.
- Oversaw the day-to-day operations of the county government including 13 department directors, 400 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Outsourced the management of the county's 600 acre MSW landfill which resulted in significantly higher waste tonnage, higher revenue stream, and lower county expenses. Also outsourced inmate medical, inmate food service, and county-wide lawn care to achieve cost savings.
- Prepared two SPLOST continuation plans that resulted in successful referendum votes during 2005 and 2011.
- Increased the General Fund unrestricted fund balance by 203% from \$5.3M in 2003 to \$16.1M in 2012 through various means that resulted in healthy cash reserves and an excellent AA bond rating. For 2012, the General Fund unrestricted fund balance was 59.1% of total General Fund expenditures.
- Supervised the design and successful completion of many major capital improvement projects including a \$30M jail and Sheriff's Office, \$11M regional recreation complex, \$3M fire station with equipment, \$3M county-wide 911 public safety VHF simulcast radio system, \$11M road and bridge improvements, \$4M DFACS facility using 100% state funds, Boys & Girls Club and other social service facilities using CDBG funds, \$2.5M agricultural service center to house all federal, state, and local agricultural agencies under one roof, and two civil war historic sites using federal funds.



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- Prepared and implemented numerous strategic plans to guide the county's future growth including a comprehensive master plan 2007-2027, unified land development code, transportation plan, solid waste management plan, parks and recreation master plan, and two historic overlay districts.
- Developed and fully implemented a county-wide compensation plan to fairly compensate all employees based on market rates.
- Had the county designated as a "Storm Ready" and "Camera Ready" community and received several GFOA awards for financial reporting.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Administrator

March 1996 to June 2002

Lee County (28,000 population) | Leesburg, Georgia

- Prepared and monitored the county's \$24M annual budget.
- Oversaw the day-to-day operations of the county government including 8 department directors, 225 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Supervised the design and successful completion of numerous capital improvement projects including a jail/Sheriff's Office/911 Center, public works facilities, senior citizens center, health department, administration building, three fire/EMS stations, historic courthouse renovations, park and recreation complexes, and road and bridge improvements.
- Prepared many strategic plans including a fire insurance rating reduction study which resulted in a reduction from an ISO class 9 to a class 6 (typical homeowner saved about 30% in annual fire insurance premiums), service delivery strategy plan delineating the service delivery responsibilities of the county and each city within the county to avoid duplication of services, county-wide storm water management plan, two SPLOST continuation plans, and a liquor-by-the-drink plan which resulted in successful referendum votes.
- Wrote, was awarded, and successfully managed over \$11M in competitive federal and state grants for park and recreation improvements, hazard mitigations, and historic preservation projects using CDBGs, FEMA grants, and Land & Water Conservation Fund grants.
- Recruited new businesses to the county including a Wal-Mart Super Center and other major retailers using various incentives that resulted in additional sales taxes and property taxes as well as employment opportunities.
- Developed bid and RFP specifications for a variety of products and services.

- Resolved citizen complaints and responded to media inquiries.



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County Manager *December 1993 to March 1996*
 Berrien County (16,000 population) | Nashville, Georgia

Assistant to County Administrator *January 1990 to December 1993*
 Indian River County (100,000 population) | Vero Beach, Florida

Assistant to City Manager *November 1987 to January 1990*
 City of Homestead (25,000 population) | Homestead, Florida

Intern, City Manager's Office *October 1986 to July 1987*
 City of Rockwall (10,000 population) | Rockwall, Texas

Education **Doctor of Public Administration** continuing on-line education *2015-present*
 Valdosta State University | Valdosta, Georgia

Master of Public Administration *August 1987*
 University of North Texas | Denton, Texas

Bachelor of Science in Public Administration *May 1985*
 University of Arkansas | Fayetteville, Arkansas

Professional Associations **Member, International City/County Management Association** *Since 1987*
Member, Georgia City/County Management Association *Since 1994*
Member, Georgia Association of County Managers & Administrators *Since 1994*

Community Activities **Board of Directors, Harris County Chamber of Commerce** *2017 to Present*
Board of Directors, Gordon County Chamber of Commerce *2002 to 2007*