

## J. CARTER NAPIER

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### PROFESSIONAL EXPERIENCE

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My professional experience includes serving more than 17 years in local government management including 12 years as an Administrator. I have recently enjoyed the completion of a number of significant accomplishments including:

- Oversaw the purchase of the \$27M combustion turbine for our power production needs.
- Managed the largest annexation in Gillette's history including over 400 acres of high-production industrial park that includes some of Wyoming's largest energy companies.
- Oversee the construction of a \$220M, 45 mile water line construction project.
- Managed the renovation of Gillette's Main Street in time for the holiday shopping season and with a savings in excess of \$600K.
- Led the statewide effort to hire the new Executive Director for the Wyoming Association of Municipalities.
- Facilitated the passage of Gillette's first set of financial policies establishing the largest amount of reserves for the City.

A snapshot of my related work history and corresponding duties are as follows:

4/11- Present City Administrator, City of Gillette, Wyoming (pop. 30,000+)

*Routine Duties include:*

- Manage 295 employees with direct supervisory responsibilities of seven department heads, the public information officer and the governmental relations coordinator
- Manage the City budget of \$160M-\$200M
- Oversee the operational management of the services provided by a full-service, stand alone city including a \$30M power utility (transmission and production) and full production broadcast facility (Gillette Public Access)
- Serve as a managing Board member for the Energy Capital Economic Development Corporation
- Serve as a managing Board member for Gillette College
- Serve as a managing Board member for the Wyoming Association of Municipalities

12/03 – 4/11 City Administrator, City of Riverton, Wyoming (pop. 11,000)

*Routine Duties include:*

- Manage 120 employees with direct supervisory responsibilities of the City's department heads
- Manage the City budget of \$30M+

- Oversee the operational management of the Water utility, Sewer utility, Municipal commercial airport, Sanitation collection system, Award winning treatment plants for both utilities, 100+ acre park system, Streets maintenance system, and a 28 officer Police force
- Provide oversight for economic development investments leading to the creation of numerous jobs which includes service as a governing board member with the award-winning IDEA, Inc., the Riverton area economic development agency
- Serve as the lobbying/negotiating agent to the Federal, State, County, and Tribal legislative bodies
- Served as a managing Board member for the Riverton Memorial Hospital

5/98 - 12/03 Assistant to the City Manager, City of Casper, WY (50,000+)

- Supervised the Municipal Court staff
- Served as acting CM as needed
- Oversaw the City's Capital Improvement Plan
- Served as the City's PIO

4/97 - 8/97 Executive Intern to the City Manager, Longview, WA (30,000)

#### EDUCATION

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8/96 - 4/98

Master of Public Administration, Romney Institute of Public Management, Brigham Young University, Provo, Utah

- Developed an economic development plan for the Mini-Cassia region of South-Central Idaho
- Awarded the Melvin E. And Nancy Olsen Scholarship
- Awarded the Alumni Internship Scholarship recognizing exceptional service tendered during an internship
- Awarded an Assistantship from the Management Communications Department

5/93 - 12/95

Bachelor of Arts, History with a Business Administration Minor, Brigham Young University, Provo, Utah



ANTHONY H. O'ROURKE  
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## BACKGROUND SUMMARY

Over thirty years experience in public and private sector management including strategic and organizational leadership, business planning, financial management, economic and community development, labor relations growth management, capital improvements, marketing, special events, and public-private partnerships.

## SUMMARY OF SKILLS

- Proactive, strategic leader with collaborative style
- Customer-focused, data-driven, and results oriented
- Proven track record of fiscal discipline and cost-saving innovations
- Ability to build strong organizational cultures and shared visions
- Emphasize teamwork and enable others to act
- Positive, approachable, and transparent communication

## PROFESSIONAL EXPERIENCE

City of Yakima, Washington  
City Manager

2012 to present

Chief Executive Officer of the largest city in Central Washington (93,000), which serves as the commercial, agricultural and viticulture trade center for 250,000. Founded in 1883, Yakima is a full-service, stand-alone city. Responsible for workforce of 770 and annual budget of \$208 million.

### *Specific Accomplishments:*

- Initiated Downtown Master Plan and revitalization strategy to preserve the heritage and character of downtown Yakima, while making downtown more vibrant, safe, active, attractive, and successful. Key strategies included design of a world-class, public-private financed \$14 million public plaza, broader retail mix, new dining and entertainment opportunities, safer environment, easier and expanded parking, landscaping, marketing, and special events to activate downtown. In past two years, downtown sales tax growth exceeded 30%, twice the city average.
- Initiated Citizen Survey and multi-year Strategic Plan, five-year financial plan, and annual Business Plan to identify core community strategic priorities, business initiatives, and key performance measures to align City Council policy and budget decisions to key intended outcomes to achieve significant and sustainable community results.
- Addressed the City's deferred infrastructure backlog by gaining City Council and public support for \$68 million in capital improvement including 180 lane miles of road overlay, airport improvements, complete restoration of major downtown corridor, new 70,000 sq. ft. aquatic center, public plaza, and regional 19 field and 70,000 sq. ft. indoor sports complex. Investments were achieved without tax or fee increases, and \$26 million in public-private funding partnerships.
- Winner of the 2013 National Public Employee Labor Relations Association Pacesetter Award for being the first city in Washington to open a full-service employee health clinic to reduce healthcare cost and enhance employee healthcare. Saved \$317,000 in prescription, lab test, and emergency room costs, as well as, \$3.5 million in future cost based on early detection of 700 cases of chronic and life threatening diseases such as diabetes, hypertension, and cancer.

- Deployed multiple initiatives, including deployment of two gang units, purchase and assignment of 74 police patrol vehicles, downtown bike patrol, development and partnership in a Federal Gang Crime Taskforce, and enhanced training to achieve a two year Part I crime rate reduction of 22% .
- Successfully negotiated 13 separate collective bargaining agreements, with average 4-year terms and 1.27% annual wage adjustment without any required mediation or interest- arbitration.

**City of South Lake Tahoe, California**  
**City Manager**

**2010 to 2012**

Chief Executive Officer for a full-service city and destination resort that attracts 3.5 million guests annually. Responsible for a workforce of 200 and annual budget of \$94 million.

*Specific Accomplishments:*

- Developed a Five-Year Financial Plan that addressed historical structural budget deficits and a five-year projected budget shortfall of \$25 million by transforming the city's unsustainable business model through reduction in staffing, consolidation of departments and services, contracting out, health plan modifications and achieving pension and health care cost sharing contributions from all six City labor unions. Achieved \$29.7 million in permanent cost savings, and a balanced five-year financial plan.
- Initiated a multi-year Strategic Plan and annual Business Plan that resulted in a collaborative City Council, staff, and community commitment to five core strategic priorities, annual business initiatives, and key performance measures to move the community and city organization forward. The plan aligns and links the City's policy, personnel, fiscal, and capital resources with strategic priorities.
- To address the city's outdated capital infrastructure, garnered City Council support for a \$25 million five year capital improvements plan to fix city streets, facilities, and infrastructure, without any tax increase. In the prior 15 years, the city had only invested \$7 million in infrastructure.
- Initiated a managed competition process to evaluate the most cost-effective and customer-focused method to operate key city services. Results included contracting out the city ice arena and recreational services, for annual savings of \$500,000.
- Coordinated a major initiative to enhance the heart of the city's business core by upgrading its appearance and infrastructure. Improvements include \$40 million in complete street enhancements in partnership with Caltrans, \$7 million for a lakefront plaza and amphitheater in partnership with California Tahoe Conservancy, and \$1.5 million in business façade, signage, and streetscape improvements in partnership with local businesses.

**Beaver Creek, Colorado**  
**Beaver Creek Resort Company – Executive Director**

**1996 to 2010**

Chief Executive of a private corporation responsible for the governance and management of a world-class alpine resort. Beaver Creek Resort had a market value of \$4.1 billion, 3 million annual guests, and gross annual sales in excess of \$400 million. The Resort Company functions include economic enhancement, transportation, public safety, property maintenance, marketing, special events, environmental quality, capital improvements, finances, strategic planning and design review. Reported to a nine-member Board representing the major stakeholders of the resort.

*Specific Accomplishments:*

- Initiated Beaver Creek brand enhancement strategies with key commercial and residential stakeholders to ensure a significant and sustainable market advantage for Beaver Creek. Strategies include investing over \$50 million in capital improvements including an outdoor ice rink, escalators, parking, landscaping, signage and transportation systems, in addition to the development of marketing initiatives and special events to generate retail, lodging and real estate demand. Retail sales ranked in top 1% nationally on a per square foot basis. During my fourteen year tenure retail sales grew at an annual rate of 10.3%.
- Transformed the business model of the Beaver Creek Resort Company by reducing resort operating expenses by 36% over a two-year period to address the adverse impact of the national recession, and created a sustainable business model, while preserving the integrity of the Beaver Creek Resort brand and guest experience.
- Played a key role in the private funding and management of the \$15 million Vilar Center for the Arts – the cultural crown jewel of Beaver Creek. Served on the Vilar Center’s Board of Directors for ten years, as well as Chief Executive Officer for three years, responsible for cultural programming, operations, marketing and fundraising.
- Collaborated with major developers in Beaver Creek to construct two mixed-use developments valued at \$75 million and consisting of 350,000 square feet of retail, residential, restaurant, parking and public space. Resort contribution consisted of \$16 million for public improvements.
- Developed a roster of signature events to energize and animate the resort. The signature events included Bon Appétit Magazine Master Chef Classic, The New Yorker on the Slopes, Blues, Brews & BBQ, Beaver Creek Summer Rodeo Series, Arts Festival, Antique Festival, Outdoor Summer Concert Series, and Oktoberfest. Attracted \$15 million in corporate and television sponsors, and tens of thousands of destination guests, thereby stimulating significant retail, restaurant, lodging, and real estate sales.

**City of Tallahassee, Florida**  
**Assistant City Manager**

**1995 to 1996**

Supported the City Manager in providing executive and strategic leadership for an organization workforce of 2,800, 200,000 customers, and \$350 million operating budget. Responsible for administrative, information and financial services and City Commission strategic initiatives. Directly supervised Finance, General Services, Information Systems Services, Employee Relations and Equal Opportunity.

*Specific Accomplishments:*

- Directed development of a five-year financial plan adopted by the City Commission that streamlined the City workforce and budget in anticipation of dramatic changes in deregulation, competition and citizen expectations.
- Coordinated design, evaluation, selection and implementation of \$10 million dollar 800Mhz trunked simulcast emergency radio communication system.

**City of Coral Springs, Florida (1989 - 1995)**  
**City Manager**

**1992 to 1995**

Chief Executive Officer for rapid growth community of 100,000 in Southeast Florida (Broward County). Responsible for a workforce of 600 and for a budget of \$56 million.

*Specific Accomplishments:*

- Implemented a City-wide Total Quality Management initiative to achieve total customer satisfaction by focusing on customer services, leadership, employee empowerment and continuous improvement of the quality and cost of City services. Results included three consecutive property tax reductions, \$14 million in operating fund savings and 92% customer satisfaction rating. Based on these results the City was awarded the State of Florida's Sterling Award, the first city in America to win a Malcomb Baldrige sanctioned quality award. In 2007 the City of Coral Springs became the first and only city in America to win the Malcomb Baldrige Award.
- Initiated development of a non-profit Economic Development Foundation, comprised of private and public sector representatives to foster the diversification of the City's economy and attract value-added businesses. Thirteen companies relocated to the City representing 1,863 new jobs and \$12 million in economic benefits.
- Negotiated for the City to be the host site for the Association of Tennis Professionals (ATP) Men's American's Red Clay Tennis Championship. The twenty-year ATP tournament agreement included a 16 court facility and clubhouse, 4,500 seat stadium, national and international TV coverage, and revenue from ticket, parking and concession sales.
- Negotiated agreement for the City to be the host site of the PGA Tour Honda Classic starting in 1996. The twenty-five year agreement includes the development of a Tournament Player's Club championship 18-hole golf course and a \$29 million hotel/conference center.

<b>City of Coral Springs, Florida</b> <b>Assistant City Manager</b>	1989 to 1992
<b>City of Richardson, Texas</b> <b>Assistant to the City Manager</b>	1985 to 1989
<b>City of Richardson, Texas</b> <b>Administrative Assistant to the City Manager</b>	1983 to 1985
<b>City of Dallas, Texas</b> <b>Administrative Assistant to the Deputy City Manager and Fire Chief</b>	1981 to 1983
<b>Isla Vista, California</b> <b>Community Development Director</b>	1977 to 1979

#### **EDUCATION**

<b>Cornell University</b> <b>Masters in Urban and Regional Planning, 1981</b> Concentration in Urban Development and Management Professional Masters Scholarship 1979-81	<b>University of California, Santa Barbara</b> <b>Bachelor of Arts, Political Science, 1977</b> Magna Cum Laude Honors Outstanding Community Service Award
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*References Available Upon Request*

**Velton H (V.H.) McDonald, CPA, CGMA**

3851 Swanton  
Casper, Wyoming

**Profile**

I am a senior level local government executive with wide-ranging participation in municipal government functions and operations, with extensive knowledge of internal and external influences affecting a municipality. I have several years of experience working at leadership positions on a variety of issues involving citizens, staff, elected officials, business proprietors, public and private boards, representatives of various government entities and other interested parties. I am skilled at budgeting and an enthusiast of long-range financial planning with a conservative slant having experienced Wyoming's boom/bust economic cycles. I also seek innovation and coordination of financial resources, people and technology to invest and promote improved community services, planned development and managed growth. Most importantly, I am committed to ensuring the existence of a highly responsive organization, grounded on perceptive and visionary senior leadership focused on continued improvement while identifying opportunities for the community.

**Relevant Experience**

November 2014 – Present	Assistant City Manager - City of Casper, Wyoming
January 1999 – November 2014	Administrative Services Director – City of Casper, Wyoming
January 1989 - December 1998	Finance Director – City of Douglas, Wyoming
January 1986 – August 1987	Finance Director - Town of Glenrock, Wyoming

**Other Experience**

Chief Financial Officer - Hospital  
Vice President of Finance – Development and Real Estate Management  
Staff Accountant - Public Accounting

**Licenses and Certifications**

Certified Public Accountant – State of Wyoming  
Chartered Global Management Accountant – American Institute of Certified Public Accountants  
Chartered Institute of Management Accountants

**Education**

June 1983	University of Northern Colorado - Greeley, Colorado Bachelor of Science – Business Administration (Accounting Emphasis)
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**Boards and Community Involvement**

Governing Boards  
Wyoming Medical Center (Casper) - Director  
Wyoming Government Investment Fund – Trustee  
Service Clubs - Former member of Casper and Douglas Kiwanis and Douglas Rotary  
Various Community Events and Efforts - Volunteer



## **WALLACE WADE FARRIS**

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### **Senior Executive**

Senior executive (City Administrator and retired Major General) with broad experience in hands-on, inspirational leadership while overseeing and providing guidance for complex organizations. Strong focus on building highly effective teams of various sizes and fostering collaboration at all levels. Demonstrated ability to deliver mission-critical results in a fast paced and demanding environment. Significant experience managing daily operations, community outreach, budget oversight and fostering consensus among both internal and external stakeholders. Superior networking and partnership experience with a focus on teamwork, analysis, and problem solving.

### **Accomplishments**

#### **Leadership and Management**

Recognized strong leader, mentor, and communicator. Successful record of building and leading teams of five to 15,000 personnel to develop goals, achieve results and realize business objectives. Broad experience in encouraging professional development and mentoring. Extensive history of managing daily operations as well as developing strategic plans and high level policy documents. Led all activities related to the operation of military installations (City Manager). These included human resources, community outreach, maintaining 2,500 acres of roads, equipment, runways and grounds, 900,000 square-feet of building space, fire and police, and flying operations. As Othello City Administrator, turned a dispirited staff into a highly functioning team focused on customer service and problem solving.

#### **Fiscal and Contract Management**

Oversaw all financial activities for command operations including \$900 million annual budgets. Streamlined year-end financial tracking process to ensure program executed to within less than 1% of forecast. Provided guidance and oversight for a variety of labor and services contracts totaling more than \$5 million. Currently responsible for oversight of \$29 million with a year-end reserve of over \$9 million.

#### **Public Relations and Stakeholder Collaboration**

Tactfully coordinated with a variety of internal and external (Community and higher headquarters) stakeholders to achieve objectives, strengthen collaboration and get results. Developed and maintained strong working relationships with local governments and congressional members to enhance community support of the installation and the Air Force Reserve. Successfully led an effort to increase community outreach programs at two different military installations. Member of Toastmasters International; experienced, polished public speaker at both small and large gatherings. Past Red Cross and United Way board member. Current board member of the Othello Chamber and the Adams County Development Council.

**PROFESSIONAL EXPERIENCE**

**City of Othello, WA  
Administrator**

2013-Present  
Salary: \$117,500

- Leads a team of 40 full time and 15 part time employees responsible for the day to day operation of a city of over 7800.
- Responsible for executing and oversight of \$29 million budget. Last State audit showed zero reportable discrepancies.
- Successfully works with Mayor and City Council to develop and accomplish goals for the City.
- Replaced several key personnel and consulting firms including the police chief, engineering firm, legal team and community development director. Result; a more cohesive, highly performing team and better service to the community.

**U.S. Air Force Reserve, Dobbins Air Reserve Base, Georgia  
Commander, 22<sup>nd</sup> Air Force**

2011-2013  
Salary: \$194,000

- Led 15,000 reservists, nine installations, and 149 aircraft responsible for supporting air mobility and air refueling operations from location in 23 states across the U.S. on a variety of missions including aerial spraying, fire suppression, hurricane tracking, and troop transport.
- Provided leadership, management and vision for both strategic and operational Air Force tasks including supporting both civil defense and natural disaster assignments. Collaborated with senior management to create enterprise-wide policies, manage daily operations, and plan for both material and human resources.
- Maximized training quality and effectiveness by overseeing all operations and consistently evaluating and adjusting activities and staffing as needed.
- Responsible for executing \$900 million budget.

**U.S. Air Force Reserve, Robins Air Force Base, Georgia  
Director of Operations, Air Force Reserve Command**

2010-2011  
Salary: \$190,000

- Led Air Force Reserve operations for 69 flying units and 10 operations space units through eight major commands to fulfill commitments in support of worldwide defense objectives.
- Oversaw all Air Force Reserve operational assets and capabilities including tactical fighters, aerial refueling, strategic and tactical airlift, special operations, combat rescue, hurricane surveillance, aeromedical evacuation, aerial spray and airborne fire-fighting capability.
- Senior officer for Command special project to determine proper division staffing levels.

**U.S. DEPARTMENT OF DEFENSE, The Pentagon, Arlington, VA** 2008-2010  
**Deputy Director, Joint Chiefs of Staff Strategy Development, Strategic Plans and Policy Directorate, Africa** Salary: \$187,000

- Analyzed and developed defense policies guiding U.S. strategy on the African continent.
- Negotiated and resolved policy issues by working in collaboration with stake holders in the Department of Defense, the State Department, the National Security Council and senior military officials in various African countries.
- Represented the DOD at critical, high-level meetings involving senior military and civilian officials in Africa.
- Led a team of professionals responsible for writing policy guidance for review by the Chairman of the Joint Chiefs of Staff.

**U.S. AIR FORCE RESERVE, Chicopee, Massachusetts** 2003-2008  
**Commander (City Manager), 439<sup>th</sup> Airlift Wing, Westover Air Res Base** Salary: \$185,000

- Led 3,000 personnel on a 2,500-acre installation with 16 aircraft and an annual budget of \$126 million by formulating plans and establishing policies for unit administration, operations, training, maintenance and supplies.
- Evaluated effectiveness of training programs and combat readiness of personnel.
- Responsible for day to day operation and maintenance of the installation to include roads and grounds, fire and police, personnel actions, environmental issues, and infrastructure.

**U.S. AIR FORCE RESERVE, Niagara Falls, New York** 2001-2003  
**Commander (City Manager), 914<sup>th</sup> Air Wing, Niagara Falls Air Res Base** Salary: \$180,000

- Led an eight aircraft wing with 16 units and 1,150 personnel on a 1,100 acre installation.
- Ensured that personnel were recruited, trained, equipped and ready to deploy worldwide.
- Oversaw the management of all daily functions including leading operations and effectively developing plans, budgets, goals, objectives and policies.
- Responsible for all functions required to successfully operate and maintain the installation.

*Command pilot with more than 9,000 flight hours. Additional experience as Air Force Reserve Headquarters Chief of Programs at Robins AFB; Operations Group Commander for the 403<sup>rd</sup> Wing at Keesler AFB; Deputy Operations Group Commander and Squadron Operations Officer for the 934<sup>th</sup> Airlift Wing at Minneapolis-St. Paul International Airport ARB; and as the Chief of Wing Standardization and assistant chief pilot at McChord AFB, WA.*

EDUCATION

ASHFORD UNIVERSITY, Clinton Iowa  
Master of Arts in Organizational Management and Public Administration

UNIVERSITY OF ALABAMA, Tuscaloosa, Alabama  
Bachelor of Science in Business Administration

Air War College, Maxwell Air Force Base, Alabama