

COMMITTEE ON NATURAL RESOURCES
115th Congress Disclosure Form
As required by and provided for in House Rule XI, clause 2(g)(5)

Legislative Hearing on:

- **H.R. 4506 (Rep. Norma Torres)**, To provide incentives to encourage tribal job creation and economic activity, and for other purposes. "*Jobs for Tribes Act*."

January 17, 2018

For Individuals:

Name:
Address:
Email Address:
Phone Number:

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For Witnesses Representing Organizations:

Name: Derrick Watchman, Chairman, Board of Directors
Name of Organization(s) You are Representing at the Hearing: National Center for American Indian Enterprise Development
Business Address: [REDACTED]
Business Email Address: [REDACTED]
Business Phone Number: [REDACTED]

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For Nongovernment Witnesses ONLY:

1. Please attach/include current curriculum vitae or resume.
2. Please list any federal grants or contracts (including subgrants or subcontracts) related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the source and amount of each grant or contract.

DOD-Defense Logistics Agency-American Indian Procurement Technical Assistance Cooperative Agreement: \$750,000 for FY 2018; \$600,000 for FY 2017; and \$600,000 for FY 2016.

CDFI Fund-Technical Assistance Grant: \$150,000 for FY 2017

3. Please list any contracts or payments originating with a foreign government related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the amount and country of origin of each contract or payment. NONE

DERRICK WATCHMAN, MBA

C: [REDACTED]

E: [REDACTED]

QUALIFICATIONS

- 33 years of professional experience in Gaming & Hospitality, Tribal Government, Banking, Finance, Tribal Economic Development and Tribal Business industries
- 13 years senior level positions in the Investment Banking industry
- 7 years of CEO, CFO experience with multi-property tribal gaming & resort organization
- 8 years' experience as Chief of Staff and senior level positions with tribal nation and departments
- 2 years' experience with the US Department of Energy - Director of Indian Affairs - Washington, D.C.
- Fulfilled key leadership role in development of Navajo Nation's gaming assets, capital development, acquisition & structuring of gaming operations, human resources, marketing, legal, gaming compact and policy matters to support aggressive development and expansion of Navajo Gaming's four (4) casino/hotel start-ups
- As CEO, redirected Navajo Gaming with a new financial operating performance improvement plan for the period of 2014-2016, gaming's profitability increased by more than 70% and job creation of over 1,500 jobs through the 4 casinos and representing a total capital investment of more than \$372M
- Named Top Arizona CEO by Arizona Business Magazine. Recognized as one of Arizona's Most Influential Leaders for successful launch of four diamond Twin Arrows Navajo Resort Casino.
- **Results-Oriented** - Provide timely guidance, mobilize necessary resources, delegate & hold team accountable and monitor progress through periodic financial reviews, management team meetings, reports and team-building to achieve goals within established deadlines
- **Leadership** - Strong leader with collaborative management style and extensive experience serving on Boards of Directors, working in government agencies, serving committees as chairman or member and leading senior enterprise management teams
- **Analytical** - Vastly skilled in analytics encompassing all aspects of finance, operations, enterprise management and ad hoc reporting from smaller programs & capital projects to large-scale developments
- **Vision** - Highly accomplished in establishing short, mid and long-term visions for growth, diversification and development
- **Communication** - Dynamic inter-personal communication skills bring clarity to vision and unite teams behind a shared understanding of goals & objectives
- **Creative & Adaptable** - Very effective problem solver adept at relying on a combination of education, experience, analytical skills and intuition to develop action plans and lead teams to success in accordance with time demands
- **Team-Building** - Adept at assembling and building an effective team in compliance with the Navajo Preference in Employment Act utilizing people with varying skills, backgrounds and experience that complement the entire unit Value others through respect, solicitation of ideas & recommendations and interaction that builds trust-based relationships
- **Software Systems** - JD Edwards, Bally, Sage X3 Accounting/Casino Systems

CAREER

Sagebrush Hill Group, LLC - Window Rock, AZ

01/2017 - Present

President

- Provide advisory, acquisition and development services related to gaming, banking, finance, and economic development

Navajo Nation Gaming Enterprise - Window Rock, AZ

04/2009 - 12/2016

Chief Executive Officer

01/2013 - 12/2016

Established in 2006 providing gaming entertainment within Navajoland to visitors and locals alike. Currently operating four properties in New Mexico and Arizona, with over 2,800 slots, 32 tables, 9 pokers, 560 seat bingo, 200 room four-diamond hotel, 6 restaurants, and convention space and 1,350 employees.

- Senior officer in charge and leading the gaming & hospitality operations consisting of four casino operations and representing a total capital investment of more than \$372M

DERRICK WATCHMAN, MBA

- Redirected Navajo Gaming with a new financial operating performance improvement plan for the period of 2014-2016, gaming's profitability increased by more than 70% and job creation of over 1,500 jobs through the 4 casinos

Chief Financial Officer

10/2009 - 12/2012

- Designed, constructed, staffed and opened four casino & hospitality enterprises in a five-year period during deepest US economic recession in history
- Worked closely with Navajo Nation Gaming Regulatory Office to create comprehensive asset protection plan for surveillance, internal controls and compliance with Tribal-State Gaming Compacts. Worked directly with Navajo, state and federal agencies & institutions on the gaming compact, other matters including legal, financial, regulatory, economic, transportation, land acquisition, water rights and other matters

Financial Consultant

04/2009 - 09/2009

- Engaged by chief executive officer to assist with developing capital structure and securing financing to support aggressive development strategy for Navajo Nation's gaming & hospitality operations

JP Morgan Chase Bank, N.A. - Phoenix, AZ

01/2002 - 03/2009

Senior Relationship Manager & Vice President

- Senior banking executive in JP Morgan Chase's Native American Banking Group
- Responsible for banking relationships with Tribal casino/gaming operations, and other enterprises, and Native American Tribes across entire US
- Served in key leadership role for bank lending more than \$1B to Tribes for casino/gaming & hospitality enterprises, economic development, critical support infrastructure and other facilities for serving the needs of Tribal membership
- Worked directly with credit rating agencies, financial analysts, credit committees, other lending institutions, legal counsel and Tribal & enterprise leadership groups to structure & underwrite loans, provide financial advice & competitive analysis for gaming operations, development and construction development
- Assisted with development of cash management programs for Tribal governments to effectively manage cash for gaming & hospitality enterprises, capital projects and Tribal programs

Navajo Nation Executive Branch - Window Rock, AZ

01/2000 - 01/2002

Chief of Staff

Native American territory covering about 17, 544,500 acres, occupying portions of northern Arizona, southeastern Utah, and northwestern New Mexico. This is the largest land area retained by a Native American tribe, with a population of roughly 340,000. The Navajo Nation has an elected government that includes an executive office, a legislative house, and a judicial system. The executive system manages a large law enforcement and social services apparatus, health services, Diné College, and other local and educational trusts.

- Reported directly to Navajo Nation President supervising day-to-day activities of Executive Branch's Directors and Supervisors
- Provided leadership and management in all areas of staffing, personnel, administration, project management, information technology and economic development for 300 programs & departments
- Managed major projects including implementation of a \$500M annual operating budget
- Performed executive duties to include the implementation of policies & procedures, coordination of government services and managed negotiations on water, budget, financing, investment, banking, environmental and energy issue
- Served as acting Director for Education department
- Coordinated external funded program budgeting and contract negotiations, energy and electrification policy development, as well as state and federal lobbying and representation on the Native American Bancorporation Board of Directors

US Department of Energy - Washington, D.C.

09/1998 - 12/2000

Director of Indian Affairs

12/1999 - 12/2000

A Cabinet-level department of the United States Government concerned with the policies regarding energy and safety in handling nuclear material. The Tribal Affairs focus serves to strengthen the Department's relationships and interactions with the Tribes. Offering unique insights into the way Departmental programs and policies impact the Tribes, this office serves as the central point of contact for interactions with Tribal governments.

DERRICK WATCHMAN, MBA

- Responsible for enhancing quality of life, promoting economic opportunities and carrying out duties of protecting and improving energy assets of American Indians, Indian Tribes and Alaska Natives
- Served as highest senior liaison between Dept. of Energy and Tribal governments
- Proven track record of assisting Native American Tribes and businesses with achieving their stated goals in accordance with the highest standards of ethics, respect & integrity

Program Chief of Staff

09/1998 - 11/1999

- Accountable for providing leadership and management in all areas of staffing & personnel, administration, project completion, information technology and development to improve the asset acquisition/disposition of the organization
- Primary negotiator, project leader and manager of all special projects with duties including civil rights, EEO investigations, small business development, expanding the \$300M minority banking program and implementing minority community technical assistance programs
- Increased community and business development projects in states where the Department is located
- Expanded energy programs to Tribes including Indian preference power allocations
- Worked with Tribes on electricity deregulation & renewable energy grant programs

Wells Fargo Bank - San Francisco, CA & Phoenix, AZ

07/1995 - 08/1998

Assistant Vice President

- Commercial loan officer and relationship manager responsible for loan underwriting & documentation, credit scoring and approval, cash management advice and capital budgeting management to Indian Tribes, primarily tribal casinos
- Worked closely with other banking & lending institutions on lock box transactions, real estate valuations, security purchases and vault storage for Tribes and their casino enterprises

Derrick B. Watchman Consulting - Window Rock, AZ

06/1994 - 06/1995

Management Advisor

- Financial and management consultant to Tribes and private companies on Tribal tax planning, strategic planning, marketing & business planning, business start-up, Indian affairs relationship building, investment monitoring, banking strategies and economic development.

Dine Power Authority - Window Rock, AZ

06/1992 - 05/1994

General Manager

- Managed and directed the bulk power and energy development enterprise of the Navajo Nation

Navajo Tax Commission - Window Rock, AZ

05/1991 - 05/1992

Executive Director

- Responsible for directing tax division to include implementing tax-monitoring systems to improve cash flow and enforcement
- Successfully negotiated major tax settlements netting the Navajo Nation over \$100M in back taxes

Prudential Capital Corporation - Newark, NJ

06/1988 - 05/1991

Investment Manager

- Provided analysis and support of potential acquisitions, divestitures and investments to include all aspects of credit underwriting, due diligence, approval and closing processes as well as the hand-off to regional offices
- Wrote investment policies, updated asset allocation policy, instructed fund managers - trust agents
Developed & monitored the Nation's \$800M investment portfolio

Navajo Nation - Window Rock, AZ

06/1984 - 08/1986

Budget and Evaluation Analyst

- Responsible for developing, organizing and preparing annual operating budgets for Tribal programs

DERRICK WATCHMAN, MBA

- Presented annual operating budgets to 88-member Tribal Council and developed “management by objective” models for Tribal programs so that progress and performance could be measured and evaluated
- Conducted bi-annual program evaluations & audits to assess programs accomplishments relative to Tribal Charter

EDUCATION

- Master in Business Administration (MBA) - University of California, Berkley, California 1988
Finance and accounting concentration
- Bachelor of Science - Business Administration - University of Arizona, Tucson, Arizona 1984
Finance and accounting concentration
- Window Rock High School - Ft. Defiance, Arizona

SPECIALIZED TRAINING

- University of Nevada Gaming Executive Development Program for Executives
- NIGA Gaming Training Tracks
- Global Gaming Exhibition (G2E) Gaming Training Tracks
- Joseph Eve's Gaming Performance Analysis Training
- Chase Treasury Management Officer Training
- SBA Small Business Lending Intermediary
- Wells Fargo's Senior Credit Management Training Program
- Prudential Capital Corporation Credit and Financing Training Program
- American Public Power Association Energy Financing Workshops
- Talk Power, a Natalie Rogers public speaking program
- Duke University, Intermediate Accounting Review Course
- Chartered Financial Analyst Candidate Review Courses
- Management by Objective Training, University of New Mexico
- Department of Energy - Federal budgeting process courses

BOARD & SENIOR LEADERSHIP SERVICE

- Chairman of the Board - Grand Canyon Resort Corporation, the hospitality enterprise of the Hualapai Tribe's Grand Canyon West park
- Senior Executive Service Official - Appointed official for the United States Government in the U.S. Department of Energy
- Congressional Candidate - 2002 elections for the Arizona's Congressional District No. 1
- Commissioner - National Environmental Policy Commission headed by Congressman James Clyburn - Washington, DC
- Board Member - Native American Community Health Center, Phoenix, AZ
- Bank Board Director - Native American Bank, Denver, CO
- Chairman of the Board - National Center for American Indian Economic Development, Mesa, AZ
- Chairman of the Board - Navajo Forest Products Industries, Navajo, NM
- Vice Chairman - Navajo Nation Tax Commission, Window Rock, AZ
- Board Member - Arizona Rural Development Council, Phoenix, AZ
- Management Board Member - Navajo Tribal Utility Authority, Ft. Defiance, AZ

LICENSES

- Gaming License - Navajo Nation
- Gaming License - State of Arizona
- Gaming License - State of New Mexico

HOBBIES & INTERESTS

- Enjoy mountain biking, watching the latest movies and time with my family

Enrolled Member of the Navajo Nation