

**ANTHONY H. O'ROURKE**315 N. 98<sup>th</sup> Ave.

Yakima, WA 98908

orourketony5@gmail.com509-731-9330 (c)**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, transit services, 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 2016**

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 \$227 million. Resigned effective January 1, 2016.

*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, boutique hotel 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.
- Coordinated the redevelopment of a 220 acre former lumber mill and municipal landfill in a socioeconomically distressed area of Yakima. The complex revitalization consisted of major environmental assessment and remediation with the Washington State Department of Ecology, acquisition of right-of-way, economic analysis of appropriate and feasible commercial uses and job creation, and securing \$125 million from the State of Washington to construct internal roads and direct access to the nearby I-82 interstate/highway. The total investment in this brownfield revitalization exceeded \$170 million.
- 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.
- Instituted a series of operational and financial measures to eliminate a projected \$2 million annual transit system deficit by optimizing operations and transit routes, while also increasing operating reserves by \$5 million to ensure critical fleet replacement and financial sustainability for 1.5 million annual transit passengers.

- Addressed the City's deferred infrastructure backlog by gaining City Council and public support for \$81 million in capital improvements including 150 lane miles of road overlay, \$12 million in airport improvements, complete restoration of major downtown corridor, new \$18 million, 72,000 sq. ft. aquatic/fitness center, public plaza, and \$13 million sports complex consisting of 19 fields and 85,000 sq. ft. indoor sports facility. Investments were achieved without tax or fee increases, and \$24 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 Violent Crime Taskforce, and enhanced training to achieve a two year Part 1 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  
2010**

**1996 to**

**Beaver Creek Resort Company – Executive Director**

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 Malcolm Baldrige sanctioned quality award. In 2007 the City of Coral Springs became the first and only city in America to win the Malcolm 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.

**City of Coral Springs, Florida**

**Assistant City Manager**

**1989 to 1992**

**City of Richardson, Texas**

**Assistant to the City Manager**

**1985 to 1989**

**City of Richardson, Texas**

**Administrative Assistant to the City Manager**

**1983 to 1985**

**City of Dallas, Texas**

**Administrative Assistant to the Deputy City Manager and Fire Chief**

**1981 to 1983**

**Isla Vista, California**

**Community Development Director**

**1977 to 1979**

**EDUCATION**

**Cornell University**

**Masters in Urban and Regional Planning, 1981**

Concentration in Urban Development and Management  
Professional Masters Scholarship 1979-81

**University of California, Santa Barbara**

**Bachelor of Arts, Political Science, 1977**

Magna Cum Laude Honors

Outstanding Community Service Award

*References Available Upon Request*