

VIA E-MAIL

January 29, 2010

Alabama Environmental Management Commission  
P.O. Box 301463  
Montgomery, AL 36130-1463

Dear Honorable Commissioners:

I am writing to express my interest in the position of Director of the Alabama Department of Environmental Management (ADEM). I offer considerable experience in legal and management issues, including regulatory compliance and policy development, as well as workforce management, large-scale program management, and organizational leadership. Confident in my ability of making a positive and sustained contribution to ADEM, I have enclosed my résumé for review and consideration by the Commission.

A key factor in my interest in the Director position arises from experience serving on the board of directors for 19 years, 14 years as Chairman, for a municipal corporation, Arab Water Works (AWW). AWW is responsible for the treatment and delivery of drinking water to over 15,000 customers across four counties in Alabama. During this time, I've been involved in addressing the regulatory requirements of ADEM, EPA and TVA as relates to water treatment and delivery, watershed protection, and emerging technologies to assure safe drinking water is provided to AWW customers. This experience combined with my professional experience and my strong desire to serve the citizens of Alabama by protecting our environment in the best interest of the health and welfare of the citizens of Alabama makes me uniquely qualified to successfully lead ADEM into the future.

Throughout my professional career, I have proven myself as a motivated professional with the tenacity to perform and deliver under demanding, highly dynamic circumstances. I have over 13 years of extensive legal and regulatory experience in a highly regulated industry environment. In addition, I have transcended my unique legal experience and skills by taking direct responsibility on matters concerning large-scale program management, policy development, regulatory compliance, workforce management, and customer service as the Deputy Program Manager for the largest outsourced human resources security recruitment and hiring effort in United States history – a world-wide personnel recruitment and hiring program with an approximate \$100 million annual budget supporting a workforce of more than 56,000 employees for the Transportation Security Administration within the US Department of Homeland Security. With my strong attention to detail, innovative work ethic, and excellent communications skills, I consistently provide efficient and timely problem solving techniques to operational and legal challenges in a highly professional and ethical manner. I also have the proven ability to provide organizational leadership resulting in the facilitation of teamwork and cooperation within the organization and among its customers.

With the combination of my legal experience and unique program management experience, I'm confident in my ability to lead the achievement of the goals and objectives necessary for fulfilling ADEM's responsibilities to the citizens of Alabama.

Thank you and I look forward to hearing from you soon.

Sincerely,

Rodney N. Hyatt

Enclosure



**RODNEY N. HYATT**

1945 Autumn Creek Drive, N.E. ■ Arab, AL 35016

(256)586-7871 ■ rod\_hyatt@msn.com

**PROFILE**

Accomplished and results-driven management professional (Legal and Program Management) with extensive law and management experience in large scale, highly regulated industries. Excellent communication, organization, and decision making skills combined with ability to work in fast paced environment with multiple priorities. Demonstrated talent in nationwide program management, budgeting, process development, and operational improvement for start-up, small, and large public and private entities. Admissions: Alabama Bar.

**CORE COMPETENCIES**

- Contract Law
- Employment Law
- Mergers & Acquisitions
- Legal Department Management
- Outside Counsel Management
- Business Process Outsourcing
- Regulatory & Compliance
- Telecommunications
- Negotiation & Mediation
- Intellectual Property
- Human Resources
- Corporate Finance
- Litigation Management
- Corporate Law

**PROFESSIONAL EXPERIENCE**

**FPMI Solutions, Inc.**, Huntsville, AL 2003–2005 & 2007–Present  
**Program Director, TSA HRAccess Program**, 2009–Present; **Program Director, Contact & Service Center Solutions**, 2007–Present; **Deputy Program Manager, TSA Screener Section I Contract**, 2007–2009; **Deputy Program Manager, TSA Recruitment Center**, 2003–2005

- Lead and manage pre-employment security forms processing for candidates for employment within the Transportation Security Administration (TSA).
- Administer growth and operational aspects of contact and service center line of businesses, including proposal development, presentations, and implementation of standardized processes, systems, and facilities.
- Evaluate, develop, and implement tools and procedures for leveraging across contact and service center operations for improved workload and cost efficiencies.
- Accountable for obtaining the company's current contract with Lockheed Martin Corporation, on the TSA HRAccess program presently valued at approximately \$650,000 annually.

**Key Accomplishments:**

- Planned and implemented the company structure within the TSA's first-ever human resources recruitment call center to create an efficient organization consisting of over 100 personnel delivering timely services to the public throughout the United States and its territories.
- Assured optimum income generation for the company in excess of \$5 million annually, resulting in the single largest source of annual revenue.
- Directed 100 field personnel traveling through U.S. and its territories conducting interviews and Federal HR document processing for all TSA Transportation Security Screener candidates in assessment centers.

**CPS Human Resources Services**, Arlington, VA 2005–2007

**Deputy Program Manager**, 2006–2007; **Director of Program Development**, 2005

- Handled all company's operations, including contractor responsibilities of a world-wide TSA Recruitment Program with an approximate \$100 million annual budget for recruitment, assessment, and hiring of a workforce consisting approximately of 56,000 employees for the Transportation Security Administration.
- Managed the largest outsourced security recruitment and hiring effort in U.S. history and successfully achieved attrition based hiring through decentralization of the multi-hurdle hiring process.
- Provided Program Management Office leadership and management expertise resulting in a more "team" oriented approach to accomplish the TSA's mission and received contract award fees of over \$4 million compared to no fee award during the contract year before joining the CPS Program Management Office.
- Liaison with various government agencies (e.g., TSA, CBP, OPM) and intra-agency departments (e.g., Office of Human Capital, Personnel Security Division, Office of Chief Information Security) to coordinate and accomplish development and implementation of policy, regulatory and operational objectives.

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## PROFESSIONAL EXPERIENCE (CONT'D)

**ITC^Deltacom, Inc.,** Huntsville, AL 1996–2003  
*Vice President of Legal, Assistant General Counsel & Assistant Secretary, 2000–2003; Director of Legal, Assistant General Counsel & Assistant Secretary, 1996–2000*

- Addressed all company-wide legal matters, including general corporate, contract, real estate, employment, securities, and trademark/copyright law, as well as mediation, leasing, mergers and acquisitions, technology/software licensing, and regulatory issues at the local, state, and federal level.
- Prepared SEC filings and established customized contracts management database with tickler system, attorney assignments, management reporting, and historical tracking for contracts review and administration.
- Led the company's initial public offering involving numerous mergers and acquisitions, multiple credit financing facilities ranging from \$4 million to \$60 million, and \$525 million debt financing facilities.
- Successfully negotiated, prepared documentation, and closed a \$four million acquisition and numerous other acquisitions on behalf of the company.
- Collaborated with outside counsel to participate in simultaneous litigation for over 500 cases, including class action suits, bankruptcy and tax claims, and employment and business litigation in three states.
- Organized regulatory efforts to obtain licensing and provide telecommunication services in all 50 states and effectively adjusted under Chapter 11 of U.S. Bankruptcy within 60 days from initial filing to plan approval.

**Consolidated Communications Corporation,** Arab, AL 1990–1996  
*Assistant General Counsel*

- Managed all legal matters for numerous corporate entities, including ITC^DeltaCom, Inc. and affiliates.
- Counseled management on legal matters, including real estate, leasing, regulatory issues at state/federal level, corporate policies, contracts, and employment law.
- Represented corporate entities before various public service commissions.
- Managed the closure and removal of underground fuel storage tanks, including adhering to all state regulatory agency requirements.
- Extensively prepared documents on property, easements, real estate purchase/operating agreements, and profit/non-profit entities, including the creation of a 600 acre professional golf and residential development.
- Actively participated in advising and drafting employment policies and handled limited EEOC complaints all with "no cause" determinations for a period of six years in a disbursed workforce of 250 employees.

**Engel, Hairston & Johanson, P.C.,** Birmingham, AL 1986–1990  
*Attorney at Law*

- Handled all aspects of litigation, including claim analysis and legal research, as well as drafted pleadings, trial briefs, discovery, and mediation.
- Conducted oral arguments during trial proceedings and represented firm clients on a day-to-day basis in all state and federal courts.
- Assisted the firm's senior management partner in performing complex litigation for the firm's largest clients.
- Maximized case management and billable hours for the firm by taking responsibility of hundreds of cases simultaneously in various state and federal courts.

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## ENVIRONMENTAL EXPERIENCE

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Arab Water Works, Arab, AL

1991–Present

*Chairman, Board of Directors*, 1996–Present; *Member, Board of Directors*, 1991–1996

- 19 years of experience providing leadership and decision making regarding policy development, community affairs, fiscal responsibility, state and federal regulatory responsibilities, capital improvements, workforce management, public safety, employee safety, legal affairs and ethical responsibilities.
- Provided leadership and advice on obtaining TVA permits and financing for a \$6.6 million project for the construction of an additional water in-take facility at the company's water treatment facility located on the Tennessee River.
- Provided leadership and advice in financing and implementing a \$4 million ionic exchange water treatment facility to meet or exceed EPA and ADEM water quality requirements.
- Annually attend water and wastewater treatment industry conventions and seminars regarding regulatory/legal responsibilities and emerging technologies in the industry.

## EDUCATION

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Cumberland School of Law, Samford University, Birmingham, AL ~ *Juris Doctor* ~ 1987

Huntingdon College, Montgomery, AL ~ *Bachelor of Arts in Accounting* ~ 1984

Snead State Community College, Boaz, AL ~ *Associates in Business* ~ 1982

## PROFESSIONAL LICENSES

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Alabama State Bar ~ Member in Good Standing ~ 1987 to Present

## PROFESSIONAL CERTIFICATIONS AND AFFILIATIONS

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University of Alabama in Huntsville, AL ~ Federal Government Contracting Essentials

Association of Corporate Counsel

## REFERENCES

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Mr. David Campbell  
General Manager  
Arab Water Works  
526 Cullman Road  
Arab, AL 35016-1370  
(256)586-3159

Mr. Wayne Washam  
300 2<sup>nd</sup> Street NE  
Arab, AL 35016  
(256)586-3512

Mr. Barry Foster  
15358 Estate Circle  
Pine City, MN 55063  
(916)801-6308