

ANN C. PHILLIPS
Rear Admiral, U.S. Navy (Retired)

(b)(6)

PROFESSIONAL EXPERIENCE

OFFICE OF THE GOVERNOR, COMMONWEALTH OF VIRGINIA

Special Assistant for Coastal Adaptation and Protection

2018 - Present

- *Primary Point of contact for the resources to address coastal adaptation and flooding mitigation across the eight Coastal Virginia Planning District regions, including developing a Coastal Master Planning Framework, providing direction, coordination and collaboration across Federal, State, Regional and Local stakeholders to address the fiscal, scientific, economic, social, environmental equity, resilience and water management needs to adapt and protect Virginia's coast.*

INDEPENDENT CONSULTANT

A.C.Phillips, LLC, Principal/Owner (in good standing/inactive)

2015 - Present

- *Old Dominion University Research Foundation – Sea Level Rise Pilot Planning Project - Infrastructure Working Group Team Leader 2014-2016, Southern Elizabeth River Watershed Study Co-Lead 2017-2018*
- *League of Conservation Voters, Virginia – Resilience and strategic planning analysis / Hampton Roads region, 2017-2018*

Burdeshaw Associates, LLC, Senior Associate (since 2018 affiliated/inactive)

2014 - 2018

- *Surface Ship Systems Integration - strategic business development for selected clients exploring current and future business opportunities in US Navy weapons and communications spectrum areas, for surface, aviation and submarine communities.*

UNITED STATES NAVY

1983 - 2013

Commander, Expeditionary Strike Group TWO

2012 - 2013

***Director/Deputy Director, Chief of Naval Operations (CNO) Staff,
Surface Warfare Division (N86)***

2009 - 2012

Chief of Naval Operations Fellow - Strategic Studies Group XXVIII

2008 - 2009

Commander, Destroyer Squadron TWO EIGHT

2007 - 2008

***Executive Assistant to Commander, SIXTH Fleet/Joint Command Lisbon/
Striking Force NATO/NATO Response Force***

2004 - 2006

Commanding Officer, USS MUSTIN (DDG 89)

2001 - 2004

Naval Surface Warfare Officer in roles with increasing responsibility including service aboard multiple ship types and in senior staff positions.

1983 - 2001

Leadership and Strategy (Climate Resiliency, Strategy, and Adaptation Planning)

- **Office of the Governor:** First Special Assistant to the Governor of Virginia for Coastal Adaptation and Protection - a new position created by the 2018 Virginia General Assembly. Breaks down stovepipes to lead, coordinate and align coastal adaptation and resilience planning, funding and implementation actions across and between the Office of the Governor, State agencies, Planning Districts, Regional Commissions, Localities, Coastal Zone Management and Chesapeake Bay Programs, Federal agencies - DOD, USACE, NOAA, NASA, FEMA, HUD, academic institutions, public and private industry and businesses, non-profits, communities across coastal Virginia, with a focus on environmental and social equity.
 - ✦ Lead Author, *Virginia Coastal Resilience Master Planning Framework* – Virginia’s first planning process document - setting the course for the future of Virginia’s coastal adaptation and protection - released October 22, 2020.
<https://www.governor.virginia.gov/media/governorvirginiagov/governor-of-virginia/pdf/Virginia-Coastal-Resilience-Master-Planning-Framework-October-2020.pdf>
 - ✦ Congressional Testimony on behalf of the Commonwealth on the topics of climate impact and coastal adaptation before *The House Budget Committee (July 24, 2019)*, *House T&I Subcommittee on Coast Guard and Maritime Transportation (Sept 24, 2019)*, *House T&I Subcommittee on the Water Resources Development Act and the Environment (Nov 22, 2019)*, the *Senate Special Committee on the Climate Crisis (Feb 13, 2020)*, and contributed input included in the *House Select Committee on the Climate Crisis June 2020 report*.
 - ✦ Coordinated across State agencies and academia to evaluate and establish Virginia’s first sea level rise planning standard and state-owned building elevation standard – among the strongest and most proactive in the nation.
- **Founding Board Member, The Council on Strategic Risks; Advisory Board Member, The Center for Climate and Security.**
 - ✦ Signatory – *A Climate and Security Plan for America* – The Climate and Security Advisory Group, September, 2019.
 - ✦ Panelist – Climate as an Impactor of National Security Plenary Day 2 , Planetary Security Conference, The Hague, Netherlands, February, 2019.
 - ✦ Signatory and Panelist - *A Responsibility to Prepare* - The Climate and Security Advisory Group, February 26, 2018.
 - ✦ Member, Military Expert Panel, and Panelist; *Military Expert Panel Report: Sea Level Rise and the U.S. Military’s Mission*, 2nd Edition, February, 2018.
- **Strategic Regional Climate Adaptation Planning;** Chair, Infrastructure Working Group (IWG), supporting Obama Administration-initiated, DoD-Sponsored (Navy Executive Agent), two-year Hampton Roads Sea Level Rise Preparedness and Resilience Intergovernmental Pilot Planning Project (IPP) convened by Old Dominion University - 2014-2016. Established expert, diverse and inclusive group participation, including university academic, municipal, and civil service leaders. Collaborated across five Working Groups, four Advisory Committees and the Steering Committee to develop and implement vision and strategy, including review of regional critical infrastructure, determination of dependencies and interdependencies, and creation of recommendations, as a contributing author, for effective long term inter-governmental resilience coordination. A model for other impacted regions.

- ✦ Invited to submit, co-authored, and was awarded a \$300K *bluemoonfund* grant to support completion of Phase II of the IPP, which funded technical support and additional academic research and ensured study completion.
- ✦ Second author, *A Coastal Resilience Case Study: The Little Creek/Pretty Lake Communities of Hampton Roads, Shore and Beach Journal*, Winter 2016.
- **Sought after Public Speaker** on the topics of climate impact on national security and the need for proactive whole of government and community approaches. Appeared in the movie “*Tidewater*” – American Resilience Project – March 2017, and in WGBH NOVA production “*Decoding the Weather Machine – Exploring the Science of Climate Change*”, April 2018, and productions including podcasts, interviews, print media.
- **While on active duty**, served on CNO’s Climate Change Task Force, and Energy Task Force. Co-Chaired the Surface Force Working Group - developing and implementing climate resilience adaptation and energy reduction strategies for the Surface Navy.

Leadership & Strategy (Navy)

- **Served as the Commander** (CEO equivalent) of three afloat Naval commands ranging in size from 300 to 15,000 personnel, with oversight of total assets valued at over \$20B, while accountable to multiple Boards of Directors, Commanders, and Staffs.
- **Led and/or planned** strategic Naval, Joint, and Multi-National Expeditionary Warfare Operations, Foreign Humanitarian Assistance and Disaster Response, Non Combatant Evacuation, Defense Support to Civil Authorities, Consequence Management, and Crisis Response with assigned forces including operations with multi-national naval forces.
- **Selected to serve** as one of only 20 senior officers and executives on the Chief of Naval Operations (U.S. Navy equivalent of President and CEO) Transition Team in 2011.
- **Successfully completed multiple command assignments as the first woman to serve in that capacity.**
 - ✦ Directed pre-commissioning, construction, training, acceptance trials and staffing of new AEGIS destroyer, USS MUSTIN (DDG 89), a \$1B asset, as the Commanding Officer. Assumed responsibility for the ship at the shipyard in Pascagoula, Mississippi, one year prior to commissioning and through completion of first training cycle, and deployment preparation. The thorough preparation of the vessel and its crew successfully paved the way for its first 15 years of service.
 - ✦ Commanded Destroyer Squadron TWO EIGHT, eight subordinate ships and Destroyer Squadron staff, accountable for more than 3,500 personnel and \$8B in assets.
- **Senior American Executive (EA)** to Commander, Joint Command Lisbon. Assembled and oversaw the personal and command level staff of 250 from 24 nations to full operational capability, as the Command of this major Allied Forces Staff shifted, for the first time, to a U.S. NATO Commander.
- **Selected as one of 10 Senior CNO Fellows** tasked with generated strategies for the operational and tactical employment of unmanned systems as an integral part of the Naval Force for 2020 and beyond across air, surface, and subsurface domains.
- Skilled in collaboration, team building and talent development. A transformational and articulate leader having expanded horizons for diverse leaders in the military.

Financial Management

- **Public service** as Board of Directors/Advisory Board Member on multiple Non-profit Boards focused on Leadership, Resilience, military/community interaction and underserved community development. Includes organizational maturity levels from start-up to over 50 years of service, with financial responsibility and asset values from \$200K to over \$15M.
- **On active duty**, developed, validated, allocated funding and oversaw execution of near and long-term fiscal requirements as **Director and earlier Deputy Director of Resources and Requirements for the Surface Navy** (Chief Financial Officer equivalent) on the CNO's Staff, based at the Pentagon.
 - ✦ Managed annual Fiscal Year Defense Plan submission with a 5-year average budget of \$48B, which included ships, combat systems, weapons systems, and the related training and infrastructure.
 - ✦ Led development of financial portfolio that included the Secretary of the Navy's Energy Reduction Initiatives, Climate Focus Integration, Unmanned Systems, and new technology and cyber integration into the Surface Warfare requirements generation process.

Operations

- **Commanded East Coast Amphibious Forces**, as Commander of Expeditionary Strike Group TWO, provided strategic and operational leadership and management of 26 assigned subordinate ships, squadrons, and units - over 15,000 in manpower, and \$20B in capital assets.
 - ✦ Twice commanded multi-national training operations at sea in the Baltic region, including more than 40 ships from NATO and Partnership for Peace nations.
 - ✦ Within 24 hours of Hurricane Sandy, led the afloat amphibious force emergency deployment response for disaster assistance in the Mid-Atlantic region with 3 ships and 5,000 personnel.
 - ✦ Through external political and service-related awareness, established strong and trusted working relationship with U.S. Marine Corps. Facilitated the development and implementation of doctrinal changes to tactical and operational level mission execution between Navy/Marine Corps forces.
- **Coordinated operational logistics for 2000+ personnel** across NATO, Portuguese (host nation), U.S. Embassy, and other ambassadorial, military and government staffs, for the first NATO Response Force deployment for humanitarian earthquake relief operations in Pakistan.

PROFESSIONAL AFFILIATIONS

<i>Appointed, Transportation Research Board, Transportation Resilience Metrics Study</i>	2020 - 2021
<i>Appointed, Joint Commission on Science and Technology Coastal Weather Impact Study, Commonwealth of Virginia.</i>	2020 - 2021
<i>Member, Global Military Advisory Committee/Climate Change, The Hague, NL</i>	2018 - May 2022
<i>Member, Board of Directors, The Council on Strategic Risks, Washington, DC</i>	2018 - May 2022
<i>Member, Board of Directors, LEAD Virginia, Richmond, VA</i>	2017 - May 2022
<i>Member, Advisory Board, The Center for Climate and Security, Washington, DC.</i>	2017 - May 2022
<i>Member, Board of Directors, WHRO, Inc., Norfolk, VA</i>	2017 - May 2022
<i>Member, Beta Gamma Sigma</i>	2016 - Present
<i>Member, Surface Navy Association, Alexandria, VA</i>	1989 - Present
<i>Member, University North Carolina Alumni Association, Chapel Hill, NC</i>	1983 - Present

Past service on numerous Nonprofit and Appointed Boards at the local, regional, state and national level including; City of Norfolk Mayor's Climate Change Commission and Military Economic Development Advisory Committee, Wetlands Watch, RISE Resiliency, Inc., CIVIC Leadership Institute, Norfolk Police Foundation, Hampton Roads Naval Historical Foundation, Norfolk, VA, American Resilience Project, Worcester, MA.

EDUCATION & CERTIFICATIONS

MBA, with Distinction, College of William & Mary, Mason School of Business, Williamsburg, VA	2016
Bachelor of Arts, University of North Carolina, Chapel Hill, NC	1983
Graduate, CAPSTONE Joint Flag and General Officer Leadership Training Program	2010
Graduate, LEAD Virginia, Richmond, VA	2017
Graduate, CIVIC Leadership Institute, Norfolk, VA	2015
Certified, Chesapeake Bay Landscape Professional, Level 2 (Design & Install)	2018
Certificates, Senior Leadership Programs, U.S. Navy	2011- 2013
2 - Commander Maritime Joint and Multi-National Operations at Sea (Europe, Middle East)	
1 - Joint Maritime Operations Commander	
1 - Aviation Joint Operations Commander	
Diploma, Joint Distance Education Program, Naval War College, Newport, RI	1997
Master Training Specialist Designation, U.S. Navy	1993