

Senate Commerce Committee Nominee Questionnaire, 118th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the "Committee") asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks can be clicked. Section F may be scanned for electronic submission and need not be searchable.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Phillip Anthony Washington

2. Position to which nominated:

Administrator, Federal Aviation Administration

3. Date of Nomination:

January 3, 2023

4. Address (List current place of residence and office addresses):

Current Place of Residence: [REDACTED]

Office Address: Denver International Airport, Executive Office, Airport Office Building, 9th Floor, 8500 Pena Blvd., Denver, CO 80249

5. Date and Place of Birth:

January 17, 1958, Chicago, IL

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Waltraud Washington, Wife, not employed

Children

- **Monique Y. Crawford, Age 47**
- **Phyllis E. (Washington) Gebre-Michael, Age 42**
- **Patrice R. Washington, Age 35**
- **Phillip A. Washington, Jr., Age 29**

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.
 - **Master of Arts Degree, Management, 1990, Webster University, St. Louis, MO**
 - **Bachelor of Arts, Business Administration, 1988, Columbia College, St. Louis, MO**
8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management- level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Related Managerial Experiences

- **Chief Executive Officer (CEO), Denver International Airport**
 - **CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)**
 - **CEO, Regional Transportation District (RTD), Denver, CO**
 - **Assistant General Manager, Administration, Regional Transportation District (RTD), Denver, CO**
 - **Command Sergeant Major/E-9, (highest non-commissioned military rank a soldier can attain), U.S. Army**
 - **Chief, Non-Commissioned Officer in Charge of Information Management Division, U.S. Army**
 - **First Sergeant, U.S. Army**
 - **Inspector General, U.S. Army**
 - **Chief, Training and Operations Administrator, U.S. Army**
 - **Chief Operations/Logistics Division, U.S. Army (NATO Alliance)**
9. Attach a copy of your resume.

Please see Attachment #1

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.
 - **Expert Panel Member, NY Port Authority, LaGuardia Mass Transit Alternative Panel (2021-Present)**
 - **Captain Biden/Harris Transportation Transition, Agency Review Team (2020-2021)**
 - **USDOT Landing Team, Clinton/Kaine Campaign (was dependent upon Clinton/Kane win in 2016) (2016)**
 - **Taskforce formed in 2011-2012, by Former First Lady Michelle Obama to provide support for military veterans transitioning to civilian life.**

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

- **Chief Executive Officer (CEO), Denver International Airport (2021-Present)**
- **CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro) (2015-2021)**
- **CEO, Regional Transportation District (RTD), Denver, CO (2009-2015)**
- **Advisory Board Member, TransPro Consulting (01/2022 – 06/2022) (resigned position)**
- **Member, Board of Directors, Visit Denver (12/2021 – Present)**
- **Chair, Equity in Infrastructure Project (04/2022 – Present)**
- **Member, Board of Directors: Colorado Tourism Board (03/2022 – Present)**

12. Please list each membership you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

- **Board Member and Former Chair, American Public Transportation Association (APTA) (2010-2016)**
- **Member, Conference of Minority Transportation Officials (COMTO) (2004-Present)**
- **Member, Women’s Transportation Seminar (WTS) (2010-Present)**
- **Member, Executive Committee, Transportation Research Board (2009-2015)**
- **Board Member, ENO Foundation (2009-2015)**
- **Board Member, Colorado Tourism Board (2021-Present)**
- **Board Member, Visit Denver (2021-Present)**

None of these organizations restrict membership on any basis.

Note: There have been reports of my participation in a group of Black men, called the “Chicken Bone.” This is an informal group of men who get together occasionally to play golf and informally chat about things that impact the health, well-being, and future of African Americans in America. There is no membership in this group, and due to the pandemic, the group has not convened in several years. I did not include this in my previous questionnaire as I understood the question as asking for formal groups but adding in here now out of an abundance of caution. Again, I want to make clear this is an informal social group.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

- **Co-Chair, Biden/Harris Policy Committee (2020)**

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

- **Biden for President: \$1,000 (2020)**
- **Biden Victory Fund: \$1,000 (2020)**
- **Campaign for LA City Councilman Mark Ridley-Thomas: \$500 (2021) and \$500 (2020)**

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

All below recognition stem from my service in the U.S. Army:

- **Defense Superior Service Medal (2000)**
- **Defense Meritorious Service Medal (1997)**
- **Meritorious Service Medal (4th Award) (four different awards throughout my military career)**
- **Army Commendation Medal (2nd Award) (different awards throughout my military career)**
- **Army Achievement Medal (2nd Award) (different awards throughout my military career)**
- **Army Good Conduct Medal (7th Award) (seven different awards throughout my military career)**
- **National Defense Service Medal (1981)**
- **Noncommissioned Officer's Professional Dev Ribbon w/Numeral 4 (different awards throughout military career)**
- **Army Service Ribbon (1981)**
- **Overseas Service Ribbon (4th Award) (different award after each overseas tour of duty)**
- **Expert Marksmanship Badge w/Rifle and Hand Grenade Bars (1976 and ongoing throughout military career)**

Other recognition for outstanding service or achievements are listed below to the best of my recollection. Should any additional recognition items be identified, I will promptly let the Committee know:

- **Women’s Transportation Seminar (WTS), U.S. DOT Secretary, Ray LaHood Leadership Award (2018)**
- **Named 2013-2014 Outstanding Public Transportation CEO in North America by the American Public Transportation Association (APTA).**
- **Named by National Safety Council as one of the CEOs “Who Get It” (2016)**
- **Public Achievement Award from Hispanic Contractors of Colorado (2014)**
- **Appointed by the Mayor of Denver in 2007 as Chair for Transportation for the 2008 Democratic National Convention Host Committee**
- **Emerging Leader of the Year Award, Conference of Minority Transportation Officials (COMTO) (2005)**
- **Diversity Leadership Award, (WTS) (2016)**
- **Lifetime Achievement Award, Transportation Diversity Council (2020)**
- **Former LA Mayor Tom Bradley Equal Opportunity Award, American Society of Public Administration (2017)**
- **Former Congressman & Transportation Secretary Norman Mineta Award for Exceptional Leadership, COMTO (2017)**
- **Outstanding Leadership Award in Economic Development, LA Economic Development Corporation (2018)**

17. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

The following represents the most up-to-date list of publications – to the best of my ability. If additional publications are identified following submission of this questionnaire, I will promptly let the Committee know:

- Co-authored, with a Joanne Peterson, Chapter Eleven of book entitled “Empowering the New Mobility Workforce Educating, Training, and Inspiring Future Transportation Professionals”
- Co-authored with Don Howard, “A Path to Fair and Equitable Infrastructure Spending” in *Governing The Future of States and Localities*

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

I have delivered numerous speeches in the course of my career. Please see Attachments #2 and #3 for the most up-to-date list of speeches and non-congressional hearings I have been able to compile during my tenure at LA Metro and Denver International Airport – to the best of my ability. If additional speeches or remarks are identified following submission of this questionnaire, I will promptly let the Committee know.

19. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

Please see Attachment #4.

20. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- **Facebook – Phil_washington76@hotmail.com (account deleted in 2019)**
- **LinkedIn – pawashington117@gmail.com (account deleted in 2022)**

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

- **House Committee on Transportation and Infrastructure, Subcommittee on Railroads, Pipelines, and Hazardous Materials, “When Unlimited Potential Meets Limited Resources: The Benefits and Challenges of High-Speed Rail and Emerging Rail Technologies.” May 2021.**
- **House Committee on Transportation and Infrastructure, “Impacts of State-Owned Enterprises on Public Transit and Freight Rail Sectors.” May 2019.**
- **House Committee on Transportation and Infrastructure, Panel on Public-Private Partnerships, “Overview of Public-Private Partnerships for Highway and Transit Projects,” March 2014.**

22. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I want to lead the effort to provide the safest, most efficient aviation system in the world. My experience of running the 3rd busiest airport in the world, and it being the state's largest economic engine with an annual economic impact of \$33.5 billion, translates well to the FAA. In both my current and past positions, I have faced many of the same challenges the FAA is currently experiencing, i.e., safety, regulatory and oversight, contract and grant fund management, information/cyber security, financial management, safety management systems, innovation and research, HR management, and new entrants and technology (e.g., airspace/drone/new entrants management). I believe given my strong management background and experience, I can successfully address challenges like these at FAA.

My knowledge and real-world experience of modal transportation infrastructure systems, operations, safety, physical and cybersecurity, military systems, community engagement, human capital development, logistics, and leadership/management experience in all modes of transportation give me a unique perspective of how transportation systems should integrate into a seamless system. I also led the Biden-Harris Transportation Transition Team that reviewed the entire U.S. Department of Transportation. During that review, we interviewed hundreds of people about the challenges facing the Department and specifically the FAA and offered solutions. Many of those challenges persist today. That work, along with my experience leading very large transportation organizations, provide me with a unique perspective of the FAA and how to improve the agency.

I desire to serve in this position because I would bring a new perspective to FAA along with a uniquely responsive and safety-focused mindset in engaging with Congress, the Administration, the Secretary, the many FAA Stakeholders, and to the public. If confirmed, I will further expand the Department's partnership with workers, communities of color, the airlines, airports, aircraft manufacturers, the military, labor, and aviation regulatory bodies around the world, and all communities impacted by FAA operations. If confirmed, I am committed to bringing all stakeholders and partners together to further impress upon them the importance of the FAA safety mission.

23. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

Safety is, and always will be, my top responsibility and priority if given the honor to be confirmed as the next Administrator of the FAA. Additionally, I bring a superior track record of expert internal organizational and fiscal management to the FAA. I will lean on my decades-long record of leadership, management, and oversight of billion-dollar budgets, thousands of employees, and massive project and program oversight. My financial and management leadership and oversight experience of three of the largest infrastructure programs in America, Denver International Airport's massive airport rehabilitation/renovation program, Los Angeles County's Measure M, and the Regional Transportation District of Denver's FasTracks programs, allow me to bring unique management and accounting controls experience to the position.

I have been a CEO of three of the largest infrastructure organizations in this country. I have earned the highest non-commissioned officer rank possible in one of the largest and most respected institutions in the world, the United States Army. I have led all of these organizations by leading from the front, making tough decisions and standing by them, exhibiting integrity and displaying total transparency, empathy, honesty, core beliefs, and having a high degree of emotional intelligence that has allowed me to effectively lead and motivate those in my charge.

24. What do you believe to be the top three challenges facing the department/agency, and why?

- **Safety Oversight.** Specifically, the FAA's oversight of aircraft certification processes. I strongly believe the FAA must enhance the oversight of the aircraft certification process through implementation of the bipartisan Aircraft Certification, Safety, and Accountability Act. We must continue to rebuild the FAA's image in the wake of the two tragic 737 MAX jet crashes. If confirmed, I will lead that effort worldwide and believe my reputation in the transportation industry will help the United States do just that
- **Modernizing New Systems.** I am closely monitoring the disruptions caused by the recent outage of FAA's Notice to Air Missions (NOTAM) system and look forward to tackling this matter if confirmed.

The En Route Automation Modernization (ERAM) system is a foundational NextGen system that will improve the efficiency of the nation's airspace system. However, technical issues and delays have hindered the FAA's efforts to replace ERAM's original computer hardware to effectively modernize its system software. Modernizing NextGen systems to introduce new capabilities and become more efficient in our efforts to maintain a safe airspace is a must. On a recent visit to the Denver International Airport control tower, I spoke with controllers who shared their frustrations with me that much of the nation's NextGen systems have not been installed or fully implemented. Their perception is that there are constant starts and stops in implementation of the new systems. If confirmed, I am committed to fixing this problem.

- **Airspace and Technology Integration.** Given all the new aviation entrants and emerging technologies, it will be critically important that there be a safe integration of manned and unmanned aircraft systems into the National Airspace System with proper regulatory oversight from the FAA. Safe integration of new entrants, while allowing for technological innovation, will be tricky, but doing both are essential.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

My arrangements are fully described in Part 3 of my Public Financial Disclosure Report.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain.

No

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify any potential conflicts of interest. Any potential conflicts of interest will continue to be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

In my previous position as CEO of LA Metro, I helped the Mayor of Los Angeles lead the successful effort to pass a new half-cent sales tax ballot measure in LA County. The measure is expected to generate \$120 billion in the first 40 years and build 40 major transportation projects, create 778,000 jobs, and provide \$133.3 billion in total economic impact.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of court, agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No. Please see, however, response to Questions #2 and #3 on lawsuits in which I have been named in my official capacity.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

When my questionnaire was first submitted to the Committee in August 2022, I mentioned that the Los Angeles County Sheriff's Department reportedly opened an investigation into a procurement between LA Metro and a nonprofit called "Peace Over Violence." This procurement was in process prior to my employment with LA Metro in March 2015, with the contract awarded in September 2015. Media reports indicated that a search warrant was allegedly issued in conjunction with that investigation. However, I was never contacted or questioned by the Sheriff's Office about this case, nor was a search warrant ever executed to the best of my knowledge. My understanding is that the matter has been resolved, and I am not aware of any findings of wrongdoing against me or LA Metro.

Following submission of the questionnaire, in September 2022, a search warrant was served on Los Angeles County Supervisor Sheila Kuehl related to the Peace Over Violence contract. I am not the subject of the search warrant. My name is mentioned, along with several other names, in a search for records, but no search was ever executed on me or my property, nor have I been questioned on this matter.

In addition, in my previous roles at LA Metro and Denver RTD, I have been named in several lawsuits in my official capacity. Please see Attachment #5 for the most up-to-date list as compiled by LA Metro, which handles these cases on behalf of LA Metro officials, and a search run via Westlaw and PACER. If additional lawsuits are identified following the submission of this questionnaire, I will promptly let the Committee know.

I am happy to answer any questions the Committee may have on these matters.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

See answer to Question #2 referencing legal proceedings in Attachment #5.

I am happy to answer any questions the Committee may have on these matters.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

While CEO of LA Metro, an employee in LA Metro alleged wrongful hiring of employees of color. The allegation was deemed unsubstantiated by the LA Metro Office of Inspector General, and the LA Metro Board of Directors determined the allegation to not have merit. A related federal case by the Plaintiff was dismissed for lack of prosecution.

While CEO of Denver RTD, a *pro se* complaint was filed against RTD and several named parties, including me, alleging discrimination on the basis of race and disability related to a claim of injury. The case was ultimately dismissed.

I am happy to answer any questions the Committee may have on these matters.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes

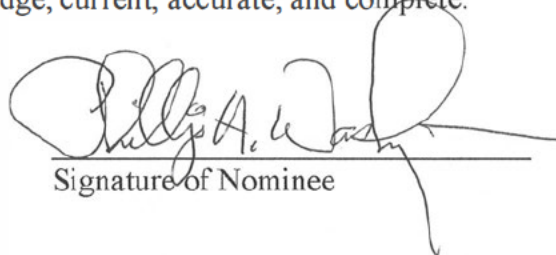
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes

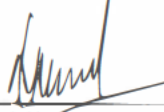
(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Phillip A. Washington being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this 06 day of 02, 2023.



Notary Public

NAMRATA LAMSAL
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20114067480
MY COMMISSION EXPIRES OCTOBER 27, 2023

PHILLIP A. WASHINGTON



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Transportation infrastructure, operations, community engagement, security, human capital development, information technology, and leadership/management experience in all modes of transportation. Highly effective executive oversight of active transportation-expansion projects totaling \$20+ billion. Distinguished U.S. Army military career, including assignment in Headquarters, U.S. Army Europe and the NATO Alliance, retiring after 24+ years at the pinnacle of the Non-commissioned 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 in July 2021. DIA was the world’s 3rd busiest airport in 2021 and is Colorado’s largest economic engine with an annual economic impact of \$33.5 billion. The airport has 30,000 total badged employees with 25 air carriers and additional concession locations of more than 190,000 square feet of concession space.

- Spearheading the effort to build one of a kind and first ever Center of Equity and Excellence in Aviation. Designed to answer the President’s call outlined in Executive Order 13985 and the Justice 40 Initiative.
- Leading the effort to renovate the massive DIA airport terminal, build 39 additional gates, design and build a seventh runway, construct a new baggage system, and a complete revamp of Asset Management System, concentrating on Predictive Asset Management System vs. simply Age-based system.
- Created and building Aviation Career Pathway Program that is concentrating on young people in communities of color and underserved communities.

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.

- 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 in the midst of 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.
- 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.

**U.S. Army
June 1976-July 2000**

**Command Sergeant Major (highest non-commissioned military rank possible)
2000 (Promoted ahead of peers to every military enlisted rank)**

June 1998-July

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
May 1998**

August 1995-

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 in Southeastern Europe.
- 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
U.S. Army Tank Command, Warren, MI

April 1993-August 1995

- 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
HQ, U.S. Army Europe, Heidelberg, Germany

April 1990-April 1993

- 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
Readiness Group: Sheridan, Fort Sheridan, IL

September 1986-March 1990

- 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
Readiness Group Sheridan, Fort Sheridan, IL

March 1986 - September 1988

- 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).
- Testified before U.S. House Committee on Transportation and Infrastructure 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.

Phillip A. Washington Speaking Engagements

Jan. 2016-Dec. 2021

Year	Month	Organization	Type
2016	Jan	State of the Agency	Keynote
2016	Feb	Neighborhood Integrity Initiative	Remarks
2016	Feb	Transformation through Transportation: Metro Industry Forum Conference	Keynote, Moderator
2016	Sep	20th Annual Global Green Awards	Award Acceptance
2016	Sep	AAae	Speech
2016	Sep	Metro P3 Stakeholders' Meeting	Opening Remarks
2016	Oct	Mobility 21	Keynote, panelist
2016	Oct	San Gabriel Valley COG General Assembly Keynote	Keynote
2017	Jan	State of the Agency	Keynote
2017	Apr	RAND Corporation Justice, Infrastructure, and Environment Board Meeting Dinner	Keynote
2017	May	P3 Hub West Infrastructure Conference	Panelist
2017	Jun	Summit on Infrastructure and Public-Private Partnerships	Panelist
2017	Jul	WIN-LA Launch	Keynote, emcee
2017	Jul	APTA Passenger Railway Engineering Education Symposium	Panelist
2017	Aug	Rail~Volution	Panelist
2017	Sep	15th Annual W.I.N.T.E.R. Gala	Keynote
2017	Oct	NACTO	Keynote
2017	Oct	SmartTransit Congress	Speaker
2017	Oct	WTS	Award Acceptance
2017	Oct	International Economic Forum of the Americas Conference	Panelist
2017	Oct	Valley Industry and Commerce Association (VICA) Business Forecast Conference	Speaker
2017	Oct	National Association of City Transportation Officials (NACTO) Designing Cities Conference	Speaker
2017	Oct	The Future of Transport	Panelist
2017	Nov	2017 Mayoral Housing, Transportation & Jobs Summit: Smart Growth & Equity in an Expanding Economy	Panel
2017	Nov	U.S.VETS Salute Gala	Award Acceptance
2017	Nov	Arab American Engineers Dinner	Keynote
2018	Mar	HNTB's THINK	Panelist
2018	Apr	14th Annual Torch Awards	Award Acceptance
2018	May	CityAge Designing and Building the Future's Infrastructure	Panelist

2018	May	European Mobility Exhibition	Award Acceptance
2018	Jun	Urban Exploration 2018: Transforming Mobility	Panelist
2018	Jul	Financial Innovation Lab: Investing in Urban Resiliency	Keynote
2018	Aug	Los Angeles/Ventura Chapter of the Building Industry Association of Southern California (BIA-LAV)	Keynote
2018	Oct	Association for Budgeting and Financial Management Conference	Panelist
2018	Oct	Rail~Volution Building Livable Communities with Transit	Panelist
2018	Oct	Mobility 21	Keynote, Panelist
2018	Nov	American Society of Civil Engineers (ASCE)	Keynote
2018	Dec	Los Angeles Sustainability Awards Dinner: Leadership Award Recipient	Award Acceptance Speech
2018	Dec	Society of Hispanic Professional Engineers	Keynote
2019	Jan	Employee Excellence Awards	Emcee
2019	Jan	CORO Crystal Eagle Awards Gala Dinner	Award Acceptance Speech
2019	Jan	Construction Network Transportation Vision Conference	Panelist
2019	Feb	American Bar Association Forum on Construction Law Diversity Breakfast	Keynote speaker
2019	Feb	Technology Governance Summit	Keynote Speaker
2019	Feb	Downtown Seattle Association State of Seattle Conference	Keynote Speaker
2019	Feb	From Water to Transportation: African-Americans Leading the Nation	Panelist
2019	Mar	3-16 Field Artillery Regiment Leadership and Professional Development Conference	Keynote Speaker
2019	Mar	Move LA 10th Annual Transportation Conference	Keynote
2019	Mar	Eno Transit Senior Executive Program: Lessons in Leadership	Keynote
2019	Mar	California Transportation Commission Reception	Emcee
2019	Mar	Women and Girls Governing Council Summit	Keynote
2019	Mar	Rail Car Roundtable	Host and keynote speaker
2019	Apr	Conference of Minority Transportation Officials Careers in Transportation Conference	Panelist
2019	Apr	P3 Hub Next Generation Infrastructure Projects Conference	Presenter
2019	Apr	American Public Transportation Association CEO Seminar	Keynote
2019	Apr	Freight Working Group Conference	Keynote
2019	Apr	West Coast Rail Conference	Keynote
2019	Apr	Milken Institute Global Conference	Panelist
2019	May	Future of the Automobile Conference	Panelist
2019	May	Alpha Phi Alpha GEH Scholarship Dinner	Keynote
2019	May	African American Board Leadership Institute	Award Acceptance Speech
2019	May	The Transit Coalition	Keynote

2019	Jun	State of the Agency	Keynote
2019	Jun	ACT-LA Equity in Motion Townhall on Housing and Transportation	Panelist
2019	Jun	Mobility on Demand Forum at the ITS America Annual Meeting	Keynote Speaker
2019	Jun	Taylor Yard Bridge Groundbreaking Ceremony	Speaker
2019	Jun	Think Transit Conference	Speaker
2019	Jul	American Society for Public Administration Awards Luncheon	Keynote
2019	Jul	Conference of Minority Transportation Officials CEO Summit	Panelist
2019	Jul	Bisnow Long Beach Boom Conference	Panelist
2019	Jul	Los Angeles Infill: Trends, Tips and Tools for Southern California	Panelist
2019	Jul	TCAP Career Academy Program Luncheon	Keynote
2019	Jul	Governing Magazine Summit on Infrastructure	Panelist
2019	Aug	Metro Leadership Academy All Stars Event	Keynote
2019	Aug	Transit Bus Technology Advisory Board Panel	Panelist
2019	Aug	Airport Minority Advisory Council Diversity Conference	Panelist
2019	Aug	Sepulveda PDA Industry Forum	
2019	Sep	Intelligent Transportation Society Conference	Panelist
2019	Sep	Los Angeles Sustainability Coalition Dinner	Keynote
2019	Sep	Pioneer Institute Better Government Competition Awards Gala	Award Acceptance Speech
2019	Oct	Milken Institute Accelerating Private Investment in Infrastructure Tour and Dinner	Host and keynote speaker
2019	Oct	NAACP Awards Dinner	Award Acceptance Speech
2019	Oct	Eddy Awards Gala	Award Acceptance Speech
2019	Oct	James T. Butts Small Business Forum	Panelist
2019	Oct	Metropolitan Water District Board Meeting	Presenter
2019	Oct	Long Beach Transit Sustainability Summit	Panelist
2019	Oct	Mobility 21 Workforce Conference	Emcee
2019	Oct	Los Angeles Chamber of Commerce State of Infrastructure Summit	Speaker
2019	Nov	LA County Economic Development Corp	Award Acceptance
2019	Nov	Metro A Line Reopening Ceremony	Keynote
2019	Nov	Veterans Day Los Angeles Stadium Celebration	Speaker
2019	Nov	Los Angeles Veterans Day Luncheon	Host and keynote speaker
2019	Nov	Aging and Disability Transportation forum	Keynote
2019	Nov	West Angeles Church Community Roundtable	Keynote
2019	Nov	Los Angeles Union Station Holiday Tree Lighting Ceremony	Speaker
2019	Nov	Los Angeles Mayoral Housing, Transportation and Jobs Summit	Panelist

2019	Nov	CoMotion Los Angeles Conference	Speaker
2019	Dec	Institute for Corporate Council Conference	Keynote
2020	Jan	Employee Excellence Awards	Emcee
2020	Jan	VerdeXchange Conference	Panelist
2020	Jan	VerdeXchange Conference	Panelist
2020	Feb	Eno Transit Senior Executive Program	Keynote
2020	Mar	Los Angeles Business Journal Diversity and Inclusion Summit	Panelist
2020	Mar	US Congresswoman Maxine Waters TeleTown Hall	Panelist
2020	Mar	RailVolution National Steering Committee Meeting	Presenter
2020	Apr	U.S. Chamber of Commerce Foundation Return to Work Virtual Conference	Panelist
2020	May	Federal Transit Administration Listening Session Videoconference	Panelist
2020	May	California High Speed Rail Armchair Chat	Keynote
2020	May	Small Business Week Kickoff	Keynote
2020	May	Federal Transit Administration Listening Session Videoconference	Panelist
2020	Jun	San Fernando Valley COG Mobility Workshop	Q&A
2020	Jun	State of the Agency	Keynote
2020	Jun	All Hands Virtual Town Hall	Keynote
2020	Jun	Alliance for Community Transit	Keynote
2020	Jun	Alliance for Community Transit	Panelist
2020	Jun	Intelligent Transportation Society of America Between Two Futures Series	Panelist
2020	Jun	San Fernando Valley Council of Governments Presentation	Presenter
2020	Jul	Blue Line 30th Anniversary Celebration	Speaker
2020	Jul	Transportation Career Academy Program Live Talk Show	Guest
2020	Jul	Alpha Vu National Survey Webinar	Presenter
2020	Jul	New York MTA Virtual Rally	Presenter
2020	Jul	California Transportation Foundation Roundtable	Panelist
2020	Jul	BizFed Small Business Forum	Keynote
2020	Jul	SEED School of Los Angeles Funders Conference	Presenter
2020	Aug	Mobility 21 State and Federal Funding Panel	Panelist
2020	Aug	Move Los Angeles: Boulevards of Equity and Opportunity	Keynote
2020	Aug	Mobility 21 Annual Conference: Equity and Recovery Panel	Panelist
2020	Aug	Mobility 21 Annual Conference: General Session Closing Remarks	Speaker
2020	Sep	APTA "Health and Safety Commitments Program" National Launch	Speaker
2020	Sep	Port of Long Beach Gerald Desmond Bridge Reopening Ceremony	Speaker

2020	Sep	Los Angeles CleanTech Incubator Power Day	Keynote
2020	Sep	University of Southern California METRANS Industry Outlook	Keynote
2020	Oct	University of Southern California Price School of Public Policy Executive Forum	Keynote
2020	Oct	Milken Institute Conference on Resilient Infrastructure	Keynote
2020	Oct	Conference of Minority Transportation Officials Colorado Leaders in Transportation	Keynote
2020	Oct	World Economic Forum Collaborative Infrastructure Delivery Conference	Speaker
2020	Oct	University of California Los Angeles Arrowhead Speaker Series	Keynote
2020	Nov	Metro's Virtual Veterans Day Luncheon	Speaker
2020	Dec	Transportation Research Board Cross-Cutting Issues in Urban Congestion Pricing	Keynote
2021	Jan	SCLC-SC Gala	Award Acceptance
2021	Jan	TSA Transportation Mask Directive	Presentation
2021	Jan	Los Angeles Metro Overview Presentation to the Biden Administration	Presenter
2021	Jan	Council of University Transportation Centers Lifetime Achievement Awards	Award Acceptance Speech
2021	Jan	Southern Christian Leadership Conference Awards	Award Acceptance Speech
2021	Jan	Mineta Transportation Institute Leadership Conference	Keynote
2021	Jan	Solutions International Infrastructure Conference	Keynote
2021	Jan	Employee Excellence Awards	Emcee
2021	Feb	Global Leadership Alliance	Interview format
2021	Feb	Airport Minority Advisory Council Diversity Conference	Panelist
2021	Feb	American Public Transportation Association Marketing and Communications Workshop	Keynote
2021	Feb	Los Angeles Mayoral Housing, Transportation and Jobs Summit	Panelist
2021	Feb	Los Angeles Sustainability Coalition Honors Dinner	Keynote
2021	Mar	3 Revolutions Future Mobility Conference at US Davis	Panelist
2021	Mar	3 Revolutions Future Mobility Conference at US Davis	Keynote
2021	Mar	American Society of Civil Engineers (ASCE) Infrastructure Report Card Summit	Presenter
2021	Mar	Energy Resiliency Summit	Keynote
2021	Mar	American Public Transportation Association Mobility Conference: Diversity and Inclusion	Panelist
2021	Mar	California Transportation Foundation Infrastructure Forum	Panelist
2021	Mar	Inglewood Transit Connector Industry Forum	Speaker
2021	Mar	OffiCon Germany Conference	Speaker
2021	Mar	American Rescue Plan Act Press Event	Speaker
2021	Mar	California Council of Governments Regional Leadership Forum	Panelist
2021	Mar	Move Los Angeles: Spring Forward	Panelist
2021	Mar	Colorado Transportation Symposium	Keynote

2021	May	Los Angeles International Airport (LAX) Chamber of Commerce Power Hour	Keynote
2021	May	U.S Army National Training Center at Fort Irwin Leadership Lecture	Keynote
2021	May	Urban Land Institute Infrastructure Forum	Keynote
2021	May	San Jose State University Guest Speaker	Keynote
2021	May	Rebuild Southern California	Interview format

Presentations made by Phillip A. Washington since he started at DEN

2021

- September Commission on the Future of Mobility, Sept. 21, 2021
- Virtual Panel Discussion
- Hispanic Contractors of Colorado, Sept. 22, 2021
- Keynote Remarks
- Conference of Minority Transportation Officials 50th Anniversary Conference, Sept
- Virtual Panel Discussion
- Urban Land Institute Colorado Multifamily Product Council, Sept. 29, 2021
- Keynote Remarks
- October Denver International Airport Safety Seminar, Oct. 1, 2021
- Keynote Remarks
- HDR Transcon, Oct. 25, 2021
- Keynote Remarks
- U.S. Travel Association Future of Travel Mobility Conference, Oct. 26, 2021
- Business Leader Panel Discussion
- DEN AIM DEVELOPMENT and BUSINESS MANAGEMENT SERVICES, Oct. 27, 2021
- Remarks about Phil's vision for procurement processes
- November Holder FCI NAACP Ten for DEN Event, Nov. 2, 2021
- Keynote Remarks
- Aurora Chamber of Commerce Transportation Committee Breakfast, Nov. 3, 2021
- Keynote Remarks
- Southwest Airlines 15th Anniversary/Economic Impact Event, Nov. 5, 2021
- Remarks and Emcee Event
- December Bessie Coleman Fly Girls and Boys Program DEN Visit December 18th

2022

- January U.S. Conference of Mayors, Jan. 2022
- Panel Discussion
- Colorado Consular Corps, Jan. 25, 2022
- Keynote Remarks
- February WSP Presentation, Feb. 7, 2022
- Keynote Remarks
- Move Colorado Presentation, Feb. 10, 2022
- Virtual Remarks
- Holder-FCI – Ten 4 DEN - Heritage Christian Center Event, Feb. 17, 2022
- Keynote Remarks
- March Airport Experience Conference, March 2, 2022

- Panel Discussion
- 2022 Silver Anniversary CU Real Estate Center Annual Forum, March 9, 2022
- Panel Discussion/Executive Interview
- April American Public Transportation Association (APTA) Transit CEOs Seminar, April 9, 2022
- Keynote Remarks
- 2022 Silver Anniversary CU Real Estate Center Annual Forum, March 9, 2022
- Panel Discussion/Executive Interview
- American Public Transportation Association (APTA) Transit CEOs Seminar, April 9, 2022
- Keynote Remarks
- Colorado Transportation Symposium, April 13, 2022
- Keynote Remarks
- May HNTB Corporation Think: Infrastructure Forum Series, May 3, 2022
- Panel Discussion
- Hispanic Contractors of Colorado Legislative Policy Committee, May 9, 2022
- Keynote Presentation
- United Airlines/DEN United Management Association Fireside Chat, May 10, 2022
- Fireside Chat
- Squire Patton Boggs Transportation Industry Group Meeting, May 12, 2022
- Virtual Keynote Presentation
- Aurora Chamber of Commerce Armed Forces Recognition Event, May 13, 2022
- Keynote Presentation
- Eno Transportation - Transportation Senior Executives Dinner, May 16, 2022
- Keynote Presentation
- United for Infrastructure Summit, May 16, 2022
- Panel Discussion
- Innovative Infrastructure Initiative (I3), May 17, 2022
- Panel Discussion
- CityAge Executive Roundtable Discussion on Infrastructure, May 18, 2022
- Panel Discussion
- June United Airlines Flight Training Center (FTC) Expansion Groundbreaking Event, June 4, 2022
- Brief Remarks
- American Public Transportation Association (APTA) Board of Directors, June 4, 2022
- Keynote Presentation
- DEN Summer Intern Kickoff Welcome Remarks, June 6, 2022
- Welcome Remarks
- Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference A
- Panel Discussion
- Airport Minority Advisory Council (AMAC) Airport Business Diversity Conference A
- Panel Discussion
- National Association of Securities Professionals 33rd Annual Financial Services Cor
- Panel Discussion
- International Women's Forum of Colorado Reception, June 30, 2022
- Keynote Remarks

- July Hensel Phelps Great Hall Project Completion Phase Kickoff Meeting, July 12, 2022
- Keynote Remarks
- Society for College and University Planning (SCUP) Annual Conference, July 26, 2022
- Keynote Panel Discussion
- August DEN Business Development Training Academy, Aug. 2
- Opening Remarks
- Denver Metro Chamber of Commerce, Aug. 4, 2022
- Panel Discussion
- Frontier Airlines Ground Loading Facility Groundbreaking, Aug. 8, 2022
- Brief Remarks
- Mercantile Ribbon Cutting, Aug. 15, 2022
- Brief Remarks
- Transit Unplugged TV, Aug. 18, 2022
- Podcast Interview
- Access Denver, Aug. 23, 2022
- Keynote Remarks
- American Contract Compliance Association National Training Institute, Aug. 24, 2022
- Panel Discussion
- Regis University Executive Speaker Series Fireside Chat, Aug. 30, 2022
- Virtual Keynote Remarks
- Airports Council International, Airport Management Professional Accreditation Program, Aug. 31, 2022
- Keynote Remarks
- September Burns Society, University of Denver, Sep. 1, 2022
- Keynote Remarks
- Denver Workforce Board, Sep. 9, 2022
- Keynote Presentation
- Airport of the Year Award, Airline Pilots Association, Sep. 15, 2022
- Brief Remarks
- DEN Business Development Training Academy Graduation, Sep. 27, 2022
- Brief Remarks
- October Move Colorado, Oct. 13, 2022
- Keynote Presentation
- American Public Works Association (Colorado Chapter), Oct. 24, 2022
- Keynote Remarks
- November Airport Consultants Council Annual Conference, Nov. 8, 2022
- Panel Discussion
- DEN Leadership Academy, Nov. 22, 2022
- Brief Remarks
- Center for Equity and Excellence in Aviation Design Reveal, Nov. 28, 2022
- Brief Remarks
- December Denver Metro Chamber of Commerce – State of DEN, Dec. 8, 2022
- Keynote Presentation

2023

January US Conference of Mayors, Jan. 19, 2022

- Panel Discussion

Philip A. Washington Legal Proceedings

Matter Name	Matter Opened	Matter Closed	Status	Court	Docket#
Bell v. Regional Trans Dist., et al.	9/26/03	4/22/04	Closed	USDC – District of Colorado	1:03-cv-01922-EWN-CBS
Jones v. Regional Transportation District, et al.	6/29/10	12/8/10	Closed	USDC – District of Colorado	1:10-cv-01535-REB-CBS
Today’s IV, Inc. v. FTA, et al.	6/6/16	8/31/16	Closed	USDC, Central District of California	2:16-cv-03987-JAK-PLA
Beverly Hills Unified School District v. Los Angeles County Metropolitan Transportation Authority, et al.	11/10/16	1/30/17	Closed	USDC, Central District of California	2:16-cv-08390-GW-SS
Price v. FTA, et al.	6/16/17	3/23/18	Closed	USDC, Central District of California	2:17-cv-04489
Beverly Hills Unif. Sch. Dist. V. Los Angeles County MTA, et al.	1/20/17	7/31/17	Closed	USCOA – Ninth Circuit	17-cv-55077
Beverly Hills Unified School District v. FTA, et al.	1/26/18	5/26/20	Closed	USDC, Central District of California	2:18-cv-00716-GW-SS
City of Beverly Hills v. FTA, et al.	5/9/18	12/10/20	Closed	USDC, Central District of California	2:18-cv-03891-GW-SS
Belinda Muhammad v. LACMTA, et al.	9/13/19		Active	USDC, Central District of California	2:19-cv-07970-JAK-PVC

Loew v. Los Angeles County Metropolitan Transportation Authority, et al.	2/27/20	8/12/20	Closed	USDC – Central District of California	2:20-cv-01900-VAP-JEM
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In addition, please note a small claims action by “Cameron Lyons” against “Phillip A. Washington” was filed in Los Angeles Superior Court (Cas. No. 19STSC04344) on 4/16/19 and dismissed on 7/8/19 for lack of prosecution before hearing.