

PHILLIP A. WASHINGTON

Transportation infrastructure, operations, community engagement, security, human capital development, information technology, and leadership/management experience in all modes of transportation. Career of highly effective executive oversight of active transportation-expansion projects totaling \$30+ billion. Distinguished U.S. Army military career, including assignments in Headquarters, U.S. Army Europe, and the NATO Alliance, retiring after 24+ years at the pinnacle of the Noncommissioned officer ranks, that of Command Sergeant Major, E-9. In 2020, appointed Captain 2020/2021 Biden/Harris Transportation Transition, Agency Review Team.

PROFESSIONAL EXPERIENCE

DENVER INTERNATIONAL AIRPORT JULY 2021 – PRESENT

CHIEF EXECUTIVE OFFICER (CEO)

NOMINATED BY DENVER MAYOR, MICHAEL HANCOCK, AND UNANIMOUSLY CONFIRMED BY THE DENVER CITY COUNCIL AS CEO OF THE DENVER INTERNATIONAL AIRPORT (DIA) IN JULY 2021. DIA WAS THE WORLD'S 3RD BUSIEST AIRPORT IN 2022 AND IS COLORADO'S LARGEST ECONOMIC ENGINE WITH AN ANNUAL ECONOMIC IMPACT OF \$33.5 BILLION. THE AIRPORT HAS 37,000 TOTAL BADGED EMPLOYEES WITH 23 AIR CARRIERS, 148 NARROW BODY CONTACT GATES, AND MAJOR HUB FOR THREE LARGE AIRLINES.

- SET FORTH VISION 100, THAT WILL PREPARE DEN TO ACCOMMODATE 100 MILLION PASSENGERS, A 30% INCREASE IN PASSENGERS BY 2028.
- OVERSEES A \$10 BILLION DOLLAR CAPITAL IMPROVEMENT PROGRAM (CIP).
- DESIGNED COMPLETE REVAMP OF ASSET MANAGEMENT SYSTEM, CONCENTRATING ON PREDICTIVE ASSET MANAGEMENT SYSTEM VS SIMPLY AGE-BASED SYSTEM.
- EARLY PLANNING OF A 15,000-SPACE CONSOLIDATED RENTAL CAR FACILITY AND AUTOMATED PEOPLE MOVER; PRE-ENVIRONMENTAL WORK ON A 7TH RUNWAY; COMPLETED THE OPENING OF 39 NEW GATES AND RELOCATION OF AIRLINE TICKET COUNTERS; ACCELERATING THE CONSTRUCTION OF THE GREAT HALL TERMINAL PROJECT; NO DEFICIENCIES ON THE AIRPORT'S LAST TWO PART 139 SAFETY INSPECTIONS.

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (LA METRO) MARCH 2015 – MAY 2021

CHIEF EXECUTIVE OFFICER (CEO)

Unanimously selected CEO of LA Metro by the LA Metro Board of Directors on March 12, 2015. Led the largest ever modern public works program in North America. Oversaw one of the nation's largest transportation agencies that managed an annual budget of \$8.0 billion and transports 1.2 million boarding passengers (Pre-COVID) on an average weekday and leading transportation planning, construction, and programing for the country's most populous county, LA County.

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- Led the effort for a new half-cent sales tax ballot measure that was passed by voters with a 71.15% approval. Measure M will generate \$120 billion in the first 40 years and build 40 major transportation projects in the first 40 years, create 778,000 jobs, and provide \$133.3 billion in economic impact.
 - Implemented zero-based budgeting and the Risk Allocation Matrix (saving \$300 million dollars per year) Developed and implemented the first asset management plan and program (condition-based asset management program will lead to millions of dollars in savings each year).
 - Created and oversaw country's first ever Pre-development Agreement (PDA) which will bring expertise and creativity of the private sector to the country's most challenging corridor, The Sepulveda Transit Corridor Project.
 - Led LA County transportation operations during the COVID-19 Pandemic.
 - Led nation's largest effort to electrify entire ground fleet and facilities of LA Metro, i.e., charging stations, etc.
 - Created a new Transit-Oriented Community Development Program/land policy that aims to determine how transit development can be community-focused with minimal displacement of community residents in urban areas, most of whom are low income.
 - Developed and implemented an Equity Framework that requires the organization to apply equity measures to all programs and initiatives, including planning and construction.

Regional Transportation District (RTD), Denver, Colorado
July 2000- March 2015

Built impressive 15-year internationally recognized achievement, innovation, and advancement with this eight-county, 2,340 square mile unified transportation authority named by U.S. News and World Report in 2011 as No. 1 in public transportation in the U.S.

Chief Executive Officer (CEO)

May 2009-March 2015

Unanimously selected by a 15-member Board of Directors to lead the Regional Transportation District, one of the most dynamic transit agencies in North America. Strong leadership of all District operations and expansions serving population of 2.8 million with daily boardings of 328,000, annual boardings of 101.0 million on total budget appropriation of \$2.7 billion.

- Led FasTracks expansion and build-out of 122 miles of new commuter and light rail, 18 miles of bus rapid transit service, 21,000 new parking spaces and redevelopment of the historic Union Station Transit Terminal complex, which opened five months ahead of anticipated completion.
- Led first-of-its-kind \$2.2 billion-dollar transit Public Private Partnership (Eagle P3 Project) that opened in April 2016 on time and under budget. Also, formulated innovative financing strategies lauded locally and nationally allowing RTD to build more transportation infrastructure than previously thought or envisioned.
- Executed the largest one-time Federal Full-Funding Grant Agreement (\$1.3 billion) in RTD history.
- Created and directed a FasTracks Internal Savings Account to pool funds from internal sources to generate up to \$300 million by 2017—resulting in fund pool to build the first 13-mile portion of the 18.5-mile north Metro Rail Line and to complete the US 36 Bus Rapid Transit (BRT) Project.
- Resolved two multi-million-dollar railroad agreements (with Union Pacific and Burlington Northern), paving the way for build-out of two vital commuter rail lines.
- Implemented safety and training protocols leading to a 40% decrease in preventable bus accidents while improving agency performance to consistently nearly 90% on-time bus and rail service and 96% ADA on-time performance.
- Named 2013-2014 Outstanding Public Transportation CEO by the American Public Transportation Association.

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- Spearheaded completion of RTD's West Rail Line eight months ahead of schedule and under budget, with project named "Most Significant Construction Project in 2012" by the Associated General Contractors of America.
 - Invited to testify before U.S. Congress on innovative transportation financing techniques and workforce initiatives.
 - Negotiated an unprecedented Win-win 5-year Collective Bargaining Agreement, the first of its length in RTD history.

Assistant General Manager, Administration

July 2000-May 2009

Selected from a competitive group of top-level executives based upon strong leadership, managerial, operational, financial, and administrative abilities to direct major activities of Finance, Human Resources, Materials Management (Procurement), Information Technology, Treasury and Disadvantaged Business Enterprise. Excelled in all areas of responsibility.

- Versed in all transportation agency functions, i.e., multimodal, and fixed guideway systems, financing programs through grants and other revenue sources, FTA rule making and discretionary funding programs and requirements, customer service, public relations, safety, transit operations and maintenance and planning.
- Assigned oversight of a \$620 million-dollar total budget appropriation that included an operating budget of \$400 million and a capital budget of \$220 million dollars.
- Key member of senior executive team responsible for organization selected as 2003 and 2008 Number #1 transit agency in North America.
- Named key member of 2003, 2006 and 2009 (Chief Negotiator) management negotiating teams that resulted in successfully negotiated collective bargaining agreements with the Amalgamated Transit Union #1001.
- Guided redesign and improvement of all agency communication systems.
- Contributed key role in implementing and managing RTD's \$7.8 billion-dollar, twelve-year FasTracks expansion program for high quality transit service and facilities in the Denver metro region.
- Appointed oversight for implementing and managing agency performance measures resulting in improvements in every significant functional area.
- Spearheaded implementation of new \$17.5 million dollar Enterprise Resource Program (ERP) system to replace agency's 25-year-old Legacy computer systems. Brought project in ahead of schedule and \$750,000 under budget.
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U.S. Army
June 1976-July 2000

Command Sergeant Major (highest non-commissioned rank)
(Promoted ahead of peers to every military enlisted rank)

June 1998-July 2000

Western Sector, U.S. Military Entrance Processing Command, Aurora, CO

- Top Non-commissioned officer responsible for an organization processing 270,000 applicants annually from all services for service in the Armed Forces.
- Ensured compliance with policies pertaining to operations and administration, performance, transportation, discipline, safety, management and training, and fiscal oversight.
- Prepared military soldiers to reenter civilian life through counseling and ensuring transition services.
- Acted as organization's Deputy Commander and Chief of Staff.

- Designed innovative methods to improve the military recruiting processes for the entire Western part of the United States, resulting in all armed services meeting their recruiting goals for the period.

Chief, Non-Commissioned Officer in Charge of Information Management Division August 1995-May 1998
U.S. Army Europe, 5th Signal Command, Heidelberg, Germany

Performed in cornerstone of the U.S. Army Europe's busiest division as key player in every command project and function in support of troops during the three-year period.

- Guided planning, management, and successful establishment of a viable military communications system during the initial phase of the U.S. military peace-keeping operation (Bosnia).
- Developed a communications matrix resulting in an annual European-wide savings of nearly \$500,000.
- Planned and hosted several U.S. Army Europe allied, foreign country military-to-military partnership visits.
- Coordinated and implemented transportation operations in Headquarters, U.S. Army Europe's largest divisions.

First Sergeant/Senior Enlisted Advisor April 1993-August 1995
U.S. Army Tank Command, Warren, MI.

Top enlisted soldier for a unit with over 300 combat-ready soldiers assigned and a budget of \$100 to \$150 million.

- Responsible for the health, morale, discipline, welfare, operations and training of all soldiers entrusted to my care.
- Guided successful design, implementation, and fielding of several major U.S. Army weapons systems.
- Appointed oversight for all transportation operations for the Command.

Inspector General April 1990-April 1993
HQ, U.S. Army Europe, Heidelberg, Germany

Selected for prestigious assignment at Headquarters, U.S. Army in Europe.

- Identified and resolved systemic operational challenges and adverse trends throughout U.S. Army Europe.
- Provided prudent advice, training, assistance, and counseling to soldiers, commanders, family members, whistleblowers, and Department of Defense civilians.
- Supported OPERATION Desert Storm and recommended many money-saving proactive measures that were adopted throughout the European theater of military operation.

Chief, Training Instructor and Operations Administrator September 1986-March 1990
Readiness Group: Sheridan, Fort Sheridan, IL

Served as principal active-Army trainer/operations administrator to Reserve component soldiers throughout 7-state Midwest region.

- Developed and presented instructional material to more than 25,000 soldiers annually. Prepared them for wartime logistical operations.
- Successfully maintained two demanding positions, both requiring excellence in time management, operational, administrative and leadership skills.

Chief, Human Capital Division

March 1986 – September 1988

Readiness Group Sheridan, Fort Sheridan, IL

Served all HR Division functions for a 300-person organization including training, logistics, compensation, retention, and employee relations.

- Developed personnel accountability procedures and incentives that reduced absenteeism and tardiness.
- Created a rigorous physical fitness and smoking-cessation program resulting in reduced down time.
- Cornerstone of the unit.

Chief, Operations/Logistics Division, NATO

January 1982-February 1986

North Atlantic Treaty Organization (NATO), Oberammergau, Germany

- Emerged as key player in organization's most demanding division by mastering nine different functional areas that educated and trained current and developing NATO operations, strategy, policy, doctrine, and procedures.
- Spearheaded procurement, logistics, and safety programs for the division.
- Coordinated transportation and operations for top NATO diplomats and VIPs.
- Managed all logistics and acted as U.S. military liaison for host nation activities.

EDUCATION

- Harvard Kennedy School for Executive Education, Senior Executive in State and Local Government, 2018
- Master of Arts, Management, Webster University, St. Louis, MO-1990
- Bachelor of Arts, Business Administration, Columbia College, St. Louis, MO-1988
- Graduate of numerous military and civilian courses focusing on leadership and a vast array of other disciplines, i.e., warfighting, finance, safety, transit and aviation operations, planning, procurement, intelligent transportation systems, customer service, information technology, and media relations.
- Graduate of Transit Cooperative Research Program (TCRP), Transit Executive Leadership Program, 2004.
- Graduate of National Transit Institute's (NTI) Senior Transit Leadership Program, 2004. Selected in 2007 by the Transit Cooperative Research Program (TCRP) as one of a 12-member team from around the United States to participate in the Federal Transit Administration funded International Transit Studies Program to study and report on transportation operations in Canada and Europe.
- Certified by Society for Human Resource Management (SHRM) as a Professional in Human Resources (PHR).

HONORS INCLUDE

- Women's Transportation Seminar (WTS), U.S. Department of Transportation Secretary, Ray LaHood Leadership Award (2018).
- Named 2013-2014 Outstanding Public Transportation CEO/Manager in North America by the American Public Transportation Association (APTA) and named Chair of APTA 2014-2015.
- Chosen by the National Safety Council as one of the CEOs "Who Get It" – an honor bestowed on CEOs who demonstrate leadership in safety at the highest levels. Invited to White House by U.S. Department of Transportation to participate in discussion of U.S. Army soldier credentialing and licensing (2013 & 2014).

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- Testified numerous times before U.S. Congressional Transportation Committees and awarded by White House in July 2012 as Transportation Innovators “Champion of Change.”
 - Honored in January 2011 with the Public Achievement Award from the Hispanic Contractors of Colorado.
 - Appointed by Colorado Governor in February 2009 to the State of Colorado’s Workforce Development Council.
 - Appointed by the Mayor of Denver in 2007 as Working Co-chair for Transportation for the 2008 Democratic National Convention.
 - Recipient of 2007 RTD General Manager/Chief Executive Officer Award for Excellence in Performance.
 - Appointed by the Mayor of Denver in 2006 to the City’s Diversity in Safety Task Force. Developed strategies for promoting diversity in the recruitment and hiring of fire and police department candidates.
 - Awarded 2005 “Emerging Leader of the Year Award” by the Conference of Minority Transportation Officials.
 - Awarded 2005 Women in Transportation Seminar (WTS), Colorado Chapter, Diversity Leadership Award.
 - Distinguished U.S. Army military career, having been promoted from the “Secondary Zone” or ahead of peers to each military rank, from E-1 to the enlisted military rank pinnacle of E-9 (Command Sergeant Major). After 24 years of military service and upon retirement, awarded the Defense Superior Service Medal for exceptional service to his country. Disabled veteran.