



SOUTHERN CALIFORNIA LEADERSHIP COUNCIL

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June 23, 2021

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Mayor Michael Hancock
1437 Bannock Street, Room 350
Michael.Hancock@denvergov.org
Alan.Salazar@denvergov.org
Denver, CO 80202

Council President Stacie Gilmore
1437 Bannock Street
Stacie.Gilmore@denvergov.org
Denver, CO 80202

Dear Mayor Hancock & Council President Gilmore:

I am writing in strong support of the nomination and ultimate confirmation of Mr. Phillip A. Washington for Chief Executive Officer (CEO) of the Denver International Airport (DEN).

For six great years, Phil led the Los Angeles Metropolitan Transportation Authority, the largest transportation agency in the State of California and one of the top three transportation agencies in America. He led with compassionate, innovative, and bold leadership. His programs and emphasis on exceptional public service has made both LA County and the State a better place.

We met Phil through his involvement and as a board member of the Southern California Leadership Council (SCLC), of which both of us are Co-chairs. The SCLC was founded in 2005 with the help of four former California Governors – Gov. Jerry Brown, Gov. Gray Davis, Gov. George Deukmejian, and Gov. Pete Wilson. Established as a non-partisan, non-profit, business-led public policy partnership of business and community leaders, SCLC exerts strong leadership on issues of regional significance and provides a common voice on major public policies that are critical to economic vitality, job growth, and quality of life in Southern California. With the active involvement of the two undersigned, SCLC unites business and community leaders throughout the seven-county region into one effective leadership organization whose membership includes three-dozen presidents and CEOs of top Southern California companies.

During Phil’s tenure as CEO of LA Metro he was a board member on SCLC and contributed mightily to our mission, programs, and the quality of life for millions in Southern California.

Executive Staff:

Mike Roos
President

Phil led the charge on the 2016 successful effort to pass Measure M, a half-cent sales tax in LA County, which garnered 71.15% voter approval in the most populated county in America – 10+ million people.

Richard Lambros
Managing Director

His expert oversight of transit, highway, regional transportation planning, and construction – together representing the largest modern works program in North America was unsurpassed in this country.

Phil's track record of success and legacy of leadership led both the undersigned to ask him to address the SCLC Board during the height of the social unrest last summer. His presentation on the subject not only moved the two of us, but the entire board and led our board to a renewed commitment to address both racial and gender inequities in Southern California or wherever those inequities might be.

Phil served his country for nearly 25 years as a U.S. Army soldier, earning the highest non-commissioned officer rank an enlisted soldier can achieve, that of Command Sergeant Major/E-9.

Phil's knowledge of aviation, goods movement, freight/railroads, water, public works, housing, construction, planning, and transit-oriented communities prompted the Biden/Harris Campaign to name him Co-Chair of their Policy Committee, then Captain of their Transportation Transition Team. Though we were sad to see him leave Southern California last month, we are proud to say that he still belongs to us. We were honored to give a special send off to Phil during our meeting last month.

Finally, it's not often that two former governors, from different political parties, stand as one to co-sign a letter of support. But, that is how important it is for us to stand in solidarity in our support for Phil Washington, in hopes that the Denver City Council will confirm Mayor Hancock's nomination of this outstanding leader and patriot.

Sincerely,



Governor Pete Wilson
2021 Co-Chair
36th Governor of California



Governor Gray Davis (Ret.)
2020 Co-Chair
37th Governor of California

CC: Amanda P. Sandoval, District 1
Kevin Flynn, District 2
Jamie Torres, District 3
Kendra Black, District 4
Amanda Sawyer, District 5
Paul Kashmann, District 6
Jolon Clark, District 7
Christopher Herndon, District 8
Candi CdeBaca, District 9
Chris Hinds, District 10
Robin Kniech, At-Large
Deborah "Debbie" Ortega, At-Large

June 23, 2021

Stacie Gilmore
President
Denver City Council
1437 Bannock Street
Room 450
Denver, Colorado 80202

RE: Selection of Phil Washington, CEO, Denver International Airport

With over thirty years as a Public Servant who retired as the Chief Government and Community Relations Officer at the largest public health safety net organization in the State of Colorado Denver Health, I wish to respectfully submit this letter of support on behalf of Phil Washington as CEO of Denver International Airport.

I have known Mr. Washington for over 15 years in a personal and professional capacity and I have always respected his knowledge of the Denver metro business community and his expertise in transportation because he has constantly demonstrated his leadership which he provides to everyone. Phil has integrity and encourages people to succeed and has managed numerous policy and project initiatives to success.

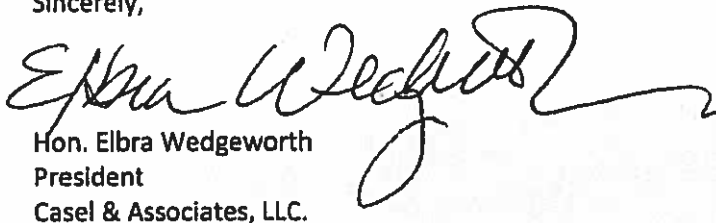
The uniqueness of Phil is his knowledge of the local and state governmental entities with political leadership expertise in Denver. With this knowledge he has previously helped to create an environment of collaboration on behalf of the City of Denver and other metro cities.

Phil is an exceptional leader and a well-rounded person highly respect and it would be an honor for him to be the CEO of Denver International Airport.

I totally support Phil Washington.

If you have any questions, please contact me at 720-203-1059.

Sincerely,


Hon. Elbra Wedgeworth
President
Casel & Associates, LLC.

From: Jeff Walker
Sent: Monday, June 21, 2021 10:44 AM
To:
Subject: [EXTERNAL] DEN CEO appointment - support for Phil Washington

Good morning.

This email, sent individually to each council member, is to express my strong support for Phil Washington to be appointed the next CEO of Denver International Airport.

I was on the Regional Transportation District's Board of Directors from 2011 until January 2021. Mr. Washington and I overlapped at the agency for four years.

He was recruited to Los Angeles County's transit agency, LA Metro, specifically for his ability to oversee large infrastructure projects and manage operations. I followed up with people I know at LA Metro and they were impressed with his leadership style throughout his time there. He was willing to listen to all ideas, make adjustments when needed and present all benefits and drawbacks of options. That was his style at RTD, even when the best option was unfavorable to the board. He recognized his role was to execute the board's policies and I felt he always gave us the information to make the policy.

As with any large agency, there were times of controversy at RTD. They were quickly dealt with under his watch. I have no concern about recent allegations relative to his time at LA Metro.

He exhibited strong community support through the WIN program and internships in Denver, and work towards free fares and a transit trade school in Los Angeles. I've known Mr. Washington for ten years and can certainly say that he will put together a team that will deliver projects for DEN. He treated every employee with respect and encouraged staff development.

I have no doubt Phil Washington will be a strong asset for this city and this region as the DEN Chief Executive Officer.

Please feel free to contact me if you have any questions or want additional information.

Thanks,

Jeff Walker

From: Salazar, Alan B. - MO MA2952 Executive
To: Stuart, Skye L. - MO MA0059 Executive Director
Subject: FW: [EXTERNAL] Letter of Support for Phil Washington
Date: Monday, June 28, 2021 1:33:42 PM

Alan Salazar | Chief of Staff

Office of Mayor Michael B. Hancock | City and County of Denver

p: (720) 865-9102 | alan.salazar@denvergov.org



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From: Lee Kemp <lkemp073@msn.com>
Sent: Monday, June 28, 2021 1:09 PM
To: Hancock, Michael B. - MO Mayor <Michael.Hancock@denvergov.org>
Cc: Salazar, Alan B. - MO MA2952 Executive <Alan.Salazar@denvergov.org>
Subject: [EXTERNAL] Letter of Support for Phil Washington

Mayor Michael Hancock
1437 Bannock Street, Room 350
Michael.Hancock@denvergov.org
Alan.Salazar@denvergov.org
Denver, CO 80202

Mayor Michael Hancock,

I was on the Regional Transportation District's Board of Directors from 2005 through 2012. Mr. Washington was appointed the job of CEO / General Manager of the Regional Transportation District in 2008. Starting January 2006 I was voted onto the executive committee of the board and in 2008 through 2012 I was the Chair of the RTD Board. I am proud to say that Mr., Washington was with no doubt the best decision the Board made during my 8 year tenure. I personally had a standing meeting with Phil every Tuesday a 10:00 AM to discuss RTD business, capital projects, stakeholder and Board concerns. I was amazed at how engaged, prepared and on point Phil was with both solutions and possible options for all concerns. Phil would take our time together to discuss trending issues and visionary insights, an example is his strong community support through the

WIN program and internships in Denver, he believed the district needed to grow a strong base to assure a strong agency in the future. Phil's strong leadership skills which included empowering his team to make decisions and make them accountable was one of his real strong points. Phil has an ability to not only want you to meet his expectations, but exceed them. Phil's approach to contractors was no different, accountability, accountability, accountability.

He was recruited to Los Angeles County's transit agency, LAMTA, specifically for his ability to oversee large infrastructure projects and manage operations. I have worked with various staff members at LAMTA as Regional VP of Sales for a coach manufacture and they have told me how impressed they were with his leadership style throughout his time there. He was willing to listen to all ideas, make adjustments when needed and present all benefits and drawbacks of options. That was his style at RTD, even when the best option was unfavorable to the board. He recognized his role was to execute the board's policies and I felt he always gave us the information to make the policy.

As with any large agency, there were times of controversy at RTD. They were quickly dealt with under his watch. I have no concern about recent allegations relative to his time at LAMTA.

I have no doubt Phil Washington will be a strong asset for the city of Denver, the State of Colorado and the Midwest region, I strongly hope your decision is to approve Phil Washington as DIA's - Chief Executive Officer.

Please feel free to contact me if you have any questions or want additional information.

Thanks,

Lee Kemp



June 29, 2021

Mayor Michael Hancock
Michael.Hancock@denvergov.org

Council President Stacie Gilmore
Stacie.Gilmore@denvergov.org

RE: Denver International Airport CEO: Personal Reference for Phil Washington

Dear Mayor Hancock and Council President Gilmore:

I understand the former General Manager for the Regional Transportation District (RTD) is under consideration for the CEO position for Denver International Airport (DIA). I want to offer my personal reference for Phil based on direct experience with his tremendous leadership during my service on the RTD Board of Directors.

First, Phil meets his commitments. I remember when Phil first applied to serve as the interim General Manager. As someone who was leading background operations functions for the organization, Phil wasn't the obvious contender for the role. As soon as he entered the room and laid out his proposed action plan for the organization during his interim management period, though, the interview team was sold. That he then went on to execute on every one of the goals he outlined in that interview was the foundation for our Board decision to hire Phil as the permanent General Manager.

In the role as RTD General Manager, Phil continued to set high expectations for the organization, with clear commitments, and then meeting those commitments. This was an incredibly difficult period for RTD, having established a vision for funding an extensive rail and bus-rapid-transit network, but having deeply underestimated on the implementation budget. Phil took the challenge head-on, making clear the circumstances we faced, the creative and thoughtful steps he would take to move us forward in the most effective manner, and setting ambitious goals. Then, true to form, he over-achieved.

At the same time, while managing a very complex operation, I witnessed nothing but the highest levels of integrity in Phil's work. I remember a specific incident where an individual who was close to Phil, personally, stepped out of line with respect to organization values. Phil did not hesitate to take immediate disciplinary steps, which ultimately led to appropriate legal action. In all other dealings with Phil, I was impressed by his rectitude in pushing back against anything that smacked of favoritism. This was particularly evident in his successful efforts to expand the base of opportunity that Phil pursued for disadvantaged contractors and underrepresented elements of our workforce.

I am glad to speak directly about my further positive observations regarding Phil's management skills and character. Mostly, I offer my personal endorsement of Phil for the CEO position at DIA and urge you and the Denver City Council to give favorable consideration to his candidacy.

Regards,

A handwritten signature in black ink, appearing to read "John L. Tayer".

John L. Tayer
President and CEO

Teresa L Sedmak

████████████████████
Denver, CO 80247

June 25, 2021

Denver City Council
City and County Building
1437 Bannock Street, Suite 451
Denver, CO 80202

RE: Phil Washington

Dear Mayor Hancock, Council President Gilmore, and Members of the City Council:

I am writing this letter to express my support of Phil Washington for the position of Chief Executive Officer (CEO) of Denver International Airport (DEN). I had the opportunity to work for Phil during my tenure as the Manager of Debt and Investments at the Regional Transportation District (RTD). I left RTD in 2012 to serve, for eight years, as the Treasurer for the City of Tacoma, Washington. I have recently returned to Colorado and fulfill the duties of the Treasurer for the City of Aurora, Colorado. I credit my career success, in large part, to those I have had the opportunity to work with and whose leadership and mentorship allowed me to develop my skills and leadership abilities.

While I was at RTD, the organization faced enormous change and great challenges. Having successfully completed the T-Rex rail/highway expansion project, in partnership with CDOT, RTD sought and received voter approval to embark on a massive capital improvement program, FasTracks, to expand rail infrastructure throughout the Denver metro area. The challenges in delivering this program were enormous and the risks were extraordinary. The organization's success in fulfilling its obligations to its constituents would not have been possible without the leadership of its General Manager, Phil Washington. While his direction and guidance were critical in the delivery of all FasTracks projects, none required his leadership more than the successful completion of the University of Colorado A-Line to the airport

In order to infuse outside equity into the A-Line project, RTD created a public-private partnership unlike any other implemented in U.S. public transit. This required a multi-disciplinary approach much different from those previously employed within the organization.

For many months, every Friday afternoon, a meeting was held with the objective of developing the requirements RTD would expect and require from its private partner(s) in order to deliver critical infrastructure and provide transit services while, at the same time, minimizing the construction, cost and operational risks of the project. In regular attendance at this meeting was a cross-functional team including staff from: planning, engineering, finance, legal,

communications, security, operations and other departments, along with legal and financial consultants.

This project required the collaboration of a diverse group of individuals, working together and building on each other's unique ideas and specialized industry knowledge to meet a highly complex challenge. Critical to this process was the fostering of an environment in which individuals felt safe and respected in the sharing of ideas. Trust within the group was essential to success. Phil understood the value of group intelligence and leveraged the thinking of a diverse group in order to deliver this critical project. I am fortunate to have been a contributing member of this team and am proud of what it achieved, through Phil's leadership.

Phil is skilled in the elements of inclusion which are required in order to achieve organizational goals and objectives, including: fairness, respect, confidence and inspiration. Equally important is his ability to make members of his team understand that they are valued and empowered to contribute.

His ability to connect with members of his team, to lead with honesty, integrity and authenticity, allowed him to tap into the power of all. He has the unique ability to empower the collective capacities of others, which is essential to an organization's success.

I could outline numerous examples of Phil's leadership prowess. However, in the interest of brevity, I will summarize the qualities that I believe make Phil an outstanding leader, which are:

- Accountability
- Authenticity
- Respect
- Inclusivity
- Collaboration
- Courage
- Empowerment

I have nothing but respect for Phil and can think of no better candidate to fulfill the roles and responsibilities of CEO at DEN. I am fortunate to have been a member of his team at RTD and highly recommend him for this role.

Sincerely,

Teresa Sedmak

Cc: Phil Washington