



The Mercer Group, Inc.

COCOA, FLORIDA

CITY MANAGER

Andrew Hyatt
Ponte Vedra Beach, Florida

Summary

- **ICMA - CM**
- **Master Public Administration**
- **Most recent position: Texas State Director, K-9s for Warriors**
- **Salary: \$100,000.00**
- **Cover Letter**
- **Resume**
- **Internet Research**

Various news articles – neutral mention
Linkedin

THE MERCER GROUP, INC.

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12 Ponte Vedra Court, Unit B
Ponte Vedra Beach, Florida 32082

June 11, 2020

Mayor and Council
City of Cocoa
65 Stone Street
Cocoa, Florida 32922

Ref: City Manager

Dear Mayor and Council,

This letter will serve as a formal request for consideration to join the City of Cocoa as City Manager. Recently, I was the Texas State Director for K9s For Warriors located in San Antonio. Previous positions have included, City Manager of Neptune Beach (FL), City Manager of East Ridge (TN), City Manager of Fairview (TN), City Manager of Etowah (TN), Community Development Manager of Deerfield Beach (FL) and Senior Administrative Assistant for the City of Jacksonville (FL).

I have had a myriad of responsibilities including City Administration, Economic Development, Human Resources, Customer Service, Equal Employment Opportunity, Ethics, Disciplinary Review/Actions, Purchasing, Payroll, Benefits, Civil Service Rules Review Committee and other responsibilities. I have worked within a Civil Service system, represented by the American Federation of State, County, and Municipal Employees (AFSCME) union and hired more than 500 seasonal workers. I have either managed or assisted in managing budgets as little as \$750,000 and in excess of \$23 million; and had the unique distinction of working in a city with one of the largest parks system in the United States. I possess the Knowledge and Abilities you are looking for in your next City Manager

In 2011, I was instrumental in the initial investment by the City of East Ridge into the Border Region Retail Tourism Development District (Act). The Border Region Act is designed to keep sales tax dollars in the State, not "leak out" to bordering states, and therefore, make the city more competitive for new development within the Border Region District. The city can be reimbursed for the cost of financial incentives by receiving a portion of the state's share of increased sales tax revenue. That initial investment of \$4 million was for infrastructure improvements to developers who then brought in a Bass Pro Shop.

Additionally, I have developed Strategic and Business Plans. As Community Development Manager in Deerfield Beach, I brought the preparation of the five-year master plan for community development, resulting in a streamlined process for the Target Area of the city utilizing federal and state funding. By simplifying the process, we became more customer focused, this allowed for detailed input from the local target community.

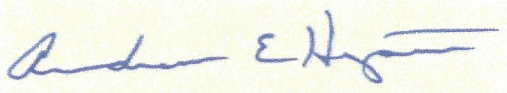
Throughout my career, I have focused on making a difference as a public administrator. Through my government experience, I feel I have developed a balanced and objective approach to municipal management. As you can see on my resume, I have made an effort to continually improve professionally. As part of that process I returned to graduate school at the University of Tennessee at Chattanooga to obtain my Master of Public Administration degree. I have also obtained the required certification by National Incident Management System (NIMS). Also, I am an International City Manager Association (ICMA) Credentialed City Manager.

A visionary and the type of manager that does not involve himself in the political arena, choosing instead to focus on making the city the most efficient, effective, results oriented and quality municipal government in America. I am a public servant and to that end I work to strengthen the organization and to lead by example. I subscribe to the team approach to problem-solving and work hard at team building. In addition, I am a hands-on manager who is capable of multi-tasking in order to get the work accomplished.

With over twenty-five (25) years of highly responsible management and leadership experience in both the private and public sector; over seventeen (17) years have been in municipal government, and more than twelve (12) years as City Manager. My education includes a Masters Degree in Public Administration, a Bachelors Degree in Political Science: Public Administration and an Associate of Applied Science Degree in General Business. I possess excellent oral and written communication skills as well as strong computer skills. I would like the opportunity to discuss further with you my qualifications for possible employment.

Thank you for your consideration. I feel my experience and qualifications make me an excellent candidate for City Manager of Cocoa. I look forward to speaking with you soon. I can be contacted at 904-609-6477 or via email at andrewhyatt59@gmail.com.

Respectfully,

A handwritten signature in blue ink, appearing to read "Andrew E. Hyatt", is written over a light yellow rectangular background.

Andrew E. Hyatt

ANDREW E. HYATT

12 Ponte Vedra Court, Unit B
Ponte Vedra Beach, Florida 32082
Telephone: 904.609.6477
Email: andrewhyatt59@gmail.com

OBJECTIVE

**Developing, Managing & Monitoring Programs That Move Initiatives Forward for
Government & Non-Profit Organizations**

CAREER PROFILE

Track record of accomplishments during 20-year career in government and non-profit. Sharp understanding of government budget management/accounting, government procurement and contract management, and public policy. Proactive professional, effective in communicating and building relationships with all intermediaries – government officials, corporations, interest groups, citizens, colleagues, staff, and management. Politically sensitive practitioner of principal-centered leadership and strong proponent of an empowerment management style. Master of Public Administration.

Core Competencies

- Program Development & Management
- Budgeting & Financial Oversight
- Strategic Planning & Goal Setting
- Policy & Procedure Development
- Public & Private Partnerships
- Government Relations (Federal, State & Local)
- Grant Development & Funding
- Reports, Position Papers & Publications
- Legislative Affairs
- Human Resource Management
- Employee Hiring, Training & Mentoring
- Project Lifecycle Management

NON-PROFIT EXPERIENCE

Texas State Director K9s FOR WARRIORS

4710 State Highway 151
San Antonio, Texas 78227

Supervisor: Patty Dodson – Chief of Staff (904.686.1956)

JUN 2019 to MAR 2020
50 Hours per week

Plan and coordinate all development and community engagement activities. Develop and grow community relationships with donors, volunteers, community organizations or representatives. Build relationships with community stakeholders to advance the mission. Coordinate with the Development team by, researching funding opportunities, compiling donor information and assisting with grant writing and applications to gain sponsorship and donations and managing volunteers. Oversee Kennel Operations Manager and staff (including hiring full and part time kennel assistants). Participate in special projects and take on additional tasks as requested. Maintain good communication with kennel staff and management. Maintain good working relationships with all kennel and organization employees.

GOVERNMENT EXPERIENCE

City Manager CITY OF NEPTUNE BEACH

116 First Street
Neptune Beach, Florida 32266
Supervisor: City Council (904.270.2400)

JUL 2015 to JUN 2019
50 hours/week

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to-day city-wide operations with a permanent population of approximately 7,200 with 75 employees, operating budget of \$5.3 million and fifteen (15) separate funds totaling over \$12 million. Prepare budget and business plan for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and analysis of programs and services. Represented the City to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications

and provide policy recommendations to the City Council. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government, outside group, and private industry discussions on issues involving the City.

Accomplishments

- Successful in saving dollars by utilizing staff for projects like installing new sidewalks, parking spaces without going through the RFP process
- Restructured top tier of Police Department
- Successfully negotiated the Bargaining Agreements with the FOP and Local 630 Employee Union.
- Developed a plan to create additional parking spaces in the Town Center
- Negotiated a new Solid Waste contract with Waste Pro
- Restructured organizational chart to include Deputy City Manager, Deputy Director, Commanders without adding additional positions
- Prepare five (5) year strategic plan
- Developed Park Master Plan
- Completed construction on a community building
- Successful is several grants for the park and infrastructure.
- Developed Goals, Objectives and Performance Measures for each department to better track the progress of the departments and to assist in the evaluation of each employee.
- Resolved Tipping Fee issue with the City of Jacksonville, along with the City Attorney
- Established a format for evaluating each employee annually to include performance measures. Annual evaluations take place September
- Developed the following policies: Whistleblower, Compensatory Time, Internal Control, Cell Phone, Ethics, Take Home Vehicle, Compute/Internet Use, Cell Phone Use, Merit Increase, Social Media, Tobacco Use
- Worked with staff in preparation of and clean up of Hurricane Matthew and Hurricane Irma

City Manager

CITY OF EAST RIDGE

1517 Tombras Avenue

East Ridge, Tennessee 37412

Supervisor: City Council (423.867.7711)

OCT 2013 to JUN 2015

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and business plan which included goals and objectives, develop programs for grant applications, and provide policy recommendations to the City Council. Gather data from various sources to be included in position papers in response to the Councilman's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Accomplishments

- Successful in negotiations with Developer for the Jordan Crossing development to include a Bass Pro store.
- Successful in negotiations with Developer for a Wal-Mart Neighborhood store.
- Received Local Parks and Recreation Fund grant for playground.
- Implemented Border Region Legislation.
- Created an effective communication tool by preparing a monthly publication to the Council regarding organizational progress and upcoming projects and concerns.
- Implemented a merit-based Performance Measures evaluation program.
- Recruited and hired a Police Chief, Fire Chief and City Treasurer.
- Reviewed and rewrote City Employee Handbook.
- Revived Industrial Development Board (IDB).
- Developed inventory for leasable/for sale/or sale-lease space.
- Instituted a Pay Plan which includes Grades and steps for budgeting purposes.
- Oversee multiple projects throughout the city to include Economic Development/Redevelopment, Parks & Recreation, Paving/Resurfacing, Traffic light installation.
- Project Manager for relocation of a Fire Station.

City Manager**CITY OF FAIRVIEW**

7100 City Center Way

Fairview, Tennessee 37062

Supervisor: Board of Commissioners (615.387.6084)

JAN 2010 to OCT 2013

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and strategic plan, oversee development of programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Accomplishments

- Prepared Five-Year Strategic Plan.
- Empowered staff to implement changes within the organization by including them in executive decisions.
- Received a Local Parks & Recreation Fund grant for a Greenway Project.
- Received funding for Safe Routes to Schools sidewalk project.
- Received funding from MPO Active Transportation Program for resurfacing.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Brief elected officials on policy impact of appropriations.
- Consistently meet 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.
- Reduced tax rate by 7.5% in FY 2012.
- Improved employee morale by utilizing walk around management style.
- Instrumental in establishing Economic Task Force.
- Spearheaded project management efforts for design of 1,046-acre office/industrial park.
- Successful in negotiations with Landowner and Wal-Mart for construction of the Fairview Super Center.
- Obtained TDOT R.O.W. mowing contract.
- Received 4.17 out of possible 5 on 2012 Performance Evaluation (December 2012).

City Manager**CITY OF ETOWAH**

415 Tennessee Avenue

Etowah, Tennessee 37331

Supervisor: Board of Commissioners (423.263.2202)

OCT 2007 to DEC 2009

50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and 5-year strategic plan, develop programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Member of Executive Committee of McMinn County Economic Development Authority, Director of the Emergency Operations Center, and Project Manager for 2 renovation projects – Streetscape and Community Center. Oversee Finance, HR, Building Inspection, Zoning, Code Enforcement, Fire, Police, Parks & Recreation, Purchasing, and Library. Departments. Educate, develop, train, and mentor staff. Develop and implement programs based on new or revised laws/regulations.

Accomplishments

- Prepared standard operating procedures manuals for each position in the city with all necessary components (e.g., City Mission, Department Mission, Position Purpose, Employee Evaluations/Training, Organizational Charts, etc.); actively involved in analyzing and revising SOPs and operational policies as necessary.
- Prepared first balanced budget (FY10) in eleven years, since FY00.
- Generated total cost savings of over \$90K by creating temporary concrete finisher and carpenter positions.
- Delivered cost savings of over \$5K annually by leasing a vehicle for City travel – reducing the number of claims for mileage reimbursement and \$400 car allowance for City Manager.
- Received grant for a Wellness Center and obtained a \$75K, 3-year grant for hiring a Recreation Director – representing a cost savings of \$50K over 2 years for the City.
- Reduced overtime 67.17% in 1 fiscal year.

- Created an effective communication tool by preparing a monthly publication to the Commissioners regarding organizational progress and upcoming projects and concerns.
- Empowered staff to implement changes within the organization by including them in executive decisions.
- Strengthened employee performance and morale; emphasized the importance of immediate and constant feedback to employees and investigated employees' complaints/concerns with the highest attention to detail.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Briefed elected officials on policy impact of appropriation.
- Briefed Commissioner on a pending sale of a county-owned hospital to private investors; sale of the hospital was successful and is proving to be a beneficial deal for the community.
- Consistently met 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.

Community Development Manager**CITY OF DEERFIELD BEACH – PLANNING AND GROWTH MANAGEMENT DEPT.**

150 SE Second Avenue

Deerfield Beach, Florida 33441

Supervisor: Jerry Ferguson, Director (954.480.4211)

MAR 2004 to OCT 2007

45 hours/week

Managed a diverse range of initiatives for this beachfront community, including fiscal analysis, program budgeting, and economic development functions. Provided fiscal oversight for grant funded programs and produced information on grant opportunities and programs to management, other organizations, and City Commission. Provided Commissioners with information on HUD and State Housing Initiative Partnership programs to answer constituent concerns. Represented the City Manager and Director of Planning on boards, commissions, and committees. Team leader in preparing short/long-term goals, and key member of the management staff and liaison for citizen advisory boards; brainstormed with management team on issues affecting the community. Supervised and evaluated the performance of a 4-person staff. Member of Emergency Operations Center team and member of the Hurricane Emergency Preparedness team. Interfaced with federal, state, and local officials.

Accomplishments

- Delivered savings of over \$20K in consulting fees for the City by taking the initiative to author its 5-year (2005-2009) Consolidated Action Plan.
- Initiated, obtained, managed and administered federal, state, and county grants for programs/projects, including Community Development Block Grant (CDBG), State Housing Initiative Partnership (SHIP), and First Time Homebuyer/Home Rehab programs.
- Grew the number of first-time homebuyer recipients over 400% in 1 year.
- Increased minor home repair recipients over 600% in 1 year.
- Increased productivity and reduced time spent on a waiting list from 2 years to 12 weeks by restructuring the division and assigning specific duties.
- Allowed a free flow of space, created atmosphere of cooperation and teamwork, and reduced application/waiting period by 40% through spearheading a reorganization of the office.
- Acted as a liaison between City Manager's office and community members affected by proposed programs.

Sales Consultant**GOBER ENTERPRISES**

7501 Philips Highway

Jacksonville, Florida 32256

Supervisor: Rob Walker, Owner (904.296.1356)

JUL 2002 to MAR 2004

45 hours/week

Provide consultation and sales presentations to homeowner's and businesses throughout Northeast Florida. Prepare production orders and follow up with production progress. Interact with manufacturing personnel on production of shutters and blinds. Prepare quarterly sales projections.

Senior Administrative Assistant, Human Resources
CITY OF JACKSONVILLE – PARKS AND RECREATION DEPT.
117 West Duval Street
Jacksonville, Florida 32202
Supervisor: Debra Igou, Director (904.630.1287)

APR 2000 to JUN 2002
45 hours/week

Drove HR initiatives that had a tremendous impact on improving organizational performance. Handled primary HR functions, including personnel, payroll, permitting, purchasing, employee relations, training, EO/EA, ethics, permitting, budget/cost control, employee evaluations, Adopt-A-Park Program, and citizen communications. Implemented, analyzed, and evaluated program effectiveness on an ongoing basis.

Incorporated laws related to Ethics, EEO, ADA, and Sexual Harassment into the organization through staff education and training. Performed contract administrative functions, including the monitoring of bids to ensure adherence to contract requirements. Participated in various committees (e.g., Training, EEO, Employee Satisfaction, Ethics); Sterling Quality Award team member for the City of Jacksonville.

Accomplishments

- Played a key role in improving the City into a quality organization. Worked on the Sterling Quality Human Resources Team while the city competed for the Sterling Quality Award; advised senior staff on necessary changes.
- Saved the city over \$5K annually by implementing a paperless format system for tracking evaluations, discipline, leave time, and training for all employees' department-wide.
- Produced and completed reports within tight deadlines for upcoming legislative meetings.
- Formulated ethics policy for the entire city (including elected officials) affecting over 8500 employees.
- Prepared new employees for success by creating an evaluation document that was adopted by the Sterling Quality team to be used as a communication tool during new employees' 6-month probation period.
- Secured funding for City projects by interfacing and forming partnerships with local/federal government officials.
- Enabled management to execute informed hiring decisions by compiling and presenting thorough information on potential candidates.

Administrator
SOUTH AIKEN CHRISTIAN SCHOOL
980 Dougherty Road
Aiken, South Carolina 29803
Supervisor: School Board (803.648.7871)

JUN 1994 to DEC 1996
45 hours/week

ADDITIONAL EXPERIENCE

CITY OF CLEVELAND, TN/UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TN (AUG 1998 to MAR 2000)

- Graduate Assistant (AUG 1998 to DEC 1999) University of Tennessee at Chattanooga
- County Planning (JUL 1999 to DEC 1999) Bradley County, Tennessee
- City Manager's Office (JAN 2000 to MAR 2000) City of Cleveland, Tennessee
- Conducted research for tenured professors, assisted in annual budget and capital improvement projects; prepared 2020 growth plan.

PRIVATE INDUSTRY (1994– 1979)

CARLISLE GEAUGA COMPANY (Injection and Blow Molding) Trenton, SC
PILLOWTEX (Textiles) Dallas, TX
INTERFACE, INC (Textiles) LaGrange, GA
MILLIKEN & COMPANY (Textiles) LaGrange, GA
WEST BUILDING MATERIALS, (Building Materials) Cleveland, TN
SCHERING PLOUGH, INC, (Foot Comfort Products) Cleveland, TN

EDUCATION

UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TENNESSEE

Master of Public Administration

Bachelor of Science, Political Science: Public Administration

CLEVELAND STATE COMMUNITY COLLEGE, CLEVELAND, TENNESSEE

Associate of Applied Science, Business Management

MEMBERSHIPS

- International City Manager Association (Member since 1998)
- Tennessee City Manager Association (Member 2007 – 2015)
- Florida City/County Manager Association (Member since July 2015)
- Beaches Chamber of Commerce Board of Directors (Member July 2015 - June 2019)

ADDITIONAL CERTIFICATIONS

ICMA Credentialed City Manager January 2019

National Incident Management System (NIMS) Certified