

Re: Letter of Recommendation for Bill Robbins

Dear Sir/Madam,

It is a great pleasure to offer a recommendation on behalf of Bill Robbins. By way of introduction I am currently the Executive Chairman of the Board of Phoenix Services LLC. I have been in industry for 43 years, have lead companies or large parts of major companies since 1985 and have been leading private equity backed corporations for the last sixteen years. Of the hundreds of senior leadership professionals that I have come to know well throughout my career, Bill is among the most exceptional.

Bill is an extraordinary professional and an even better human being. He is incredibly smart, has sound judgment, has great integrity, and knows how to lead people. His work ethic matches his intellect, so he has tremendous capacity and capability to get things done. He is a terrific player-coach, willing to roll up his sleeves to help the team. He sets a great leadership example.

I had the privilege to experience Bill's effectiveness first-hand. Bill and I live in the same airpark. We spent hundreds of hours working together on the non-profit corporation that manages the community and the runways. Bill was an elected Board member and I was subsequently appointed as President during the corporation's darkest hours. The corporation had lost a pivotal lawsuit that, combined with several members refusing to pay their assessments, threatened the viability of the community. Bill was the constant force behind developing and implementing a strategy to preserve the community and protect it from insolvency. Most important of which was to appeal the verdict in the lawsuit. Which we subsequently won, in large part thanks to Bill.

I raise this incident because it demonstrates Bill's amazing capacity to learn, grow and get the job done. He is not a lawyer, but the only people who understood the legal issues that we were facing better than Bill are lawyers. He makes ideas better through collaboration and respectful challenge. He figures out first what needs to be done, then assembles a team to get it done. He is all about the team first and gets his satisfaction through the success of the team and his role in it. He is reliable. When he makes a commitment, he fulfills it.

Bill is balanced and humble. He has the courage of his convictions and strong views but is a careful and thoughtful listener. He makes a great team player as well as a team leader. He cares deeply about his community and his co-workers. He has donated more time and money to our airpark community than any other individual. When we had a cash crisis, he advanced significant money to the community to help get us through. All of it anonymously. All of it to support his community.

As part of your IT organization he would be a wonderful choice. He built the website for our corporation and ran every aspect of it. While building a website is a relatively common skill set, building a secure, easy to use and effective one isn't necessarily easy. And it was fun to observe his passion for, and knowledge of information technology. Bill knows his field.

I recommend Bill without qualification Please contact me if you have any questions or need additional information.

Sincerely,

Layle K. (Kip) Smith
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