

October 7, 2016

ADK Consulting & Executive Search
PO Box 330906
Atlantic Beach, FL 32233

Doug and Annell,

I'm pleased to submit my resume and associated materials for the position of **Director of Aviation** for the Colorado Springs Airport. As you see from those materials, I bring extensive, successful aviation leadership experience from an array of organizations and applications. As a trained West Point engineer, former FAA Airports program manager, Accredited Airport Executive (A.A.E.), as well as a licensed commercial instrument-rated pilot, I bring a wide range of skills and experience to the work of managing airports. I also was recently elected to serve as the First Vice President of the Board of Directors for the Northwest Chapter of the American Association of Airport Executives (AAAE). Having successfully run my own organizational consulting business, I also understand the process of establishing a vision and goals for an organization and turning that vision into reality. I am a team player with a solid business approach and someone who thoroughly enjoys rolling up his sleeves with colleagues and staff to develop and nurture a productive, motivated organization. I have a history of setting high goals and working relentlessly to achieve them. I would be honored to have the opportunity to contribute my diverse skillset toward the continued success of the Colorado Springs Airport.

My career path, as noted above, provides a diverse and unique skillset in the field of airport management. My technical roots and leadership skills were planted through engineering studies at the US Military Academy at West Point, while my aviation sensibilities were developed while serving as Class President of my Army Flight School Class and, further, as a licensed commercial pilot. Over the course of my career, in increasingly responsible aviation related positions, I have earned a strong track record of continued success. I bring a tireless, never-say-die approach to getting things done and I believe in solving problems with common sense methods and teamwork. During the development and construction of the Denver International Airport, I was the Deputy Program Manager for the FAA's portion of the program, overseeing the design and construction of more than \$800 Million in capital projects, which was completed a year ahead of schedule and well under budget. I am a hands-on manager who was named Oregon Airport Manager of the year and I have received accolades for my performance in every position I have held. Most recently, I was honored with the President's Award of Distinction from the Northwest Chapter of the American Association of Airport Executives (AAAE). I love what I do and I think it shows.

I'm very excited about this position. It's very clear that COS is doing some great things, is on the road to even greater successes, and is a place where innovation is appreciated and customer service is paramount. While I have thoroughly enjoyed my time at EGE and am proud of our many accomplishments, I would consider it a great honor to serve the Colorado Springs Airport and the greater communities of Colorado Springs and El Paso County with all my energies and similar resolve. As you review my resume, please feel free to contact me for additional details or to answer any questions you may have. I look forward to discussing this position further with you.

Respectfully,

A rectangular area containing a handwritten signature in black ink on a light-colored background. The signature is cursive and appears to read 'Gregory S. Phillips'.

Gregory S. Phillips, A.A.E.
Executive Director of Aviation
Vail/Eagle County Regional Airport (EGE)

GREGORY S. PHILLIPS, A.A.E.

SKILLS AND QUALIFICATIONS

- **AIRPORT DIRECTOR** - Accredited Airport Executive (A.A.E.) and Northwest Chapter Board Member of American Association of Airport Executives. Experienced in all aspects of airport management. Successful leadership of four separate airports. Skilled in setting accountability based goals and achieving results.
- **ENGINEER** – West Point trained engineer with Civil Engineering experience. Deputy FAA Program Manager during construction of the Denver International Airport. Airport Engineer at FAA overseeing a multitude of airport planning, design, and construction projects.
- **PILOT** – Commercial Instrument rated pilot with civilian and military flight experience. Honor graduate of Army Flight Class. Senior Army Aviator with approximately 1300 hours flight time in both helicopters and airplanes.
- **PRESENTER** – Expert skills in the areas of training, facilitating, and handling controversial situations. Win-win oriented and cool under pressure. Dynamic coaching and training skills. Experience working with Boards, elected Councils, and work teams from executive level to frontline. Strong outreach with media and communities toward developing relationships and enhancing communication. Persuasive and effective writing skills.

EDUCATION

- Accredited Airport Executive (A.A.E.). Actively participate in ongoing educational conferences.
- Bastyr University/The Leadership Institute of Seattle - Master of Arts program, Applied Behavioral Sciences (Organizational Development), Coursework completed.
- US Military Academy at West Point, NY - Bachelor of Science, Engineering.
- US Army Flight School - Honor graduate and Class Leader (Class President).
- Oregon State University – past Adjunct Instructor for Organizational Leadership certificate program.
- Central Oregon Community College – past principal trainer for corporate supervisory course.
- Council for Excellence in Government - Senior Fellow.
- Nationally certified organizational trainer for:
 - ◆ Total Quality Management Trainer - Organizational Dynamics, Inc.
 - ◆ 7 Habits of Highly Effective People/What Matters Most training courses – Franklin Covey.
 - ◆ Career Training Advisor - Lee Hecht Harrison.
 - ◆ Myers-Briggs personality Type Indicator (MBTI) Trainer – Consulting Psychologists Press.
- Licensed Emergency Medical Technician (EMT), State of Alabama

WORK HISTORY

**Vail/Eagle County Regional Airport, CO
Executive Director of Aviation**

2012 - Present

Oversee all aspects of operations and development of the Airport directly serving the internationally acclaimed resorts of Vail and Beaver Creek, Colorado. Work directly with County Manager and Board of County Commissioners. Manage all construction and development projects, including master planning, environmental review, and coordination with other governmental entities. Actively promote air service and work to build relationships between the Airport and the community. Pursue business/landside development. **Established aggressive capital development and air service program. Developed strong working relationships and alliances, with extensive outreach across the community. Developed partnerships with Vail Resorts, seven different municipalities, and with media outlets to significantly improve the visibility and recognition of the importance of the Airport. Added five new air service routes over the past four years, including international air service with Air Canada. Updated Airport Master Plan, Rules & Regulations, Minimum Standards, and all other Airport guiding documents.**

Pangborn Memorial Airport, WA
Airport Director

2010 - 2012

Direct operations and development for a growing non-hub airport. Manage all construction and development projects, including master planning, environmental review, and coordination with other governmental entities. Work directly with Airport Governing Board, the Port of Chelan County and the Port of Douglas County. Actively promote air service and the Airport within the community and pursue business/landside development. *Reorganized staff functions, realigned cost accounting, rewrote all fundamental airport guiding documents within the first year. Restructured and compressed key runway extension project from a ten year program down to five years that is on track/on schedule. Developed good working relationships across the community and with media and have significantly improved the visibility and recognition of the importance of the Airport.*

Missoula International Airport, MT
Deputy Director

2007 - 2010

Work directly with Airport Board and Airport Director to manage a non-hub airport with four air carriers and nine non-stop destinations. Oversee all aspects of operations and development. Co-manage airport staff representing two separate labor unions. Manage all construction and development projects, including master planning, landside planning, and coordination with other area landside transportation links. Promote air service and growth, terminal development, and business/landside development. *Developed Air Service Initiative program and successfully increased air service during this period. 2007 Runway Rehabilitation project highlighted with FAA regional award. Applied for and received DOT Small Community Air Service Development Grant for \$485,000 in 2008. Completed comprehensive Airport Master Plan in 2009. Added ground handling services as a revenue source for the Airport in 2009. Developed new advertising program as an additional revenue source.*

Bend Municipal Airport, City of Bend, OR
Airport Manager

2004 - 2007

Manage the fastest growing corporate airport in the State of Oregon, with 60,000 annual operations and eighteen tenant businesses employing over 1200 people. Responsible for all facets of budgeting, operation, management, and development of the airport. Initiated development of an ambitious Capital Improvement Program, including construction of a new runway, installation of an AWOS system, and commercial development of over forty acres of Airport land. Active in Oregon Airport legislative issues and served on Oregon State Airport Managers' Board of Directors. *Successfully earned eight state and federal grants in two years and over \$7 Million in funding for projects. Resolved a 20 year old Runway Safety Area issue and successfully negotiated the placement of Epic Aircraft manufacturing on the Airport, as well as coordinating expansion of Columbia (Cessna) Aircraft manufacturing facility. Enhanced relationships between the community and the Airport. Named 2006 Oregon Airport Manager of the Year by the Oregon Airport Management Association (OAMA).*

Performance Insights, Bend, OR
President/CEO

1996 - 2004

Ran an organizational consulting and training business. Assist organizations and leaders in clarifying objectives and facilitating creative solutions to complex issues. Developed and implemented organizational assessment, with systemic focused interventions and strategies for sustainable business. Ran outdoor challenge course. Conducted coaching and training at all levels in organizations. Sought out by Bend Chamber of Commerce to manage the Leadership Bend program, a year long program to develop future community leaders. In this capacity, coordinated and developed relationships with elected officials and senior executives at key organizations across the community to participate and speak. Selected to facilitate community entrepreneurial business teams. Worked with another company as regional representative responsible for running and building experiential training based business in the Northwest. *Doubled corporate business each year, with consistent praise for quality and results. Successfully improved marketing and community awareness of Leadership Bend program and improved community and alumni involvement with program. Leaders developed in this program have since become City Councilors, Board members of numerous community boards, and assumed key leadership roles across the community.*

Oregon Department of Transportation (ODOT), Bend, OR
Internal Organizational Consultant/Team Trainer and Facilitator

1995 - 1997

Responsible for assessing and monitoring the organizational health of the second largest region in Oregon. Develop programs to increase the effectiveness of the organization and evaluate results. Active at all levels of the organization, from paving crews to engineering teams, management to interdepartmental project teams. Facilitated partnering sessions with

political entities and construction firms for major projects. Established a new leadership development program for the Region. Conducted formal and informal coaching and assessment for regional managers. *During this time, the organization was singled out as a national leader in the development of self-directed teams.*

Leadership Institute of Seattle, Bastyr University, Seattle, WA
Advanced Degree MA Student

1994 – 1996

Full time student studying Applied Behavioral Sciences/Organizational Development. Intensive study of subjects ranging from counseling to organizational intervention, training, leadership development, and consulting. Focus on leadership development and analyzing organizational culture. *Completed all course work and finished 60 pages of Master's Thesis, but elected not to finalize it. A new baby and new job took precedence over the piece of paper and I had already learned what I signed up for.*

Federal Aviation Administration (FAA), Seattle, WA
Program Manager, Regional Executive Staff (GM-14)

1993 - 1994

Served on direct staff for Regional Director. Actively involved with the highest profile projects across the seven state region. Handled direct congressional liaison, sensitive issues, and research for Regional Administrator. Additionally, assisted with regional leadership development program, facilitated Total Quality Management Action Teams, and taught "7 Habits of Highly Effective People" program as part of cultural change initiative for the region. *Successfully handled the most sensitive Congressional issues in the Region, while also serving as a principal trainer for the FAA cultural change initiative for 4600 employees.*

Federal Aviation Administration (FAA), Seattle, WA
Deputy Program Manager, Denver International Airport Development Program (GM-14)

1990 - 1993

Managed a matrixed organization covering all key divisions of the FAA, including direct and indirect staff and five field offices in the Denver area. Developed and managed overall capital development schedule consisting of more than 100 concurrent projects and with a total value above \$700 million dollars. Developed and coordinated major decision briefings up to and including FAA Administrator/FAA executive level. *FAA program elements at DEN were completed six months ahead of schedule and approximately \$50M under budget. Selected by Council for Excellence in Government for senior management development.*

Federal Aviation Administration (FAA), Seattle, WA
Oregon State Airports Program Manager (GS-13)

1988 – 1990

Managed Capital Improvement Program for all 103 Oregon State public airports. Work with sponsors (cities, counties, state, etc.) to prioritize and develop airport improvement projects. *Successfully managed more than 45 concurrent airport development projects.*

Boeing, Seattle, WA
Electronics Systems Project Engineer

1987 – 1988

Developed and managed electronics systems projects for Boeing production flight test and facilities. Responsibilities included successful design, coordination, management and implementation of all facets of projects. *Successfully designed and implemented numerous projects. Selected for management training program and graduate schooling after one year of employment.*

US Army Officer, (active duty and National Guard) various locations
Achieved rank of Major

1979 – 1987

Successive positions of increasing responsibility, including Platoon Leader (40 employees), Company Commander (60 employees), and Battalion Operations Officer (300 employees). Helicopter pilot in Air Cavalry and Air Attack units. *Honor graduate of several military schools. First member of West Point class promoted to rank of Major. Twice recipient of Meritorious Service Medal (third highest peacetime award). Offered fully funded graduate schooling and a teaching position in Applied Mathematics at West Point before electing to leave the military.*

CURRENT AFFILIATIONS AND CERTIFICATIONS

- Accredited Airport Executive (A.A.E.), American Association of Airport Executives (AAAE).
- First Vice President, Board of Directors, Northwest Chapter of AAAE.
- Senior Fellow, Council for Excellence in Government (CEG).
- Colorado Airport Operators' Association.
- Private, Commercial and Instrument Pilot's License ratings for Airplane and Helicopter.