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Search Committee-Assistant Vice President, Facilities
Attention: Managing Director
Breckenridge Partners
1200 Shermer Road, Suite 206
Northbrook, IL 60062

Dear Sir/Madam,

I am interested in the Assistant Vice President for Facilities position at Auburn University and have attached my resume for your consideration.

I am currently the Public Works Officer at the U.S. Naval Academy in Annapolis Maryland. In this position, I am the senior executive responsible for facilities at the Naval Academy, a position comparable to the one at Auburn University. I direct all facilities planning, engineering, maintenance, support services, construction contracting and project management as well as environmental, real estate, and utilities services on campus. I manage an annual budget in excess of \$89 million. As the Public Works Officer, I am utilizing my 28 years of professional experience in facilities and construction management.

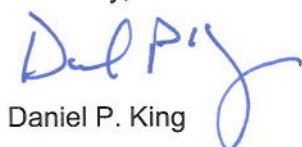
I bring the following extensive set of qualifications to the Assistant Vice President for Facilities:

- Strong, hands-on, people oriented leadership and team building skills.
- Executive experience directing a major university facilities department.
- Executive experience directing large, engineering service organizations.
- Executive experience managing large construction programs and projects.
- Extensive public sector management experience at the Director, Program Manager, and Project Manager level.
- Strong engineering and technical expertise.
- Exceptional communication and people skills.
- Proactive champion for safety.
- Detailed experience developing annual facilities budgets.
- Outstanding skills as an innovator and change agent.
- Licensed Professional Engineer.
- Graduate degrees in Construction Management and Management Information Systems.

I am confident that this unique combination of experience and expertise would enable me to provide the dynamic leadership needed by the Facilities Division to make it a successful, high performing, and client oriented member of the Auburn University community.

I look forward to discussing Auburn's Assistant Vice President for Facilities position with you.

Sincerely,



Daniel P. King

Daniel P. King
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Resume Summary

Twenty-eight (28) years of professional experience as a senior leader, manager, and engineer in charge of Navy facilities planning, engineering, maintenance, construction contracting, and support service contracts. Extensive experience leading large, complex engineering services and facility maintenance organizations. Possesses dynamic leadership ability and excellent people skills. Significant experience directing both large in-house shop work forces as well as professional and technical staffs. Strong program and project management ability. Successful experience managing large budgets and as an innovative leader and change agent while maintaining client focused-goals. Career demonstrates proven, consistent track record of increased responsibility and measurable accomplishment. In-depth understanding of how to leverage information technology to solve difficult business problems. A registered professional engineer and Federal Acquisition official, with two Masters degrees.

Education:

2003, Wharton School of Commerce, University of Pennsylvania.
Executive Advanced Management Program

2001, George Washington University, Washington DC.
Master of Science, Information Systems Technology

1990, Massachusetts Institute of Technology, Cambridge, MA.
Master of Science, Civil Engineering (Construction Management)

1980, United States Naval Academy, Annapolis, MD.
Bachelor of Science, Electrical Engineering

Work Experience:

Present – July 2006: Public Works Officer, U.S. Naval Academy, Annapolis, MD.
Rank: Captain

Responsibilities: Leading a combined workforce consisting of 92 government civilian employees and over 200 contractor employees to provide facilities planning, engineering, maintenance, support services, and construction contracting as well as environmental, real estate, and utilities work for the United States Naval Academy (USNA). Responsible for managing a physical plant comprised of 2000 acres, 440 facilities totaling over 6 million square feet and utility systems consisting of the following plants: central heating, chilled water plants, water treatment, and sewage treatment. Directs \$89.5M (million) Naval Academy facilities maintenance, operations, services, and construction budget.

Accomplishments:

- For Fiscal Year 2008, skillfully led the execution of \$65.4M (year to date) of high quality facility services, including 102 construction contract awards valued at \$30.6M.
- For Fiscal Year 2007, successfully met 100% of all commitments made to clients, executing 330 contract actions, with a value of \$82.0M.
 - Led USNA team to accomplish \$75M of construction work-in-place (WIP) and \$38.5M of design-in-place (DIP).

- Successfully awarded 83 construction projects--eleven of those actions had a value in excess of \$1.0M.
- Managed the day to day operation of a \$22M annual base operating services contract as well as \$8M of custodial, grounds maintenance, and refuse contracts.
- Executed planning studies exceeding \$4M in fee value.
- For Fiscal Year 2006, superbly managed the largest facility budget in the Washington DC Navy Region, achieving 100% year end execution with 160 contract actions on a total operating budget of \$85.3M.
- Directed the development of the contract specification and contract re-solicitation of the Naval Academy's critical \$24M annual Base Operating Support contract and the \$4M annual Grounds Maintenance contracts, both of which are currently out for bid.
- Skillfully directed the completion of the following construction projects on schedule, within budget with superb quality:
 - The \$51M Wesley Brown Field House, completed in March 2008. This state of the art athletic facility is the largest USNA project undertaken in the last decade.
 - The \$24M King Hall Dining Facility, completed in May 2008, which renovated the dining hall where the entire 4500 member Brigade of Midshipmen eat.
 - The \$4M Gate 1 Modernization, completed in October 2006, which reconfigured the traffic pattern to enhance campus security for the Naval Academy.
 - The \$12M Nimitz Library/Critical Library Renovation, on track to complete August 2008.
 - The \$14M Preble Hall Museum Renovation, on track to complete in December 2008.
- Aggressively led the PWD safety program that in 2007, had only two minor reportable accidents in over 1 million work-hours of construction, service, and in-house labor.
- Innovatively championed the development of a proactive safety initiative, called the SPOT CHECK program, to utilize behavioral based safety practices and principles to serve as a leading indicator for USNA contractors to avoid accidents and injuries.
- Dramatically increased Public Works' communication with major Naval Academy clients (Superintendent, Dean of Students, Academic Dean, Chief Financial Officer, Athletic Director, the President of the Alumni Association as well as the Math and Science, Engineering and Weapons, English and Humanities, and Professional Development Division Directors) to provide status and facilitate stakeholder input regarding priorities and requirements for execution within USNA's annual \$34.5M maintenance and \$24.5 Capital Investment Plan.
- Expertly led the fast track development of \$50M project to renovate the King Hall Kitchen facility, a major effort to plan, program, design, and award this highly complex contract in less than 10 months.
- Proactively led a Naval Academy wide effort to reduce the number of trash dumpsters by over 50%, improving campus appearance and reducing refuse costs.
- Led the Public Works Department staff through the conversion to a new, pay-for-performance personnel evaluation system.
- Served as the Officer Representative for the Navy Men's Varsity Lacrosse team, providing leadership, guidance, and assistance to over 70 team members for off-the-field issues of professional development, military performance, and conduct.
- Served as an official "sponsor" for ten Midshipmen, providing a "home away from home" for them while at the Naval Academy, particularly during their difficult Plebe (freshman) year, giving them a place to get away from the rigors of the military environment and to relax.

June 2006 - July 2004: Commanding Officer, Naval Facilities Engineering Command, Southwest, San Diego, CA, U.S. Navy and Regional Engineer, Navy Region, Southwest, Rank: Captain.

Responsibilities: Leading and directing a 2,500 person military and civilian organization responsible for all of the facilities planning, engineering, maintenance, support services, and construction contracting as well as environmental, real estate, and utilities work, for 18 Navy and Marine Corps installations in California, Arizona, and Nevada. Responsible for maintaining a facilities infrastructure of 20,000 facilities and 1.4 million acres, valued at over \$24B (billion). Directed Navy Region facilities and services budget of \$346M. Managed internal command operating budget of \$432M.

Accomplishments:

- Led integration of the 1000 person Naval Facilities Engineering Command, Southwest Division, the 1,500 person Navy Public Works Center, San Diego, and 500 personnel from 6 remote Public Works Departments, into the Navy's single facility service provider in the Southwest.
- Successfully completed over 300 design contracts during the period 2004 to 2006 at a total fee in excess of \$20M for construction projects valued at \$1.3B.
- Executed \$2.5B worth of construction in 4000 contracts during the period 2004-2006.
- Executed 249 facility service contracts valued at over \$176M annually.
- Directed significant changes to the command Acquisition strategy. Oversaw and championed the use of innovative contracting vehicles such as:
 - Design-Build contracts
 - Design-Build, Operate and Maintain Contract (the Navy's first.)
 - Multiple Award Construction Contracts
 - Performance based Facility Support Contracts
 - Best Value Source Selection
- Established strategic vision and developed the first command Business Plan for 2006.
- Championed major changes to improve the command safety programs to improve safety awareness and reduce safety accidents and mishaps.

2004 - 2001: Chief Information Officer, Naval Facilities Engineering Command Headquarters, Washington, DC, U.S. Navy. Rank: Captain.

Responsibilities: Responsible for directing the information systems programs and operations in support of a global, 16,000 person civilian and military workforce in the execution of \$8B worth of construction, facilities engineering and maintenance, environmental, real estate and utilities work annually. Responsible for developing a strategic vision for the commands information systems and developing execution plans to implement that vision. Leads a global information technology (IT) workforce of over 400 civilian personnel and manages an annual IT budget of over \$120M. Directs an annual application development budget of over \$20M and an application development and maintenance staff of over 100 personnel.

Accomplishments:

- Successfully led a \$20M project to develop and deploy the command's first integrated, enterprise system for construction program and project management.
- Successfully led command efforts to dramatically reduce its software portfolio from over 8,000 applications to under 800—a 90% reduction achieved by establishing software standards.
- Successfully led a \$50M initiative to outsource the command's network infrastructure and operations—a transition of over 12,000 desktop seats and hundred of servers.
- Restructured IT workforce to achieve a 33% reduction in staffing.

2001 - 1999: Deputy Director/Program Manager, Facilities Engineering Division, Navy Pentagon Headquarters Staff, Arlington, VA, U.S. Navy. Rank: Commander

Responsibilities: Budgeting and programming of Naval Construction Force requirements on the Navy Pentagon staff. Managed engineer and combat equipment program valued at over \$1.0B. Managed \$500M annual personnel, operations and equipment recapitalization budget.

Accomplishments:

- Developed a new model for engineer equipment recapitalization and a budget programming strategy that resulted in a 300% increase in program funding levels.
- Successfully developed Strategic IT Plan for Naval Construction Force Logistics.

1999 - 1997: Commanding Officer, Naval Mobile Construction Battalion Five, Port Hueneme, California, U.S. Navy. Rank: Commander.

Responsibilities: Responsible for leading and directing a 605 person Navy Construction Battalion. Responsible for all aspects of Battalion operations and life, including combat readiness, construction operations, training, logistics, morale, and discipline.

Accomplishments:

- Accomplished over \$30M of high quality construction on 93 projects utilizing construction teams deployed to over 20 locations worldwide.
- Unit was selected as Best Engineer Battalion in U.S. Pacific Fleet for 1998.

1997 - 1993: Construction Program Director, Business Manager, and Operations Officer for Public Works Center, Great Lakes, IL, U.S. Navy. Rank: Commander.

Responsibilities/Accomplishments: As construction program manager, directed contracting, engineering, and field construction efforts for the construction program at Naval Training Center, Great Lakes and all Navy contracts in 15 Midwestern states. Successfully executed the design and contract award of the Naval Training Center recapitalization program consisting of 30 projects totaling over \$200M. Directed 93 subordinate personnel and managed a \$4.3M operating budget. As Business Manager, directed business operations of facilities engineering and maintenance organization of over 700 people with \$125M in annual revenue. Responsible for strategic planning, budgeting, information systems, and process improvement. As Operations Officer, led 500 person, unionized, blue collar work force and directed Maintenance, Utilities, Transportation, and Material Departments.

1993 - 1980: Facilities Maintenance Director and various Construction Project, Public Works, Contract Administration, and Program Management Positions; U.S. Navy Civil Engineer Corps. Rank: Ensign to Lieutenant Commander.

Special Qualifications:

- Professional Engineer Registration: 1985, State of Maine, Electrical Engineering, License No. 5149
- Security Clearance: Department of Defense: Top Secret (Interim), 1998
- Member, Department of Defense Acquisition Professional Community.