

LANCE L. LYTTLE, IAP

Aviation Executive with a demonstrated record of exceeding customer experience, developing high performance teams, implementing major airport capital projects, and creating new sources of non-airline revenues.

High energy, innovative leader with extensive aviation experience in successfully implementing airport customer service initiatives and cost reduction and revenue generating projects. Excel in strategic planning, business plan development and execution as well as airport operations. Extensive experience in planning, design, and construction of major airport capital projects. Significant experience in airport commercial development efforts such as concessions, parking, Use & Lease agreements, property development, airport marketing and branding. Experience in route development and airport finance.

CORE COMPETENCIES

- | | | |
|---------------------------------------|--------------------------------------|-----------------------------|
|) Strategic and Business Planning |) Program & Project Management |) Airport Master Planning |
|) Planning, Design, & Construction |) Airport Commercial Development |) Airport Terminal Planning |
|) Contracts Negotiations & Management |) Airport Operations and Maintenance |) Airport Security |
|) Capital & Expense Finance & Budget |) Customer Relationship Management |) Aviation CIP Development |

PROFESSIONAL EXPERIENCE

PORT OF SEATTLE

MANAGING DIRECTOR - AVIATION ☆ JANUARY 2016- Present

Responsible for management and operations of Seattle-Tacoma International Airport. Oversees the growth of the airport which has averaged almost double digit passenger growth percentages for three years in a row, raising Sea-Tac to the ninth largest airport in the country. Leads expansion of air service, both domestic and international. Oversees the implementation of a more than \$3 billion Capital Improvement Program, as well as the development of a long-term Master Plan development process. Leads the management of security, customer service, environmental, workforce development and small business engagement efforts that will ensure Sea-Tac's position as a national leader.

-) Works with the CEO of the Port of Seattle to further refine the mission, goals and priorities of the Airport; leads the airport senior management team, and works with executives and division leaders to develop and implement strategies and approaches that guide the airport.
-) Oversees relationships with airlines serving Sea-Tac; works with senior executives of airlines providing (or able to provide) domestic and international air service to Sea-Tac in order to maintain and or gain new such service. Works with airlines to get approval for airport investments, and to maintain positive working relationships with airline senior executives. Leads the negotiation and administration of the airline-airport lease agreement which impacts all aspects of airport operations.
-) Ensures that the airport takes all necessary and appropriate actions to keep the costs of operation at appropriate levels, in order to ensure the ongoing cost-competitiveness of the airport and attract and properly serve the highly cost-conscious airline community.
-) Serves as an ambassador for the airport, not only in the community but regionally, nationally and internationally, representing the organization to current and potential airline customers, government executives at various levels, the tourism and convention industries, the business community, suppliers, contractors, partners, local community groups and the public at large.
-) Builds strong partnerships and relationships with political leaders to build support for key airport initiatives requiring external assistance.
-) Represents the Airport to airport industry groups such as Airports Council International – North America/World and the American Association of Airport Executives, attending and participating in key meetings in that regard.
-) Provides command and oversight of airport emergencies, heightened security situations and irregular weather operations.
-) Leads a multibillion dollar terminal revitalization program consisting of an international arrivals facility, renovating the north and south satellite, and upgrading the entire baggage handling system.
-) Leads the development of a new 20-year Sustainable Airport Master Plan to accommodate projected growth to 66 million passengers by 2034.
-) Oversees multiple initiatives to make Sea-Tac more customer friendly, including efforts to reduce passenger wait times, improve wayfinding and create a more welcoming facility.

-) Oversees efforts to make Sea-Tac the most environmentally friendly airport in the country, including our nation-leading efforts to implement aviation biofuels as the primary fuel for departing flights.
-) Leads the updating of airport dining and retail concessions, including addressing priorities related to local flavor, employment standards and the engagement of small and minority-owned businesses.
-) Leads efforts to maximize the benefits of the airport to the community through programs that train airport workers for higher wage jobs, provide opportunities for traditionally disadvantaged businesses and increase apprenticeship opportunities on construction projects
-) Oversee efforts to minimize negative community impact, particularly through programs that reduce airplane noise and invest in noise insulation for nearby homes and schools.
-) Serves as the primary airport connection to key external stakeholders, including federal agencies (FAA, TSA, CBP), local elected officials and community groups.

HOUSTON AIRPORT SYSTEMS

CHIEF OPERATING OFFICER ☆ JANUARY 2012- January 2016

Responsible for the daily management and operations of Houston's three airports (IAH, HOU, and EFD). Additional responsibilities includes, advising the Director of Aviation on business strategy, overseeing the CIP, Master Planning, airport Safety Risk Management, identifying revenue and cost reduction initiatives, ensuring long-term corporate objectives are achieved, and planning by prioritizing customer, employee, and organizational requirements. Manage a senior staff consisting of 15 senior staff members, approximately 1400 employees, and over 1500 contract staff at IAH, HOU, and EFD).

Notable Accomplishments:

-) Led the development of the new 3 year Strategic Plan for the three airports (mission, vision, strategic priorities, associated annual Business Plans, as well as the associated expense and capital budget)
-) Led the development of the new \$3.5 B CIP (including project prioritization and project financing)
-) Led the effort to successfully plan and execute the implementation of Ground Base Augmentation System (GBAS) at IAH
-) Led the preparations (operations, marketing, etc.) for the introduction of Turkish, Air China, Korean, & Spirit airlines etc.
-) Led the planning & design effort for the new International Terminal at HOU
-) Co-led the negotiations of the Use and Lease agreement for the HOU International Terminal and existing U&L agreement
-) Coordinated with UA on the design and construction of the Terminal B Southside Replacement project.
-) Completion of the Planning for the ITRP (IAH Terminal Redevelopment Project, estimated at ~ \$1.3B)
-) Led the effort to successfully complete (in record time) the planning, design and construction of a 2nd Group VI
-) Initiated and Led the airports Efficiency and Effectiveness Study, Compensation Study, and Re-Organization
-) Led the effort for the Automated Passport Control (APC) system at IAH and New HOU International terminal)
-) Led the preparations (operations, marketing, etc.) for the introduction of EVA Air, Westjet, ANA, and Volaris at IAH
-) Co-Led the negotiations to hire an Executive Program Management (EPM) team and Program Management Support Services (PMSS) team for the design and construction of the ITRP
-) Worked with the CFO to increase PFCs as part of the funding plan for the ITRP and other PFC eligible projects.
-) Led the planning, design, and construction efforts for the new parking garage (~\$60M *on budget but late.*), new roadway (~\$12M *completed on schedule/budget*), and the satellite utility plant (~\$10M *completed on schedule/budget*) at HOU
-) Led the Planning, Design, Construction, and ORAT teams for the successful opening of the HOU International Terminal
-) Completed the Master Plan for the three airports (awaiting ALP signoff), including co-leading EFD Spaceport development

Current Activities (selected):

-) Leading an effort to build a new cell phone lot, gas station with convenience store, and future commercial development

CHIEF DEVELOPMENT OFFICER ☆ APRIL 2011- JANUARY 2012

Responsible for the planning, design, and construction of projects for all three airports within the Houston Airport System. Manage the \$800 M Capital Improvement Program as well as the execution of the \$350M Capital Development Program. Manage the Planning, Design and Construction division consisting of ninety employees, including aviation planners, design engineers, architects, construction managers and inspectors.

Notable Accomplishments:

- J Emergency Chilled Water Pipe Replacement project (\$17M)
 - o Completed planning and design of new 36" chilled water pipes. Completed on schedule and within budget
- J Terminal D Interim Improvement and Long Term Planning Projects (\$40M)
 - o Terminal D A380 gate 12A planning and design completed. Project completed on schedule and on budget
 - o Terminal D Interim Improvements. Phase I and II completed within schedule/budget. Phase III within budget but exceed baseline schedule
- J Terminal B South Side Replacement project (\$62M). Design completed on budget and schedule. Construction started on schedule
- J Taxiway NB, WW, SA, design.
- J MOS for A380 and 747-800.
- J Selection, negotiations and startup of the Program Management Office (controls, estimating, scheduling, EVM, PMS, etc.)
- J Successfully reorganized the division to better plan and execute the capital development and replacement projects
- J Developed templates for Project Definition Document, Project Execution Plan, and a new PDC project process manual
- J Initiated the Master Planning effort for EFD, HOU and IAH airports.

CHIEF STRATEGY AND PERFORMANCE OFFICER ☆ JAN 2011- APRIL 2011

Overall responsibility for drafting, implementing and evaluating strategies that will enable the HAS to achieve its long-term objectives. Facilitate the process of specifying the organization's mission, vision and objectives, as well as developing policies and plans. Measure the effectiveness of the organization strategy by consistently evaluating the HAS business units and the aviation industry. Constantly assesses our competitors (other airports, off airport parking etc.) and customers, then reassesses each strategy annually or quarterly [i.e. regularly] to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment

Notable Accomplishments:

- J Developed and implemented the Project Initiation/Justification form, policy and procedure
- J Reviewed and updated the existing strategic plan and conducted a SWOT analysis, GAP analysis, and business-strategy alignment matrix
- J Developed the templates for Business Planning and Quarterly reviews
- J Developed the High Performance Organization Roadmap for the Houston Airport System
- J Introduced Lean Six Sigma training and created the performance improvement team

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT

World's busiest airport and largest employer in the state of Georgia, with economic impact of \$35 billion for the regional economy

Successively promoted to positions of increased responsibilities based on consistently exceeding goals and expectations

ASSISTANT GENERAL MANAGER ☆ 2004- 2011

Promoted to develop and implement strategies to support the objectives of the Department of Aviation (DOA), including support for the \$6 billion Capital Improvement Program. Challenged to optimize the organization processes to improve efficiency, generate new revenues, and reduce operating costs. Worked with the GM (CEO), CFO, COO, Operations, HR, and Commercial directors to successfully develop and implement the airport strategic initiatives. Manage capital and operating budget in excess of \$ 60M.

Notable Accomplishments:

- J Development and Implementation of the Airport Strategic Plans and High Performance Organization (HPO) roadmap.
- J Development and Implementation of the Airport IT Strategic Plans 2006-2009
- J Implementation of Franklin Covey's Four Disciplines of Executions resulting in 80% successful project execution.
- J Special systems design and installation for the new \$1.4B international terminal

- J Design and implementation of a \$20 M (C4) Centralized Command and Control Center (E911, Computer Aided Dispatch, Radio Dispatch, Security Access Control, CCTV) allowing the airport to now handle multiple stress and emergency events. Utilizing internal staff to design the C4 resulted in a \$3.2M savings versus using consultants.
- J Implementation of \$27 M Parking Revenue Control System and Automated Vehicle Identification (AVI) system
- J Implementation of the U.S.A. first neutral host, multiple WISP (Wi-Fi) and Cellular DAS system resulting in annual revenues in excess of \$1.2M
- J Reduce annual operating cost by \$10M through process improvements in contracts & procurement, SDLC, project initiation & justification (corporate governance), project/program execution, in-sourcing-outsourcing, signature and approval.
- J Transition the airport from a traditional phone system to a Unified Communication system resulting in \$500K savings.
- J Transition the airport from a physical to a virtual infrastructure resulting in annual cost savings of \$750K
- J Full implementation of ITIL Incident Management, Problem Management, and Change Management
- J Design, development, and deployment of mobile version of the airport website (www.iflyatl.com)

CHIEF INFORMATION OFFICER ☆ 1999-2004

Challenged to develop an IT organization that would be equipped to support the long term objectives of the airport. Collaborated with department senior managers to understand their priorities, develop required solutions ensuring alignment of IT and business strategy. Utilize the 4 disciplines of execution methodologies to implement the solutions on-time, within budget and within scope. Lead the design, and implementation of the airport e-Business architecture (Intranet, Internet and Extranet) utilizing SharePoint, .Net, and Web 2.0 technologies. ERP implementation utilizing Oracle Financials, and BI modules, MAXIMO Work Order and Inventory modules, and COGNOS budgeting and BI modules. Oversee all direct functions of the Information Technology and Innovations division consisting of 60+ strategic analyst, technology and innovation staff.

Notable Accomplishments:

- J Lead role in the development of the Airports strategic and business plan
- J Development and Implementation of the Airport IT Strategic Plans 2000-2003, 2003-2006
- J Slash manual processes by 50 % with implementation of the Common Use Terminal Equipment (CUTE), Multiple Use - Flight Information Display System (Mu-FIDS), and Implementation of the airport Gate Management system
- J Reduce the IT annual expense budget by \$1.5M, by successfully developing and executing a staff in-sourcing initiative.
- J Realize annual savings of \$500K through Digital/electronic signature and Faxination (Integrated email-FAX/NOTAMS) solution
- J Design and construction of the airports first data center, including server rooms and network operations center
- J Reduce telecom operating cost by 20% via the implementation of an airport wide OC-192 fiber backbone infrastructure.
- J Successfully implemented the airport Y2K program

EDUCATION

Master of Science: Management Information Systems

Bachelor of Science: Physics and Computer Science

ITIL Certification ☆ 4 Disciplines of Execution Certification

ACI Certificates (Airside Infrastructure Facilities and Personnel, Safety Management, Airside Operations, Emergency Management, Airside Security)

ACI-ICAO Airport Management Professional Accreditation Program (AMPAP) International Airport Professional (IAP)

BOARDS & MEMBERSHIPS

- Chairperson (past) - American Association of Airport Executives (AAAE) IT committee
 - Member - Airport Council International – North America (ACI-NA)
 - Member of the editorial board (past) - Airport Technology International magazine (UK Based)
-

HONORS & AWARDS

- 2009 – 50 Most Important African-Americans in Technology by eAccess Corp
- 2007 – Georgia CIO of the year
- 2007 – CIO Magazine CIO-100 Transformer Award for Innovations and Execution
- 2006 – Atlanta Business Chronicle/Georgia Minority Business Technology Industry award
- 2005 – Center for Digital Government Certificate of Commendation for Cellular Distributed Antenna System