

Kenneth C. Griffin, ICMA-CM, PE

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Summary of Qualifications

County Administrator, Assistant County Administrator and Department Head leadership experience, including: strategic planning and forecasting, budget development and execution, external funding procurement, rate and policy making, negotiating, capital program management, infrastructure maintenance management and operations. Excellent interpersonal skills, problem solving and decision-making abilities. Excel in administration of complex agencies and implementation of new initiatives. Strong record of positive relationships with unionized and non-unionized work forces. **ICMA Credentialed Manager (International City/County Management Association). National Incident Management System Certified. Licensed Professional Engineer in FL and Fellow, International Institute of Transportation Engineers.** Professional accomplishments include more than two dozen publications, service on multiple community, government and university Boards and Committees including serving as President or Chair on many, more than fifty speeches and conference presentations, numerous state legislative and federal congressional presentations and press and television interviews. Professional awards include: Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency; APPA RP3 and DEED Certifications; EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence; **Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting for Annual Report; S&P AAA Bond Rating; NACO Recognition for Outstanding Customer Service, First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; Most Innovative Program Award from the Florida Aging Services Providers; AIA/NACO Local Leaders in Sustainability Green County Award; first county in the nation to be accredited by the American Public Works Association (Hillsborough); ITE Australia Presentation; National Waterways Conference Award; AWWA Gold Medal and California/Nevada AWWA 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 a graduate of the Cornell New Executive Program. American Public Power Association Certified Power Manager (CPM).**

Education

MS	Cornell University – Limnology, Ecosystems	NSF Graduate Award
MS	University of Southern California – Environmental Engineering	EIT, PE License; 3.8/4.0 GPA
PhD	University of Mississippi – Leadership, Management Human Resources Development	4.0/4.0 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 (3.8/4.0 GPA in Major),

Professional Experience and Accomplishments

Principal Engineer/Program Manager, Reynolds Engineering, Tampa, FL and Jackson, MS, 2016 – Present, Principal Engineer for Public Utilities, Public Works, and Management projects in Florida and in the SE US for a highly

competitive private sector, multi-disciplinary engineering firm. Expertise in external funding, public works engineering and management; stormwater, asset management with linkage to key operational systems, employee and leadership development and tracking of key performance indicators (KPIs) and customer satisfaction.

County Administrator and Utilities Director, King William County, Virginia, 2015 – 2016, County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. **Developed and presented a County Budget that reduced the County General Fund Tax Rate by 8.5% and 2.2% in successive years. 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 second largest solar farm in the state.**

Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2014 – 2015, Director of a municipal electric, water and wastewater 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 wastewater collection system, 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; 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 Workdays.** 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 for Infrastructure, Utilities and Planning/Director of Operations & Management for Public Utilities, 2006 – 2011, Hillsborough County (Tampa), Florida, As Assistant County Administrator for Utilities & Infrastructure, **led 2,100 plus employees in: Public Works, Public Utilities, Planning & Growth Management, Solid Waste Management and Community Code Enforcement for a rapidly growing urban county of 1.3 M.**

Administered an annual operating budget of over \$400 M and a Capital Budget of over \$3 B. Secured more than \$500 M in new grant funding. Implemented a customer satisfaction survey tool and significantly improved a customer satisfaction. Implemented a Workforce Development, Diversity and Succession Planning initiative for all Utility and Infrastructure departments. 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). As Director of O&M for Public Utilities, led O&M for a \$330 M Enterprise with a service a population of 600,000 -900,000 and 750 employees) in: Wastewater, Reclaimed Water, Water, Solid Waste and Electric generation and sales. Managed all natural gas purchases. **Personally initiated, developed and 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 M in Federal funding for capital energy efficiency projects.** Led County Utility Division in developing and implementing a Comprehensive Asset Management System for all water, wastewater, reclaimed water, solid waste and electric generation assets (\$1.8 B) and integrated this Asset Management System: with CIS (customer accounting, billing and work orders), GIS, Warehouse & Inventory and Workforce Mobility. Initiated and implemented a robust student internship program with the University of South Florida to collect all data needed for our 300,000 utility assets. **Led County Utilities in developing and implementing Continuity of Operation Plan.** Operated and maintained over two hundred buildings totaling over 2 M square feet. **Results:** Hillsborough Public Utilities secured a Municipal Bond rating of Aa2 (Moody's)/AA (S&P and Fitch). **Hillsborough County's Public Works Department became the first county in the nation to be certified by APWA. 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 agency and the largest planned development in the State, consisting of fifty neighborhoods, fifty recreational facilities and supporting businesses and infrastructure. The GM serves as the city manager for this large, planned development. Results: Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed for their new \$6 B manufacturing facility and their Tier I – IV Suppliers. 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. Initiated and implemented a comprehensive SCADA for all key District facilities. **Boards/Committees:** Rotary Club of Jackson College Scholarship Committee; 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.

Prior Experience of Note:

City Engineer and Director of Public Works and Utilities, 1989 – 1991, City of Sedona, AZ: As the City's only employee for three major departments, planned, hired and managed contractors and consultants to be the City's first Engineering, Public Works and Public Utilities departments, directed the planning and organizational

development for all public works and public utilities facilities, equipment, and personnel for the rapidly growing, upscale community. *Results:* Planned and implemented City's first maintenance and construction operations, using private contractors. Authored the City's first engineering and public works codes, policies and procedures. Successfully directed all aspects of design and construction of City's first wastewater collection, treatment, and disposal system. Successfully directed completion and adoption of City's first Transportation Master Plan. ***Boards/Committees:*** Arizona State University's Technology Transfer Advisory Committee.

Additional Areas of Expertise and Experience

- 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 for the University of Mississippi
- Continuing Education course work at Harvard University, Northwestern University (Transportation Planning) and Cornell University (Transportation Engineering)
- Familiarity with Spanish, Italian, French and Latin (taught six years in a primarily Hispanic community college)
- Other Interests: Talent Investment Club (Church) – President; Bicycling, Kayaking, Gym, Lacrosse and Golf