

Kenneth C. Griffin, PE, PhD, APPA-CPM

Summary of Qualifications

Executive level Facilities Planning, Design, Construction, Maintenance and Operation experience and expertise, including: administration, strategic planning and forecasting, capital program management, facility maintenance management, external funding procurement, negotiating and policymaking. Excellent interpersonal skills, problem solving and decision making abilities. Excel in administration of complex agencies and implementation of complex new initiatives. **Strong record of positive relationships with unionized and non-unionized work forces. National Incident Management System Certified. Licensed Professional Engineer.** Professional awards include: 2014 Public Power Awards in Energy Efficiency, Financial Stability and Customer Service; 2009 NACO Recognition for Outstanding Customer Service; 2008 First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; 2008 Most Innovative Program Award from the Florida Aging Services Providers; 2008 AIA/NACO Local Leaders in Sustainability Green County Award; 2006, first county in the nation to be accredited by the American Public Works Association; 2005 ITE Australia Presentation Invitation; 2001 National Waterways Conference Award; 1997 American Water Works Association Gold Medal; 1988 and 1989 ASAE Blue Ribbon Awards; and 1986 California WPCA Man of the Year Award. **Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiation at Harvard University and the Cornell University New Executive Program.** ICMA Credentialed Manager (International City/County Management Association). **American Public Power Association Certified Power Manager (CPM).**

Education

MS	Cornell University – Limnology; Ecosystems	NSF Graduate Award
MS	University of Southern California – Environmental Engineering Energy Systems	EIT, PE License; 3.8 GPA
PhD	University of Mississippi – Higher Education Leadership- Higher Education Facilities Management	4.0 GPA
BS	University of California, Irvine – Biological Sciences with extensive course work in Chemistry and Air Quality	Presidential Scholarships, Lions Club Scholarship, Top 1% and 1 st Dean’s List of School (3.8 GPA in Major), Undergraduate Representative, Pacific SW Universities Air Pollution Research Consortium

Professional Experience and Accomplishments

Consultant/Principal Manager and Engineer, Reynolds Engineering, 2016 - Present, Principal Manager and Engineer for Facility and Utility Management and Engineering projects in the SE US for a highly competitive private sector, multi-disciplinary engineering and management firm. Expertise in **computer-controlled, energy saving HVAC systems; motion-controlled LED lighting systems; computer-controlled locking, security and fire alarm systems; effective utility management; asset management with linkage to key operational systems, employee and leadership development; development and tracking of key performance indicators (KPIs) and customer satisfaction.**

County Administrator, King William County, Virginia, 2015 – 2016, County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Facilities, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. Developed and presented county budgets that reduced the County General Fund Tax Rate by 8.5% and 2.2%. Initiated development and implementation of a new countywide, county-owned broadband utility. Developed and implemented a plan that significantly improved Emergency Medical Transport Response rates and times. Developed and implemented a comprehensive update of County policies for: Procurement, Land Use and Personnel Property Tax exemptions, Personnel and Compensation. **Significantly improved the maintenance of County buildings and improved energy efficiency.** Recruited new and expanded business to the County, including largest solar farm in the state.

Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2014 – 2015, Director of a regional water, wastewater and electric utility serving Smithfield and portions of Johnson County (Greater Raleigh Metro Area). Conducted a state of the art Electric Utility Cost of Service Study and proposed a modern rate structure that incorporated continuing residential usage reductions and reduced rates by 14% that was unanimously adopted by the Board. **Initiated and implemented a comprehensive AMI/Smart Grid/SCADA for utility's electric distribution system, regional water plant and water distribution system, water infrastructure.** Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major substation project. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system; **Boards/Committees:** Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP). This successful negotiation significantly lowered Smithfield's costs and improved the value of our local brand.

General Manager, BJWSA, 2011 – 2013, CEO & General Manager of a regional water, wastewater and reclaimed water authority in SE South Carolina, serving a population of 172,000 including: the US Marine Corps Recruit Depot on Parris Island, the US Marine Corps Air Station, the US Naval Hospital at Beaufort, Hilton Head Island, Beaufort, Bluffton, Port Royal, Hardeeville and the Sea Islands of South Carolina. **Results: EPA Safe Drinking Water Director's Award; Association of Metropolitan Water Agencies (AMWA) Platinum Award for Utility Excellence (Efficient Utility Management);** Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting. Initiated and implemented a comprehensive Management Dashboard with Key Performance Indicators (KPI). In a very challenging revenue environment of a dispersed customer base and reduced consumption, significantly reduced expenses and increased revenues. **Significantly improved worker safety and achieved Zero OSHA Lost Work Days.** Led AMWA's Legislative Committee and served on AMWA's Regulatory Committee. Lead utility of five sponsoring utilities along with Clemson, Yale and Arizona State of an AWWA WRF funded study of on the occurrence, formation and control of NDMA and nitrosamines, which the USEPA is expected to announce its intent to regulate.

Assistant County Administrator/Director of Operations & Management, Hillsborough County (Tampa), Florida, 2006 – 2011, Led 2,100 plus employees in planning, facilities, transportation and transit, utilities (electric, water, wastewater, reclaimed water), public works, solid waste management, public works, and code enforcement. **Operated and maintained over 200 buildings totaling over 2 M square feet.** Led and direct county staff in assisting the County Commissioners in their public/private Transportation Task Force initiative that focused \$500 M in additional county funding and \$1 B in private sector contributions for transportation and transit needs. Initiated the planning for and secured Federal funding for a water taxi service linking both sides of Tampa Bay with MacDill Air Force Base (CENTCOM and SOCOM). Administered an annual operating budget of approximately \$400 M and a capital budget of over \$3 B. Led County Utilities (a \$330 M Enterprise) Operations & Management: Water, Wastewater, Reclaimed Water, Solid Waste and Electric Generation and Sales. Completed utilities' first Comprehensive Strategic Plan. Completed a utilities

comprehensive vulnerability assessment and infrastructure security enhancement program. **Led County Utilities Division in Energy Efficiency Initiative and secured \$11.1 M in Federal funding for capital energy projects. Led County Utility Division in developing and implementing a Comprehensive Asset Management System and initiating a Planned Annual Maintenance Program and Budget for all water, wastewater, reclaimed water, solid waste and electric generation assets. Initiated and implemented a robust student internship program with the University of South Florida.** Led County Utilities in developing and implementing a Continuity of Operation Plan. **Results:** Hillsborough County is only one of two counties in Florida with an S&P AAA Bond Rating. Hillsborough County's Public Works Department became the first county in the country to be certified by the American Public Works Association. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning. Developed and implemented a comprehensive plan to reengineer and reorganize the County's building services division and in doing so, dramatically improved response times and increased customer satisfaction. AIA/NACO Local Leaders in Sustainability Green County Award. Most Innovative Program Award from the Florida Aging Services Providers

General Manager, Pearl River Valley Water Supply District (Jackson, MS), 1993 - 2006: The Pearl River Valley Water Supply District is the largest water utility in the State and the largest planned development in the state. The District provides full municipal services to the 50 communities created by the District. Projects included: 50 communities, 5 marinas, 3 golf courses, and 50 public recreation facilities, including numerous parks and trails. **Results:** Successfully led our communities in preparing for and recovery from Hurricane Katrina. Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed from their new \$1.4 B manufacturing facility. Developed and implemented the District's vision for *Harbor Walk* (a \$600 M inner harbor public place; www.harborwalkms.com), the *Town of Lost Rabbit* (a \$250 M new urbanist community; www.lostrabbitms.com), and water taxi service connecting these two developments with future new urbanist villages and existing communities on the reservoir. **Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the Bob Anthony Parkway, the Pearl River Environmental Education Center, the Lakeshore Recreation Complex, and the Reservoir Youth Soccer Complex.** Increased annual revenues by 100% and secured over \$50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's four water systems. **Boards/Committees:** Rankin County Wastewater Authority; President; Madison County Wastewater Authority; NASA's Mississippi Space Commerce Initiative Board; Metropolitan Planning Organization (MPO) Transportation Committee; Mississippi Upper Pearl River Watershed Advisory Committee founding President; Mississippi Water Resources Association, Executive Committee and Chairman of Public Relations Committee. **Director of the Cornell Alumni Admissions Ambassador Network for Mississippi; Mississippi State University External Research Committee; University of Mississippi's Graduate Emphasis in Engineering Management Committee; Notable Results:** As Chairman of the Public Relations Committee of the Mississippi Water Resources Association, I initiated and implemented a statewide watershed awareness signage program.

Also of note:

Acting Director, New York Technology Transfer Program, Cornell University, School of Engineering, 1988 – 1989: Director of a continuing education, public information and applied research professional organization providing services to 1,400 municipal engineers and public works directors. Authored text on Asset and Maintenance Management Systems and Performance Based Budgeting and taught courses both on and off campus; ASAE Blue Ribbon Award for Technical Training Newsletter in 1988 and 1989. **Boards/Committees:** Member of the Governor's Commission that developed new standards for design and maintenance of local roads and bridges.

Additional Areas of Expertise and Experience

- Facility Management
- Financial Management – Budget Planning & Execution
- External Funding Development and Alternative Project Financing

- Engineering Management and Economics
 - Contract Management
- Management of Operations & Maintenance
 - Start-up of Complex Programs
- Personnel Management – Organizational and Human Resources Development
- National Incident Management System Certified: IS-100, IS-200 and IS-700
- Expertise in New Urbanism, Sustainable Development and Green Building
 - Interrelationship between transportation and land use planning
- Professorships with five major Colleges and Universities since 1988: Taught graduate courses in leadership & management, international studies, public administration, and advanced statistics. Co-developed a new Master's Degree program in Engineering Management
- Continuing Education course work at Harvard University, Northwestern University (Transportation Planning) and Cornell University (Transportation Engineering)
 - Familiarity with French, Italian and Spanish Languages
- Other Interests: Talent Investment Club (Church) – President; Golf, Bicycling, Kayaking, Gym and Lacrosse