

**Rodney D. Lucas,**

/ E-Mail: [rodneylucas27@gmail.com](mailto:rodneylucas27@gmail.com)

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To whom it may concern,

Regarding your search for a candidate to fill the position as City Manager, I am forwarding a cover letter and resume as an official application and respectfully request your evaluation and consideration of my qualifications. I learned about the job posting for the City of Flagler Beach, Florida through the Florida City County Management Association website.

On November 26, 2018, the Bunnell City Commission honored me by endorsing me as the City's new Community Development Director. With my selection, The City Commission entrusted me to bring the same level of professionalism I had as the Interim City Manager for the City of Groveland, Florida to Bunnell. I was able to have an immediate impact upon the Department by changing the focus to customer service approach of delivery and streamlining the process to make it more efficient by hiring, training and developing new staff.

During my tenure as Interim City Manager, I was able to accomplish many professional achievements with the City of Groveland by moving the City in a new progressive direction. One such example under my direction, I was able to move the City and Council forward with directing the board to approve the largest land annexation in the history of the City within Lake County, obtain approval of the City's largest budget of \$34 million with over 60 capital improvement projects planned throughout the FY 2017 – 2018. Amended personnel policies and finance procedure for processing checks, credit cards and travel use after receiving an unfavorable accounting audit and redeveloped the downtown CRA district.

As a City Manager, I became an ambassador for change by mentoring staff and recruited experienced and professional management team to replace department staffs that were unqualified and not willing to move the City in a new direction. I'll bring a team oriented, led by example, and "can do" management style. I refuse to accept the status quo just because of the "that's the way it has always been done attitude." I always analyze the areas under my responsibility and look for ways to enhance morale, efficiency, professionalism, and the level of service provided to the citizenry. It is important in today's economy to come up with outside the box ideas as alternatives to reduce expenditures and increase revenues. However, I do not believe time and effort should be wasted on the elements identified as not broken and running efficiently within an organization.

As a result of my tenure with the City of Bunnell and the City of Groveland, Florida, I gained a vast amount of experience in all areas of Public Management, to include Emergency Management, Leadership, Law Enforcement, Community and Economic Development, CRA Redevelopment, Housing and Public Administration. I have experience in dealing with people coupled with my friendly people-oriented personality.

I am a strong proponent of being transparent, highly visible, accessible and accountable to the community and public officials in order to form a trusting and lasting partnership. During my

career endeavors, I have always enjoyed working with a diverse workforce in a multicultural community, where I was sensitive and responsive to their concerns. I am a team builder and an advocate of mentoring and developing the future leaders of the organization.

I am confident that I possess the knowledge, experience and sensitivity to fulfill the needs and expectations you are searching for in your City Manager for the City of Flagler Beach, Florida. If hired, I will not be looking at your City as a stepping stone for other career endeavors but as long-term employment opportunity to which I can contribute my experience and continue a career in public service.

Sincerely,

*Rodney D. Lucas*

**RODNEY D. LUCAS**

| e-mail: rodneylucas27@gmail.com

**QUALIFICATIONS PROFILE**

Highly accomplished and results driven executive professional with over 10 years of progressive experience in local municipalities, county and state operations management. Believe in three basic core values: Loyalty, Teamwork and Communications using performance based evaluations from Commission/Council led strategic planning and goal setting through tying the budget and customer service through City departments. Adept in capital investment and operational efficiency through in-depth knowledge of financial management and personnel development systems. Equipped with relationship-building skills in fostering strong partnerships and working closely with various agencies, committee members, and management. Developed programs and projects to optimize productivity while motivating staff toward continuance professional growth. Profound knowledge of how local government works pertaining to policies, budgeting, accounting and finance coupled with outstanding knowledge of municipal election laws and procedures. Highly skilled in city planning and zoning, economic development, and personnel management as well as possess strong concepts of local, county, state and federal laws and regulations. Great understanding of MS Office (Word, Excel, PowerPoint and Outlook).

**AREAS OF EXPERTISE**

- Strategic Planning
- Budgeting & Financial Management
- Community Redevelopment Agency/ (TIF)
- Community & Housing Development
- Economic Development
- Grant writing & administration
- Building Permits, Planning & Zoning & Code Enforcement
- Comprehensive Planning and master utilities and stormwater management
- Monthly department reports & public workshops and training
- Performance Improvement
- Public Relations
- Policy Development & Implementation
- Contract Negotiations
- Event Planning

**PROFESSIONAL EXPERIENCE**

City of Bunnell | Bunnell, FL

***Community Development Director***

**2018 - Current**

- City of Bunnell population is approximately 3,271 with planned development to increase the current population by 2,508
- Direct the Planning, Zoning, Building Permits, Code Enforcement, Housing and Economic Development and Community Redevelopment Area (CRA) divisions
- Update related programs, including Comprehensive Plan, development, land use, annexation, and other related activities
- Work closely with the City Manager to manage special projects regarding economic development incentives, affordable housing, homelessness, land development code policy revisions, negotiate city contracts
- Assist with corporate fundraising for City events and other assignments as requested
- Point person for building department new software data conversion.
- Oversee the Code Enforcement and Planning, Zoning and Appeals Board monthly meetings

**Notable Accomplishments:**

- ✓ Lead negotiator on Memorandum of Understanding with one of the country's largest real estate developers, DR Horton with impact fee credit in exchange for Water Plant

improvements - \$160k project to increase water flow pressure to new development of 836 unit sub-division, Grand Reserve

- ✓ Revising new sign code section of the Land Development Code
- ✓ Annexed over 300 acres of property into the City of Bunnell
- ✓ Assist in the development of a performance-based economic development business incentive program for new and existing businesses and completed a \$400,000 master utility plan to address failing and aging infrastructure consisting of water and waste water plant expansion, failing distribution lines, insufficient storm water and need for fiber optic lines
- ✓ Transformed a dysfunctional Community Development department by increasing team work performance by reducing permit wait time and improving customer service accountability
- ✓ Identified strengths, weakness, threats and opportunities of department within three months and formulated a strategic plan to improve the delivery of services

City of Groveland | Groveland, FL

***Interim City Manager*** (11/16 – 1/18)

**2014 - 2018**

- Oversaw and closely monitored the overall activities of the city to make recommendations to the city council, including managing the day to day operations of the City with a population of 15,205, 121 employees and operating budget of \$34 million. Served as Public Information Officer, set city priorities through City Council retreats using strategic planning, goal-setting and performance-based measurements
- Prepare and submitted annual budget reports and mutli-year capital improvement schedules; prove pertinent information to city personnel and the public on fiscal state of the municipality
- Supervised all city employees, contractual personnel, city departments, including developing policies and procedures, as well as establishing internal and external relations
- Promptly responded to and addressed compliants and concerns of the citizens and escalated to city council as necessary
- Forecasted and indentified municipality needs to create short- and long-term programs and operational plans
- Rendering hands-on support to the city council on goal-setting, along with recommendation of qualitative and quantitative objectives for each major municipal program
- Acting City Clerk until one was hired. Drafted city council agendas, published public notices of city council, workshops and board meetings regarding community relations, construction schedules, city finances and opportunities
- Managed the city's personnel system, including classification, compensation, benefits, recruitment and selection processes as well as labor contract negotiation with employment associations and unions

***Community Development Director*** (03/16 - 11/16) (Assistant Director, 6/14 - 3/16)

- As director, oversaw Building Department, Planning and Zoning Division Economic Development, Community Redevelopment Agency (CRA), CDBG Grant, Housing Initiatives and Code Enforcement Division.
- Managed a staff of six and point person over new \$300,000 building department TRAKiT software data conversion

***CRA Liaison*** (6/14 – 12/17)

- Set monthly agenda and managed CRA budget - \$760,248, project and website. Oversaw Community Redevelopment Agency (CRA) day to day operation for redevelopment, events promoting downtown and businesses located within in the CRA district. Grew budget to \$1.2 million

***Project Manager*** (6/14 – 12/17)

- Managed \$650,000 Florida Department of Economic Opportunity (DEO) Small Cities Grant through the Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program
- Orchestrated City inter-local agreement with Lake County, Florida to receive Home Investment Partnership (HOME) Program to city residents for emergency home repairs

***Economic Development Manager*** (6/14 - 10/16)

- Coordinated, directed, and implemented economic development and CRA incentive programs and projects that supported commercial, office, and industrial development initiatives based on performance-based evaluation using workforce, sales domestic and international and small business development initiatives
- Recruited 10 businesses to Groveland through economic development and tax increment incentives. Increased business property value by \$14,403,280 in taxable real estate tax income for the City

**Notable Accomplishments:**

- ✓ Secured City Council approval of the largest land annexation in Lake County history into the City of Groveland, 2,500 acres of Villa City subdivision - \$1 to \$2 Billion project
- ✓ Directed City on the design and build of a 40,000 square foot Public Safety Complex for Fire and Police and Building Department and secured \$4.5 million in financing over 10 years at 2.1% interest rate
- ✓ Negotiation new 20 year water usage plan with St. John Water Management to include Villa City Project
- ✓ Hired key personnel, Police Chief, Deputy Police Chief, City Clerk and consultant engineering firm Littlejohn (formerly S&ME) to oversee and complete downtown renovations within the CRA district – 1,000 acres
- ✓ Assisted in the development of the SR50 By-Pass Project - \$50 million project to induce Public-Private Partnership initiatives
- ✓ Revised Finance policy and procedures for credit cards, travel and miles reimbursements and writing checks
- ✓ Oversaw the Community Redevelopment Agency (CRA) Board and developed the expansion of Lake David Park and Splash Pad project. Reintroduced visionary site plan and modified them to current redevelopment of downtown within the CRA district based on the 2012 visionary plan in FY2017-18
- ✓ Unified all City parks, designed to mirror each other with same frontage signs and oversaw the additions of a regional Lake County Regional Park – 100 acres within the City limits of Groveland, developed a capital improvement plan to renovate all current parks and expand two new parks to the City: Ronald Sefton Gaffney Memorial Park – 7.5 acres and Cherry Lake Park – 40 acres
- ✓ Oversaw the development, selection and implementation of the Elise Tomlin Community Center computer-lab for after school homework, household budgeting and resume and employment assistance
- ✓ Negotiated health benefits on behalf of the City for 121 employees and City Council with our insurance carrier

<b>ADDITIONAL GOVERNMENTAL WORK EXPERIENCES</b>
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<b>CITY OF KANSAS CITY, MISSOURI</b>	<b>2011 - 2014</b>
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*Customer Service Specialist*, City Manager's Office 3-1-1 Action Center

Recruited by the City Manager to work in the the 311 Action Center. Field citizens inquiries and request for city services in the City's call center.

<b>CITY OF GLADSTONE, MISSOURI</b>	<b>2011 - 2012</b>
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*Management Intern*, City Manager's Office

Recruited to fill Management Intern position. Researched high-level issues as they arose through special project assignments. Participated with the City Manager on budget, capital improvements, management team and city council meetings.

<b>STATE OF MISSOURI, JEFFERSON CITY, MISSOURI</b>	<b>1995 - 1996</b>
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*Minority and Women-Owned Business Certification Coordinator*

Managed from inception, develop and manage a statewide minority and women-owned business enterprise certification program for 12,000 businesses state wide to receive state contracts.

<b>CITY OF LAS VEGAS, NEVADA</b>	<b>1993 - 1995</b>
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*Neighborhood Services Coordinator*

Managed HUD Technical Assistance Grant. Established and managed \$250,000 revolving line of credit program to purchase, rehab, resale foreclosed HUD homes to establish a community self-sufficiency housing/jobs program. Recruited investors i.e. Magic Johnson, Sugar Ray Leonard and Andre Agassi to invest in the Westside of Las Vegas.

<b>UNIFIED GOVERNMENT OF WYANDOTTE COUNTY, KANSAS</b>	<b>1992 - 1993</b>
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*Program Manager*

Managed the Community Housing Investment Partnership (C.H.I.P) program. Developed from scratch to increase home ownership throughout the City of Kansas City, Kansas. Leveraged \$1.2 million in first mortgages from private financial institutions to assist over 25 families.

<b>CITY OF GLADSTONE, MISSOURI</b>	<b>1991 - 1992</b>
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*Intern*

Worked with Economic Development Manager and produced several research reports on local area businesses and completed Master Thesis with collected data and the impact of decisions by local government supporting the rapid growth of big businesses within the City of Gladstone.

<b>ENTREPRENEURIAL WORK EXPERIENCES</b>
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<b>CLEAN SITE OF KANSAS CITY, MISSOURI</b>	<b>1996 - 2011</b>
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*Owner and President*

Started a consultant, construction cleaning and janitorial company from inception. Grew revenues to \$40,000 a month. Managed over \$200,000,000 in construction projects and oversaw as many as 50 staff and contractors. Ran an operational budget of \$500,000. Prepared and presented financial reports to outside agencies, governmental officials, and financial lenders to secure financial funding and maintained financial compliance for loans and insurance requirement.

**EDUCATION & PROFESSIONAL CERTIFICATIONS**

**Florida State University**, Certified Public Manager Program, 2016

**University of Missouri at Kansas City (UMKC)**, Kansas City, Missouri

MPA - Non-Profit Management, 20 + hours towards MBA – Entrepreneurship, 2009

**Park University (Formerly Park College)**, Parkville, Missouri

BA – Finance, 1987 and MPA – Public Management, 1992

**MILITARY SERVICE**

- Honorable Discharge, United States Marine Corps, Reservist (1984-1990)

**PROFESSIONAL AFFILIATIONS**

- Member, International City/County Management Association (ICMA)
- Member, Florida City County Management Association (FCCMA)
- Member, Florida Redevelopment Association
- Enrolled in Florida Redevelopment Association (FRA) Certification - CRA

**HOBBIES AND INTERESTS**

- Restore classic vehicles - Collector of rare and fine art items - Playing racquetball and golf

**VOLUNTEER AND SERVICE WORK**

- Committee Member, River to Sea Transportation Planning Organization (TPO)
- Volunteer, Flagler County Affordable Housing and Homelessness Committees
- Former Board member, Lake-Sumter Metropolitan Planning Organization (MPO)
- Former Board of Director South Lake Chamber of Commerce
- Former Member South Lake Chamber of Commerce, Econ. Dev. Policy Committee

**(REFERENCES FURNISHED UPON REQUEST)**