

## Shannetta R. Griffin, P.E.

(b)(6)

### Professional Summary

Successful professional engineer with 35 years of proven managerial leadership, operational performance, project engineering, client relationship development, and small business advocacy within the private and public sectors of the transportation industry with an emphasis on aviation

### Education

B.S. - Civil Engineering, University of Toledo

### Experience

#### **Columbus Regional Airport Authority**

**2017 – 2020**

**Chief Commercial Officer.** *Responsible for the management of 15 CRAA professionals and multiple 3<sup>rd</sup> party operators to maximize revenue in real estate and land development, air service and cargo development, concession management and parking and ground transportation for John Glenn International Airport, Rickenbacker International Airport (LCK) and Bolton Field- general aviation airport. Responsible for setting the strategy and oversight for more than \$100M in revenue for the airport.*

#### **Significant accomplishments include:**

- Increased YOY concession revenue growth by approx. 2% and increased ACDBE participation by 12%
- Achieved record breaking parking and ground transportation revenues of \$58M which was a YOY increase of approx.15%
- Increased Air Service growth for the Authority which achieved record breaking passenger growth to 8.6M passenger which resulted in an YOY increase of approx. 13%
- Achieved YOY increase of approx. 3% in the 8<sup>th</sup> largest Foreign Trade Zone in the US
- Helped to achieve record breaking YOY increase of approx. 40%. in NOI for the Authority
- Executed a 5 - year Airline Lease Agreement in partnership with top airline companies
- Negotiated new 2 - year Uber and Lyft agreements
- Partnered with Government Affairs to get an approved Annexation Agreement between the Airport Authority and City of Columbus
- Finalized the 20- year Master Plan for LCK – still awaiting FAA approval
- Led the effort to select an Electric Battery driven bus, a shuttle bus operator/ maintenance provider and maintenance facility for the proposed 2021 Consolidated Rental Car Facility
- Liaison for three Board Authority committees – Facilities and Service, Air Service and Customer Experience and Business Development and Logistics
- Facilitated on-going multimillion-dollar development deal for Bolton Field
- Managed the multimillion-dollar Master Development Agreement for LCK with the airport's land development and financial partners
- Developed a 5 -year strategic business plan for all operations and development for LCK

- Developed a 5 – year departmental strategic plan to align with the Authority’s plan

**Chief Development Officer.** *Responsible for the management of 28 professionals for the engineering, planning, construction, environmental and sustainability, capital program management office and GIS/Cadd for the John Glenn International Airport, Rickenbacker International airport and Bolton Field- general aviation airport. Responsible for nearly \$90M per year in capital and operating annual budgets. Responsible for one of the region’s largest development programs with the new midfield terminal program*

**Significant accomplishments include:**

- Successfully moved \$24M hotel and \$157M consolidated rental car facility (Conrac) to implementation which is under construction on time and under budget
- Successfully implemented a difficult departmental classification and compensation program from HR
- Assisted commercial management and finance in the development of the airline use agreement
- Participated with the CRAA’s largest air carrier regarding air service and internal development
- Formulated a positive collaborative partnership with board and board committees
- Participated with several community, professional and civic organizations to increase airport business partner opportunities and exposure
- Implemented Standard Operating Departmental Procedures that helped increase departmental efficiency
- Developed operational efficiencies and organization strategic plan in collaboration with executive peers
- Redesigned capital program office for greater efficiency, reporting and accountability to the organization
- Initiated several community outreach events to increase minority and small business and overall engagement with the airport which led to the first ACI Business Diversity Inclusion Award for the airport
- Facilitated the largest single federal grant award for the airport in the amount of \$15M
- Responsible for the Plan of Execution for the future potential \$2B new midfield terminal program

**Indianapolis Airport Authority**

**2013–2017**

**Senior Director of Planning and Development.** *Responsible for the management of 18 professionals for the engineering, planning, construction, environmental, supplier diversity program and document control for the Indianapolis International Airport and five (5) relievers airports which include a downtown heliport. She was responsible for close to \$75M per year in capital and operating annual budgets.*

**Significant accomplishments include:**

- Implemented yearly department strategic plans to align with airport strategic direction
- Worked with Chief Financial Officer to execute a successful 5 year airline use agreement

- Participated with Commercial Enterprise on new air carriers' strategy and incentives and develop the first legislative incentive for international travel through the Governor's office
- Record project execution and capital spend since the Midfield terminal and campus construction
- Stayed under operational budgets in all years
- Responsible for the increase in authority's federal FAA discretionary funding
- Responsible for the first airport and largest national 2015 Voluntary Airport Low Emissions Program (VALE) grant
- Responsible for the first airport and second largest national Zero Emissions Vehicle Program (ZEV) grant – airport had the largest electric bus fleet of any airport
- Largest year over year increase in supplier diversity spend and growth of small, minority and majority firms which led to the airport receiving the its first ACI Business Diversity Inclusion Award
- Oversaw the structural failure, re-design and construction of the \$10M garage canopy replacement project
- Oversaw the demolition of the \$8M original terminal demolition which included major environmental remediation
- Implemented the first successful on- call design and staff augmentation services to promote expansion of opportunities to the airport
- Implemented departmental standard operating procedures
- Implemented the authority's first Geographic Information System (GIS)
- Oversaw the first airport wide asset management program
- Oversaw a potential \$15-\$25M baggage handling system upgrade
- Oversaw the first Terminal/Campus Optimization Program since the opening of the new terminal. This project will encompass new signage/wayfinding, infrastructure upgrades, technology upgrades, and 60% current concessions refresh

## CDM Smith

1998-2013

**National Aviation Market Leader.** Responsible for marketing and client development in the national and international aviation industry. She assisted with strategic planning, developing the strategic plans for transportation and company - wide strategic plans, and assisting regional managers with client development and marketing efforts focused on growing the transportation market to \$250M. Instrumental in the development of a Transportation Division within the company which focused on aviation, transit, freight and roadway/highway market sectors.

**Director of Strategic Development – Public Services Group West/Cental US and Asia.** Assisted the Unit President with strategic planning, development of unit's strategic plan, assisted Regional managers with client development and marketing efforts focused in transportation.

**National Strategic Planner.** Responsible for business development, client relations and major company strategic initiatives in the areas of transportation, and increased sales growth in some cases 100% in Major Metropolitan areas.

**Strategic Account Manager.** Responsible for the State of Michigan aviation and transportation related clients. Consistently exceeded her goals to expand the regions market share by obtaining new clients and enhance CDM's portfolio of client services.

**Regional Marketing Coordinator –North Central Region.** Responsible for regional business development and client relations for Michigan, Ohio, Illinois, Indiana and Wisconsin. Increased year over year revenue.

**Project Manager – Detroit Office.** Responsible for the management of multiple design projects to facilitate growth in the Michigan market

### **Significant Projects:**

- Officer In Charge/Project Manager, Planning and Engineering Services for Reconstruction of RW 4R/227 and Associated Taxiways, Wayne County Department of Airports, Detroit, Michigan
- Officer in Charge/Project Manager, Airport Pavement Management Program and Runway Rehabilitation, Wayne County, Michigan.
- Officer in Charge, Shoemaker Site Redevelopment Phase II Site Assessment, City of Detroit Department of Environmental Affairs, Detroit, Michigan.
- Project Manager, Airport GIS/ITS Implementation Project, Wayne County Department of Airports, Detroit, Michigan.
- Project Manager, – Runway 22L Deicing Pad and Operations Building, Wayne County Airport Authority, Detroit, Michigan.

## **Madison Madison International (Detroit MI)**

**1996-1998**

**Director of Technical Operations.** Served as director of technical operations responsible for the client growth, and financial management for the transportation, environmental, facilities, and technical studies divisions. In this capacity, Ms. Griffin was responsible for project management, resource allocation, employee evaluations and training, client development and business development for work in excess of \$100 million

**Project Director.** Served as director of roadway design projects and oversight for projects associated with the company's program management joint venture for the Wayne County Airport Authority to include Detroit Metropolitan Wayne County Airport and Willow Run Airport.

### **Significant Projects:**

- Project oversight for the design and construction of the \$1.2B McNamara Terminal, Detroit Metropolitan Wayne County Airport.
- Officer in Charge, US 24-Telegraph Road Resurfacing/Reconstruction, Michigan Department of Transportation, Michigan.
- Officer in Charge, Road Resurfacing/Reconstruction, Wayne County Roadway Division, Wayne County, Michigan.

## **Williams Russell and Johnson (Atlanta, GA)**

**1986-1996**

**Program Manager, Program Management for Hartsfield Jackson Atlanta International Airport, Atlanta, Georgia.** Served as project/program manager for the program management team for Hartsfield Atlanta International Airport. The program management team was responsible for the multimillion-dollar program which consisted of design, planning, procurement, community engagement, construction services and financial oversight of capital improvement projects for the airport. Performed several aspects of work in the

*areas of design, planning, resource allocation, management oversight and financial management for a variety of projects related to the development of the airport.*

***Project Manager, Airport Design/Construction Services, Hartsfield Jackson Atlanta International Airport, Atlanta, Georgia.*** *Provided design and construction management services for multiple airfield, landside and planning projects*

### **Significant Projects:**

- Project manager, The \$1.8M International Concourse E facility
- Project manager, Multiple Runway and Taxiway's construction - new and rehabilitations
- Project manager, Development of the conceptual design and master planning study for proposed \$500M commuter runway
- Project engineer, Georgia Dome Civil Design, City of Atlanta, Atlanta, Georgia.
- Project engineer, Olympic Stadium Civil Design, City of Atlanta, Atlanta, Georgia.

### **Professional Honors**

- 2020 Conference of Minority Transportation Officials (COMTO) Women Who Move the Nation
- 2020 Woman of the Year – Columbus Chapter Women's Transportation Seminar
- 2020 Engineer's Week Luncheon – Keynote Speaker
- Distinguished Alumni – University of Toledo College of Civil Engineering
- Women in Aviation Excellence – Legacy Award - Airport Minority Advisory Council
- Corporate Professional of the Year – National Forum of Black Public Administrators
- Achievement in Business and Industry award - Indianapolis Center for Leadership Development (CLD)
- Strathmore's Who's Who
- 500 Circle of Excellence
- Member of the Year – Michigan Women's Transportation Seminar
- CDM Outstanding Leaders

### **Professional Affiliations**

- Member, American Society of Civil Engineers 1986-present
- Member, Society of Professional Engineers 1986-present
- Member, Society of Black Engineers 2000-present
- Member, Institute of Transportation Engineers 2010-present
- Member, American Association of Airport Executives 2000-present
- Member, Conference of Minority Transportation Officials (COMTO) Columbus 2017-present
- Member National Forum of Black Public Officials 1988-present
- Member, Women Economic Leadership Development-2017- present
- Member, Columbus Black Chamber of Commerce 2018-present

- Board member Franklin County Transportation Improvement District – 2019-present
- Member Mayor of Columbus Disparity Study Advisory Committee -2020
- University of Toledo Civil Engineering College Industry Board 2013- present
- Steering Committee Member, Technical Operations Committee, Airports Council International 2017-present
- National Board Member, Airport Minority Advisory Council 2008-2012, 2020-2022
- 2017/2018/2021 National Conference Chair – Airport Minority Advisory Council (AMAC)
- Chair, Business Diversity Committee, Airports Council International 2015-2019
- Board member, Indianapolis Metropolitan Planning Organization 2014 – 2017
- Steering Committee Member, Indianapolis Regional Long-Term Transportation Plan 2016 – 2017
- Member, Pass the Torch for Women Foundation 2014-2017
- Member, Mid-States Minority Supplier Development Council
- Vice President/President, Michigan Chapter Women's Transportation Seminar (WTS) 2008-2010
- National Director-at-Large, Women's Transportation Seminar (WTS) 2010-2014
- Past National Corporate Advisory Council Chair, National Forum for Black Public Administrators
- Requested Industry Speaker