

B. KENT TURNER

1271 Via Escalante, Chula Vista, California 91910 (619) 656-0302 turnerkb@amwater.com

PROFILE: An experienced executive with exceptional organizational building and strategic planning skills. A strong problem solver who is goal oriented with outstanding conceptual skills, always demonstrating strong judgment, critical and creative thinking, and moral reasoning. Clear and effective oral and written communicator with the ability to promote the open flow of information by actively soliciting and listening to the ideas of others. Possesses outstanding people skills with the innate ability to coach, teach, counsel, motivate and empower others toward organizational goals and achievements. A dynamic leader with exceptional decision making skills. Capable of accurately assessing needs and taking quick action to resolve issues.

CAREER SKILLS AND KNOWLEDGE

General/Accounting Management ▪ Budgeting/Accountability ▪ Financial Management/Administration ▪ Complex/Tax Issues ▪ Change Management ▪ Human Resource Management ▪ Team Building ▪ Labor Litigation ▪ Strategic Planning ▪ Right Sizing ▪ Financial Planning & Analysis ▪ Procurement Operations ▪ Lease Management/Negotiations ▪ Expert Witness/Testimony ▪ Governmental Affairs/Regulations/Relations ▪ Activity Based Management ▪ Negotiation and Public Relations ▪ Customer Service ▪ Project Management ▪ Project Development ▪ Business Development ▪ Acquisition Studies ▪ PC/Systems Expertise

EDUCATION

M.S., Cum Laude, Fontbonne College
B.S., with Honors, Lincoln University
CPA, Missouri License

BUSINESS ACHIEVEMENTS:

- ◆ **Established and redesigned** “business development” as a company-wide priority by instituting an “Everyone is a Developer” program, which encouraged employees at all levels to identify potential companies for acquisition. This increased prospects from 15 to over 70 in less than one year.
- ◆ **Lead, promoted, and delivered** a new product line, company-wide as head of the “center of excellence”, allowing the company to win the most visible project in the United States. The project had a NPV of \$300,000,000 and established the company as the industry leader desalination market.
- ◆ **Researched and acquired** six companies which increased revenues over \$3 million with effectively no increase in costs and identified additional prospects with possible revenue impact of over \$50 million.
- ◆ **Introduced** “Change Management Program” in a demoralized company, instigated teambuilding initiatives, hired “temps” and motivated them to work effectively with full-time employees, which dynamically improved morale and increased productivity to a level that reduced costs and generated a net gain for the company.
- ◆ **Implemented** a necessary “layoff” program, which handled the downsizing requirements with dignity within legal guidelines and worked with terminated individuals in a friendly manner while retaining key people to keep the company functioning effectively.

- ◆ **Created and implemented** compensation guidelines based on reviews and individual performance evaluations, rather than across the board annual salary increases which rewarded top producers while sending a message to poor performers, saving the company over \$200,000 annually.

BUSINESS EXPERIENCE:**American Water Works, Inc.,****1999 – Present**Vice President, Business Development – Western Region*The largest U.S. investor owned water resource Management Company in the United States.*

American Water Works Company, Inc., (AWW) has subsidiaries in 28 states and three Canadian provinces, serving more than 15 million people. AWW is wholly owned by RWE Thames Water of Essen, Germany and had revenues of \$2 billion in 2003.

At the request of the American Water Works Executive Management Team I accepted the responsibility to undertake the split-off and re-design the business development for the U.S., desalination offerings in the Americas, and lead the business develop activities in the 14 western states. Successfully accomplished the moving business development to a functional design, the hiring of new business development professionals at all levels, and establishing the business development strategy through 2010. Directed all activities related to bringing the first desalination project to American Water Works which to date is the largest desalination project in the U.S. with a NPV of \$300,000,000.

Vice President, Treasurer, CFO – Western Region (2000 – 2004)

Responsible for all accounting, finance, customer service, and information systems functions for the Western Region comprising five subsidiaries located in Arizona, California, Hawaii, New Mexico and Texas. Responsible for regulatory compliance and ratemaking, government relations, business development activities, reporting requirements, planning and budgeting, and information systems. During pending of regulatory approval of acquisition, served eighteen months as acting CEO with responsibility for all aspects of the operation. Developed a marketing strategy that grew business development prospects from 15 projects to over 70 projects in less than six months. Implemented a government relation's strategy that took the organization from relative anonymity to a respected part of the community. Spearheaded a change management program that successfully led the organization through two major conversions and a major acquisition that included numerous layoffs, including executive level personnel. Conversion and transaction were completed without incident while keeping productivity levels high.

Director of Accounting - Western Region (1999 – 2000)

Reported to the Regional Vice President/President. Responsible for accounting/finance, due diligence for potential acquisitions, government affairs/relations, and public relations.

Continental Water Companies, St. Louis, MO**1979 – 1999**

Consistently promoted within a number of companies owned by Continental prior to their merger with AWW in 1999. Responsibilities varied and covered all areas of management and operations.

Senior Vice President – Business Affairs, 1996 – 1999, St. Louis County Water Co.V.P. Rates and Operations Analysis, 1993 – 1996, St. Louis County Water Co.Manager Corporate Accounting, 1987 – 1993, St. Louis County Water Co.Controller, 1985 – 1986, MWC Management Service Co.Controller, 1985 – 1986, Missouri Water Co.Manager, Regulations and Accounting, 1982, Continental Water Co.Accountant Rates and Internal Audit, 1979 – 1982, St. Louis County Water Co.

Created an operations analysis group through proven process reengineering activities. Introduced and implemented facets of activity-based costing/management for the purpose of establishing a philosophy of continuous process improvement, as well as to effectively evaluate major activities of the Company. Proposed outsourcing programs based upon competitive benchmarking designed to focus the operations on the core business and eliminate cost redundancies, inefficiencies and excess expenditures. Led team, which developed a comprehensive infrastructure replacement strategy designed to optimize maintenance expense levels and capital outlays. Introduced "pay for performance" concepts and established criteria leading to the development of a complete market based compensation program designed to promote a reward outstanding performance within the organization. Established a customer/community outreach program that successfully fostered interest in and understanding of the operations. Responsible for debt placements in both the public and private sector including negotiations with placement agents.