

**Carson City
Agenda Report**

Date Submitted: 3-7-14

Agenda Date Requested: 3-20-14

Time Requested: 30 minutes

To: The Board of Supervisors

From: Heather Renschler, Ralph Andersen & Associates

Subject Title: (Action Item:) Discussion and possible action to select and affirm the names of candidates to proceed through the City Manager hiring process.

Staff Summary: Heather Renschler will provide the list of City Manager candidates to the Board of Supervisors who she recommends are invited to proceed through the selection process.

Type of Action Requested: (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Presentation)

Does this Action Require a Business Impact Statement: Yes No

Recommended Board Action: I move to select and affirm the following names of candidates to proceed through the City Manager hiring process: _____.

Explanation for Recommended Board Action:

Applicable Statute, Code, Policy, Rule or Regulation:

Fiscal Impact: N/A

Explanation of Impact: N/A

Supporting Material: List of candidates selected by Ralph Andersen & Associates to be used by the Board of Supervisors.

Prepared By: Melanie Bruketta, HR Director 

Reviewed By:

Marena Parks
(Interim City Manager)

Date: 3/11/14

Urbel Pinkit
(Finance Director)

Date: 3/11/14

[Signature]
(District Attorney)

Date: 3/11/14

Board Action Taken:

Motion(s): _____ 1) _____ Aye/Nays
2) _____

(Vote Recorded By)

**The Consolidated Municipality
of Carson City**

City Manager

Recommended Applicants

As of March 11, 2014

Total Number of Applicants: 7

Candidate	Current Position
Fontaine, Jeffrey	Executive Director Nevada Association of Counties Carson City, NV
Giomi, R. Stacey	Fire Chief/Emergency Management Director Carson City Fire Department Carson City, NV
Hacker, Timothy	Former City Manager City of North Las Vegas North Las Vegas, NV
Johnston, David	City Manager City of Maple Valley Maple Valley, WA
Marano, Nicholas	Managing Member Marano and Associates Consultants Carlsbad, CA
Nichols, James	Assistant City Manager City of Midland Midland, TX
Rauhut, Curt	Director, Resource Management United States Army San Antonio, TX

Jeffrey Fontaine



February 21, 2014

Heather Renschler
Ralph Anderson & Associates

Dear Ms. Renschler:

Please accept this letter as an enthusiastic expression of my interest in the position of Carson City Manager. To have the opportunity to realize my long term career goal of being a city manager in my home town is unparalleled.

I have immense civic pride and profound appreciation for the assets that make Carson City an extraordinary place to live, work and raise a family. I believe my experience and abilities would enable me to be an effective city manager and to help lead Carson City in their pursuit of continuous quality improvement of services that contribute to the economic growth and quality of life in our community.

A mainstay of my career has been to prepare thorough analyses and recommendations for various boards so they can make the most informed decisions possible, empower staff to develop creative solutions in the delivery of services, build consensus among disparate stakeholders and maintain effective communications. I value transparency and accountability in government and know the challenges that Nevada's local governments face in providing services with limited resources and within the constraints of Dillon's Rule. My public service experience includes both strategic planning and crises management.

Serving as Executive Director of the Nevada Association of Counties for the past seven years has given me a breadth and depth of knowledge about how Nevada's local governments operate and the many services they provide, including best practices and regional solutions. I am a tireless advocate for Nevada's counties and provide leadership to a diverse governing board comprised of commissioners and supervisors from every County to reach consensus on complex issues. I also provide advice to individual county commissioners and staff on a variety of services including; indigent hospital and nursing home care, tax revenues, land use, public health, environmental services and public works. As Director of the Nevada Department of Transportation I reported to the State Transportation Board which is chaired by the Governor and includes the Lt. Governor, State Controller and Attorney General and was responsible for annual budgets in excess of \$600 million, a work force of 1,700 employees, and numerous consultants and

contractors to assure the quality, budget and schedule for delivering transportation projects. The Department's work program was prepared in collaboration with local governments and other stakeholders from across the State to balance the demand for new facilities during a period of unprecedented growth with the need to maintain the condition of existing roads and bridges, rated among the best in the nation.

My representation of Nevada's counties on boards and committees includes; the University of Nevada Cooperative Extension Advisory Committee, the Attorney General's Open Meeting Law Task Force, Nevada's Broadband Task Force, the Nevada Department of Business and Industry's Bond Cap Advisory Committee, the Rural Subcommittee of the Nevada Supreme Court's Indigent Defense Commission, the Rural Retired Senior Volunteer Service Program Board of Directors and Chairman of the Nevada Health and Human Services Grants Management Advisory Committee.

My career has also afforded me the opportunity to collaborate on projects and policies that are beneficial to Carson City such as assuring that the construction and operation of the water system was in compliance with federal and state drinking water standards and working with the Board of Supervisors to finance and construct the Carson City Freeway and other transportation infrastructure. As NACO Executive Director I work with many stakeholders to advocate for legislative measures on behalf of Nevada's counties. One example is Senate Bill 3, which I presented and was enacted in the 2013 legislative session, caps counties financial liability for the Medicaid match program for long term care and is projected to save Carson City \$600,000 per year.

My community service includes the Carson City Regional Planning Commission, Carson City School Board, Carson Area Metropolitan Planning Organization and youth sports programs.

I would be honored to serve Carson City and appreciate the opportunity to be considered for this important leadership position. Please do not hesitate to contact me if you have any questions.

Sincerely,

Jeffrey Fontaine

Jeffrey A. Fontaine



Education

Master of Public Health, Environmental Health Sciences, May 1987, University of California, Berkeley, CA

Master of Science, Environmental Engineering, August 1979, Northeastern University, Boston, MA

Bachelor of Arts, Liberal Arts, Temple University, August 1976, Philadelphia, PA

Experience

January 2007 - Present
Executive Director
Nevada Association of Counties, Carson City, NV

Executive Director of the state association for county government officials in Nevada, and reporting to the NACO Board consisting of commissioners from each of Nevada's 17 counties. Monitor and analyze Federal and State policy, develop positions and advocate for county issues with the Legislature, Members of Congress and executive agencies. Provide training and technical assistance to county governments on relevant programs and services.

June 2003 – December 2006
Director
Nevada Department of Transportation, Carson City, NV

Chief Executive Officer of the Nevada Department of Transportation with a \$674 million annual budget and 1,700 employees engaged in road and bridge planning, design, construction, maintenance, and operation; and rural transit, reporting to the State Transportation Board which is chaired by the Governor and includes the Lt. Governor, Attorney General, Controller and 3 public members. Responsible for over \$1 billion in new construction projects.

July 1995 - May 2003
Deputy Director
Nevada Department of Transportation, Carson City, NV

Chief Operating Officer of the Nevada Department of Transportation responsible for the day-to-day operations of all Department business functions, and its 1,700 employees. Acted on behalf of the Director when he was unavailable or when the Director had delegated such authority.

June 1987 – June 1995
Supervisor of Public Health Engineering
Nevada State Health Division, Carson City, NV

Nevada's Safe Drinking Water Administrator responsible for the development and implementation of regulations governing the construction, operation and quality of Nevada's 760 public water systems and responding to waterborne disease outbreaks. Supervised engineers responsible for approving subdivision maps for water quality, swimming pool construction, on-site waste disposal systems and public works projects in rural counties. Worked with the Nevada Legislature to pass laws establishing mandatory water system operator certification, water system viability, and a \$200 million grant and loan program for water system improvements. As President of the Association of State Drinking Water Administrators, worked with Congress on Federal legislation and USEPA on development of federal regulations.

December 1979 – May 1987
Environmental Engineer
U.S. Environmental Protection Agency, San Francisco, CA

Implemented the Safe Drinking Water Program on Tribal Lands in Arizona, California and Nevada, including conducting inspections, overseeing compliance with monitoring requirements, and coordinating improvements with Tribal water system operators and the Indian Health Service. Developed and managed a comprehensive program to assist Micronesian governments in improving water supplies including; conducting sanitary surveys, providing technical assistance and operator training, coordinating the efforts of federal and international agencies to develop new water sources, upgrade system infrastructure, design appropriate island technologies, and instituted public education. During a two-year assignment with the California Department of Health Services, conducted surveys of public water and wastewater reclamation facilities in five northern California counties.

Licenses

Registered Professional Engineer (Civil), Nevada (Currently Inactive) and California

Professional Affiliations

Association of State Drinking Water Administrators, President 1994

Nevada Environmental Health Association, President 1989

Community Service

Carson City School Trustee, March 2006 to December 2006

Carson City Regional Planning Commission, Commissioner 1991 - 1995

Awards

U.S. EPA Bronze Medal for the Trust Territory Water Supply Initiative

R. STACEY GIOMI



February 7, 2014

Heather Renschler
Ralph Anderson and Associates
5800 Stanford Ranch Rd, Suite 410
Rocklin, CA 95765

Thank you for your time and consideration while reviewing my resume for the City Manager position for Carson City. During my career, collaboration, teamwork, cooperation, and passion have been the drivers that have allowed me to succeed. These skills, combined with my community knowledge and involvement, are critical to being successful in the City Manager's position.

Please consider the following:

- My deep connection to the community, with strong ties to the organizations, businesses, and people that make up the heart of what our local government strives to be.
- A comprehensive background in leadership and management, with strong knowledge of the operation of local and state government. This is evidenced by testimony to the Nevada Legislature, the Board of Supervisors, and other county commissions, as well as various boards, committees, and commissions.
- Dedication to service and involvement in community organizations, professional groups, and non-profit organizations, including three years as president of the Nevada Fire Chiefs Association - a non-profit organization that serves career and volunteer fire organizations throughout the State of Nevada.
- Demonstrated performance in program and project management, administration, team building, and leadership.
- Recipient of a Cashman Good Government Award for saving public funds through a cooperative effort with the East Fork Fire and Paramedic Districts.
- Thirty years of positive interaction with peers, political figures, subordinates, other agency personnel, and the public. Proven ability to cultivate productive relationships with key decision makers and participate in strategic planning to achieve agency goals.
- Ability to effectively communicate verbally and in writing; self-motivated with a strong attention to detail.

Employment with Carson City has afforded me the opportunity to be involved in many cross disciplinary projects. When Carson City needed an Interim Human Resources Director, I was asked to fill that role. In this position, we completed negotiations on three separate employee contracts, resolved multiple employee grievances, conducted an EEO investigation, and continued day-to-day departmental operations. Along with the Public Works Director, we split time managing the Health and Human Services Department while a search was conducted for a new director. Filling a role on the City budget team allowed me the opportunity learn about the budgets within each department and participate in finalization of the annual capital budget. During these processes, teamwork has been the hallmark for many of the projects that I've participated in.

The next Carson City Manager will continue to deal with growing demands at a time when budgets remain relatively flat. Public construction projects are on the horizon, and those will need to be properly managed with an emphasis on community participation and fiscal accountability. Developing a cohesive strategic plan in a collaborative manner will be an early goal that must be addressed. The skills that have allowed me to successfully manage a complex fire agency are transferrable to the City Manager position and will allow me to succeed in that role.

My exceptional dedication to public service, coupled with my dependability, compassion, entrepreneurial spirit, determination, awareness, and enthusiasm, will be a significant asset to the City Manager position. The City Manager must be a cheerleader for our community, the citizens who live here and the employees who serve them. Local government has been my passion for over 30 years, and filling the role of City Manager will afford me the honor of continuing that community service commitment.

Sincerely,

R. Stacey Giomi

R. Stacey Giomi



EMPLOYMENT

Carson City Fire Department

November 1983 - Present

Fire Chief/Emergency Management Director

January 2005-Present

Chief of Fire Department. Responsible for all aspects of department operation including fire, emergency medical services (EMS), hazardous materials, and emergency management. Oversee a staff of 74 and a budget of \$13 million, including an enterprise fund of \$4.4 million. Coordinate citywide disaster response and training with responsibilities across all city departments and divisions. Assigned to the citywide budget team developing the City's general fund and capital budgets. Performed as Interim Department Director for the Human Resources Department, leading the City's team in negotiations with two Sheriff's Department bargaining units and the City's general employee association bargaining unit. Co-managed the Health and Human Services Department during a change in the Department Director position. Perform as Acting City Manager in the City Manager's absence. Current salary: [REDACTED].

Assistant Chief/Fire Marshal

January 2004-December 2004

Responsible for code enforcement, fire prevention planning, public education programs, and coordination of the Department's hazardous materials program. Developed ordinances and the adoption of two cycles of the model fire code, including writing city ordinance and developing code amendments. Acted as the Fire Chief in the Chief's absence. Responsible for budgeting and program development. Responsible for emergency management function.

Training Chief/Emergency Manager

March 2003 – December 2003

Responsible for providing and coordinating training for all fire department personnel. Provided training in emergency operations and emergency management to city staff. Coordinated federal and state grant programs in homeland security, hazardous materials, and wildland fuels management. Obtained grants in excess of \$3 million over a two-year period. Produced divisional budget and coordinated all new hire and promotional examinations. Responsible for all aspects of emergency management.

Battalion Chief

October 1997 - February 2003

Responsible for the entire operations division of the Fire Department. This included program management, budgeting, apparatus and equipment specification and purchase, employee review, command/control of major fire, EMS, and hazmat incidents.

Captain**July 1992 - September 1997**

Responsible for operations within a single fire station. Supervision of a crew of five to seven emergency response personnel. Response to emergency incidents, employee counseling, manage individual aspects of special programs. Development of initial hazmat program for the Department. Additionally, perform all the duties related below.

Firefighter/Pump Operator Driver**November 1984 - June 1992**

Responsibilities included responding to and controlling fire and other related emergencies. Performed public education duties, drive fire apparatus and emergency vehicles to incident scenes, performed general apparatus and building maintenance, conducted fire prevention inspections, and other related duties.

Dispatcher**November 1983 – October 1984**

Responsibilities included receiving and processing emergency calls. Dispatched fire and ambulance resources to incidents. Maintained and updated computer files and computer aided dispatch systems.

Volunteer Firefighter/EMT**July 1980 – October 1983**

Performed community service standby events. Responded to station to provide coverage during full-time employee deployments. Responded to fire and EMS incidents.

Other Employment**EMT Course Coordinator****January 1999 – June 2002**

WESTERN NEVADA COMMUNITY COLLEGE

CARSON CITY, NEVADA

Instructed EMT students, coordinated contract instructors, coordinated with local hospital and fire agencies to coordinate internships for students, and worked with State of Nevada for certification testing of students. (Part-time)

Adult Softball Commissioner**January 1983 – December 1998**

CARSON CITY PARKS AND RECREATION

CARSON CITY, NEVADA

Managed 200 + team adult softball league for Carson City Recreation. Coordinated field maintenance, umpire rotations, team scheduling, and tournament scheduling. Managed food sales and field coordinators. Supervised 15 part-time staff in various positions. Managed a \$100,000 budget with spending authority for field supplies and staff. (Part-time)

Radio/Television Broadcaster**November 1983 – February 2003**

SELF EMPLOYED

CARSON CITY, NEVADA

Freelance radio and television broadcaster covering regional and state sporting and news events as well as general radio announcing. Provided coverage for local and nationwide media outlets. (Part-time)

Operations Manager
WOODWARD COMMUNICATIONS (KPTL/KKBC RADIO)

June 1979 – October 1983
CARSON CITY, NEVADA

Radio broadcaster at a combination AM/FM radio station. Performed DJ work and news coverage> Managed operational details, including scheduling, budgeting, promotional/marketing, and music programming.

EDUCATION

U.S. FIRE ADMINISTRATION - NATIONAL FIRE ACADEMY **EMITTSBURG, MARYLAND**
Executive Fire Officer Program

Cogswell Polytechnical College **SUNNYVALE, CALIFORNIA**
Bachelor of Science - Fire Administration
Bachelor of Science – Fire Prevention Technology
Graduated Summa cum Laude

WESTERN NEVADA COMMUNITY COLLEGE **CARSON CITY, NEVADA**
Associate of Applied Science - Fire Science Technology

PROFESSIONAL AFFILIATIONS/SERVICE

- President – Nevada Fire Chiefs Association
- Past President – Northern Nevada Fire Chiefs Association
- Governor's Appointment to:
 - Nevada Commission on Homeland Security – Funding Committee
 - State Emergency Response Commission
 - Emergency Management Coordinating Council
 - Homeland Security Working Group

COMMUNITY SERVICE

- Vice President – Advocates to End Domestic Violence
- Past Member - Western Nevada College, Athletic Development Committee
- Past Member – Health Smart Community Service Organization
- Past Member – AYSO Youth Soccer Regional Council
- Past President – PTA, Al Seeliger School
- Past Member – Church youth advisor group

February 20, 2014

City of Carson City

Attn.: Ms. Heather Renschler, Ralph Anderson & Associates

Submitted via E-mail: apply@ralphandersen.com & heather@ralphandersen.com.

RE: Candidate for position of City Manager, Carson City, NV

Dear Ms. Renschler, Honorable Mayor and City Council,

I wanted to take this opportunity to introduce myself and explain my interest in the City Manager position with the City of Carson City, NV, as I found posted on the ICMA CareerNetwork web page. I am providing a copy of an executive summary of my resume, complete resume which includes references and salary history for your review and would be pleased to complete any additional application materials required. I would request that all materials be held in the most confidential manner allowed by State and local statute until such time as they must be made public.

My current search comes as a reality of changing political direction and priorities at my prior engagement as City Manager, North Las Vegas, NV, resulting from the election of a new mayor, council member and changes to council leadership. While I took the position fully aware that I would be viewed as a change agent, I also was able to build and hold consensus of the elected officials during my tenure as very unique approaches to resolving unsustainable labor agreements were implemented. I have attached a selection of articles that may help provide insight into the many challenges I inherited, and some of the progress made during my tenure. I do seek out and enjoy challenges, but to reverse the effects of years of severe fiscal challenges and labor agreements requires continuity of support from the elected leadership.

The enclosed resume details my 25+ year, multi-disciplined educational and career background. I have sought and taken advantage of opportunities that have provided exposure to a variety of governmental service and functions, which range from a supporting role to being the tip of the spear. The positions held, in multiple states, have required me to quickly develop strong relationships with policy makers, staff and constituents within the community as well as a much broader region. I have had countless opportunity to work with constituent-customers, and have developed skills that have allowed me to work effectively with them, often in strained circumstances. Effective communication skills are essential to the overall effectiveness of a public administrator, but the most important skill is to be a good listener first.

Public managers are faced with the additional challenge of effectively communicating organizational approaches to staff so that a clear and consistent message is always presented to the community. Today our constituency is shared with a variety of other public entities, and we are expected to do more with less. This mandates that we work effectively with other public entities in order to lessen any overlap or duplication of services. Maintaining focus on who you are serving is vital, and ego's or ownership must be put aside.

Today's public sector manager must take innovative approaches to problem solving, or conducting everyday business. I am not satisfied with continuing to do business as usual and examples of recent efforts would include:

- Negotiating and leasing jail space from Las Vegas to reduce costs of operations by \$11 million the first year, and \$16 million in subsequent years;

- Concluding negotiations with Clark County to resolve a waste water discharge issue that had lingered for several years, and which will solve an insect nuisance issue of adjacent homeowners;
- Coordinated evaluation and eventual recommendation to our City Council on the adoption of a fiscal emergency resolution to limit growth of wages and benefits to emergency service employees, while ensuring police and fire staffing remained constant;
- Recommending and having Council implement a resolution to double general fund reserves from 4% to 8%, and maintaining such end balance during my tenure;
- Evaluated and recommended AGAINST raising property tax rates in North Las Vegas, NV, Mesquite, NV, and Kewanee, IL, but instead sought alternate sources of revenues to pay for continuation or improvement of services and/or capital projects;
- Developed and implemented a Customer Service Pledge and initiated a customer service training for all employees of the City of North Las Vegas, NV, and Mesquite, NV;
- Worked to engage new owners on stalled Park Highlands master planned community in North Las Vegas, of over 2,000+ acres to negotiate an updated development agreement;
- Continued to utilize Redevelopment Area (RDA) funds to secure parcels critical to long term redevelopment plans, and also continue to engage private sector development interests on projects that had fallen victim to recessionary realities;
- Developed approaches to planning and implementing numerous large capital projects (CIP), some to meet changing federal or state regulations, or to prepare for demands of rapidly growing communities, and on occasion to become better able to meet demands of new economic opportunities like recreational tourism, all of which are noted in my resume.

Municipal service programming and delivery requires the development of partnerships or contracts with other community organizations, as well as with regional, state and federal agencies. Often times contracting with private sector partners provides a much higher level of service at a more sustainable cost.

I believe in the concept of local government being in partnership with local residents and other stakeholders, and I strive to include constituents. Collaboration and partnership are important parts of a successful community development approach. I have participated in numerous strategic planning efforts, and have diligently worked to implement these plans. Actively participating in the planning for legislative sessions and ensuring that sound relationships with legislative members, lobbyist and other key officials in state governments are develop has served my employer well.

The opportunity I would hope to attain in securing the position of City Manager of Carson City is to achieve a leadership position in a community that appreciates a consistent, decisive approach to management, as tempered through a collaborative decision making process. Although I have enjoyed Southern Nevada, I do not want to ignore job opportunities in locales that will provide new challenges in a desirable regional environments. I truly enjoy interaction with the public and other professionals, and believe that I can bring an intensity and work ethic that will prove beneficial to the City of Carson City. I hope that the Carson City community would benefit from the sacrifices I have made to gain the diversified governmental background I possess; build upon my 25+ years of experience in local government; 7+ years of experience in the western United States and with countless state and federal agencies; and to establish a long term relationship with the organization and community.

I would appreciate a chance to further discuss this career opportunity with you, and would be happy to schedule a time to do so at your convenience. Thank you for your consideration.

Sincerely,

Timothy R. Hacker

Timothy Hacker – Introduction

EDUCATION

List your significant education (degrees and other significant certifications)

Master of Public Administration, Southern Illinois University,
Edwardsville campus, 1992

Bachelor of Science, Community and Regional Planning, Minor in Political Science
Iowa State University, 1987

EXPERIENCE

<i>City Manager</i> , North Las Vegas, Nevada	Sept 2011 to Sept 2013
<i>City Manager</i> , Mesquite, Nevada	Feb 2006 to May 2011
<i>City Manager</i> , Kewanee, Illinois	Jan. 1997 to Feb 2006
<i>Senior Planner</i> , Peoria County, Illinois	Oct 1994 to Jan 1997
<i>Sales Representative, Marso Distributing, AG Parts, LTD.</i> Missouri Sales Territory	April 1994 to Oct 1994
<i>Executive Director, East Central Iowa Council of Governments</i> Cedar Rapids, Iowa	June 1993 to April 1994
<i>City Administrator</i> , Humboldt, Iowa	June 1991 to June 1993
<i>Planning Director, North Iowa Area Council of Governments</i> Mason City, Iowa	July 1989 to June 1991
<i>Planning and Zoning Admin</i> , Wood River, Illinois	Dec 1987 to July 1989

BACKGROUND

The City of North Las Vegas, NV, is a full service municipal government serving 223,000 +/- residents within an incorporated area comprising 100 square miles, 48% developed. When I started with North Las Vegas in September 2011, I took responsibility for a total budget FYE 12 of \$525+ million, which included 1,350 FTE positions and a general fund budget of \$125+ million. The current FYE 14 budget included 1,250 FTE positions with a general fund budget of \$120 million, and a total budget of \$376.6 million. I had an executive team consisting of 12 direct reports, and an office support staff of 11.

The City of North Las Vegas continues to suffer the impact of the Great Recession that attributed to the loss of nearly 55+% of assessed valuation; highest foreclosure and unemployment rates in the nation for the last 4 years; a 50+% reduction in staffing; and continued obligation for generous and unsustainable union contracts. North Las Vegas is also the most socio-economic and ethnically diverse community in Nevada. The union contracts I inherited were struck in more robust economic times and their terms extended as part of minor concessionary agreements that did little to reduce the City's short or long term liabilities. I was challenged to balance budgets that included deficits of \$33+/- million in 2012-13 and \$18+/- million in 2013-14 which was

Timothy Hacker – Introduction

primarily accomplished by negotiating an inter-local agreement with a neighboring jurisdiction for jail services saving \$11+ million in the first year, increasing to \$16+ million each year thereafter. Also, our team analyzed any opportunity to contract for new work or service delivery to avoid creation of long term staffing liabilities, of course within the limitations established by the collective bargaining agreements.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

I thrive working in organizations and communities that will continue to build upon my desire for local government to involve and engage the residents it serves; an organization that appreciates innovation and developing private-public partnerships allowing commerce to thrive; a community that appreciates working collectively and regionally which will help derive greater returns than remaining isolated. Carson City provides an opportunity to work in a desirable regional environment, and to utilize the experience and skills honed during a 25+ year career while providing opportunities for continued professional growth. I know Nevada and will hit the ground running and demonstrate that my work ethic, emphasis on customer and performance driven service will benefit Carson City in both the short and long term.

As a manager, I strive to be inclusive and engage staff on all levels to participate in problem solving and developing strategies to improve efficiencies. I also believe I am hired to be a calm, respectful and consistent decision maker and to find ways to deescalate anxiety when addressing unexpected problems or setbacks. I do not believe in managing by crisis! Give employees trust and respect and true crisis will seldom occur.

Further, I believe staff and elected officials find that my management style is calm, collaborative, and decisive but tempered through involvement of decision makers and leaders early and often. My role as City Manager is to provide support and resources to ensure that operational objectives and strategic planning goals are achieved. Once information and a plan has been developed and agreed upon, I am a decisive and performance oriented manager.

Strengths would include my practical and pragmatic approach to problem solving, a manager who is truly focused on being a trustworthy steward of community resources. I try to defuse tension and infuse humor whenever possible. I truly respect the role of elected officials and work to be responsive and responsible to their vision and direction. I have also worked with countless federal and state agencies on issues unique to our desert ecosystem which range from endangered species to flood prone areas. Weakness might include a restlessness to move forward at a pace that may be uncomfortable for some. I also desire to be accountable when implementing programs, which may require me to be more involved on the front end than some staff may like.

Performance and achieving established strategic goals are essential to meeting the needs of a community, and local governments primarily deliver services through employees. Getting to know an employee's capabilities and limitations is essential to evaluating their abilities. Individuals must be in positions that they are able to succeed at, and clear objectives should then drive performance expectations. Community strategic plan goals should be the focus of departmental objectives, from developing work plans, budgets and expectations of employees.

Timothy Hacker – Introduction

Many departments are also required to track information for outside agencies and for implementation of grants, and they often can become a sound metric that an employee will find meaningful. The collection and analysis of data should be done at least quarterly, and of course shared with the Council and community to help in the eventual review of strategic objectives and setting of future priorities.

While systematic evaluations are beneficial, I have never been one to avoid sitting down with an employee as needed to give praise, or help them to understand if expectations are not being met, and to develop a plan to allow for improvement. I have always encouraged employees to seek avenues to gain new skills within budgetary realities, and to create networks with others in their professions. I have embraced the need for succession planning at every level of the organizations I have served, and often muse with my staff and the elected officials that if I were run over by a bus tomorrow, the organization would not feel the bump. Establishing a good and continuous exchange with staff is essential to ensure that they are clear on expectations. During my career I have had more opportunity to praise employees than to discipline, however I have had to engage in progressive discipline that has led to termination of employees, and I always ensure that a fair, consistent and defensible process is followed.

Professionally, I gain the most satisfaction when a new idea is researched and implemented that results in operational savings. Most recently I was involved in evaluating the change in how North Las Vegas provided jail/correction services, and this resulted in the negotiation of an agreement with the City of Las Vegas to lease a facility to house our male inmates with our staff imbedded, and established fixed rates for housing female inmates that resulted in a first year savings of \$11 million which would increase to \$16 million annual savings thereafter. I am also pleased to have finalized the implementation of a Development Service Center (DSC) when the new North Las Vegas City Hall opened in November 2011. The DSC allowed us to provide a one stop shop for all development review and business licensing services, which allowed us to streamline permit review process between departments, and actually allow for expansion of the number and types of permits that could be issued over the counter. I also worked to develop and implement customer service training for employees in Mesquite and North Las Vegas, which included each employee signing a pledge outlining the objectives of great customer service.

While dramatically improving the fiscal stability of North Las Vegas by doubling undedicated reserves from 4% to 8% and maintain the same during my tenure, I was unable to convince regional or state officials for a more significant and expedited improvement in the distribution formula of C-tax from the state to municipal governments. The new 2013 formula in which I participated in the negotiations will allow the recalculation of base distributions each year to include any excess distributions from a previous year, however the benefit of this formula will be incremental and take much longer than desired or needed to sustain North Las Vegas.

I view the challenges facing Carson City to include:

- Continued stewardship and sound fiscal practices to maintain a consistent level of service and an overall stable organization during robust or declining economies, which should include established reserves to address anticipated and deferred maintenance;
- Work with the community, service groups and business organizations to develop the next

Timothy Hacker – Introduction

generation of leadership, and to find ways to get residents engaged and willing to serve and participate;

- Continued focus on providing an environment inviting and friendly to business and primary employers and continue the rich tradition of compatible land use and attention to multi-model transportation options;
- Diversify the local economy and develop a reputation that Carson City is THE regional business and employment center, desiring and inviting sustainable corporate citizens;
- Developing an approach to support and enhance arts, entertainment and recreation benefiting Carson City and the region, and/or evaluate potential for public-private approach to achieving the same with sustainable financing for construction, operations and maintenance;
- Continued emphasis on performance oriented customer service, and maintenance of mutually beneficial relationships with other regional governments, business community and development partners.

During the first six months of my tenure I would:

- Review financial reports, budgets and audits as well as any trend analysis of revenues, and forecasts related to short and long term liabilities;
- Familiarize myself with ordinances and regulations; strategic and long range plans currently being implemented, as well as development projects under consideration;
- Establish a report with elected officials and community leaders seeking to understand their assessment of the communities capacities and limitations, and the top three priorities for the community and organization from their perspectives;
- Introduce myself to staff and regional counterparts, sharing my desire to be a supportive, inclusive and collaborative partner;

I have been fortunate to have developed strong relationships with reporters of all media formats. I have always worked to honor requests for interviews in a timely and fair fashion, as I also ensure they receive relevant and factual information. Most importantly, I work to ensure that reporter's queries are directed to appropriate leadership or staff, and work to develop a practice that the Mayor and Council are comfortable with, and are participatory. However, during a 25+ year career serving local governments I have attracted supporters and detractors and have learned to appreciate you never fully control message or content when dealing with the media or the burgeoning blogosphere. In 1993, while serving as Executive Director for a council of governments in East Central Iowa, two articles appeared in local print media related to a calendar/scheduling program that contained playboy style photographs of women. I disclosed the same to the full board and took responsibility. In 2012 I tried to purchase a home in North Las Vegas that was in a short sale situation, and while renting the home the seller was unable to provide clear title by the second closing date and Bank One foreclosed on the property. The seller then took action to try and evict us that ultimately required a court order to release the escrow (as seller refused) and use the same to satisfy rent. I wish I had learned more about who the seller was prior to making an offer on the home, as a quick check of county court records revealed much after it was too late. Two unions I was negotiating concessions with chose to make comments about this personal matter to local media. These same local union leaders may reach out to their counterparts, or most likely be contacted by their counterparts in any city I am

Home Address/Phone



Career Objective

To continue a career in public service by securing a position that would utilize my demonstrated ability to provide resources and support to staff; effectively communicate organizational positions, ideas and policy to all; implement strategic planning, economic and redevelopment initiatives, and effectuate project completion. Recognizing clients and identifying their needs is my first priority, and I believe my 25+ years of varied local governmental service uniquely qualifies me to achieve this priority.

Professional Experience

- | | |
|---|----------------------------------|
| City Manager
North Las Vegas, Nevada | September 2011 to September 2013 |
| City Manager
Mesquite, Nevada | February 2006 to May 2011 |
| City Manager
Kewanee, Illinois | Jan. 1997 to February 2006 |
| Senior Planner, Peoria County
Peoria, Illinois | October 1994 to January 1997 |
| Sales Representative, Marso Distributing, AG Parts, LTD.
Missouri Sales Territory | April 1994 to October 1994 |
| Executive Director, East Central Iowa Council of Governments
Cedar Rapids, Iowa | June 1993 to April 1994 |
| City Administrator, City of Humboldt
Humboldt, Iowa | June 1991 to June 1993 |
| Planning Director, North Iowa Area Council of Governments
Mason City, Iowa | July 1989 to June 1991 |
| Planning and Zoning Administrator, City of Wood River
Wood River, Illinois | December 1987 to July 1989 |

Educational Background

- | | |
|---|---|
| University/Graduation Date:
Southern Illinois University, Edwardsville, IL
December 1992 | Degree/Field: Master of Public Administration
Major: Public Administration
Emphasis: City Management |
| University/Graduation Date:
Iowa State University, Ames, Iowa
December 1987 | Degree/Field: Bachelor of Science
Major: Community and Regional Planning
Minor: Political Science |

DAVID W. JOHNSTON

February 7, 2014

Ms. Heather Renschler
Ralph Andersen & Associates
Executive Search Consultants
Sent via email: heather@ralphandersen.com

Dear Ms. Renschler:

I was excited to read about Carson City's need for a City Manager. I am looking for a challenging position with an important public service organization that could utilize the skills that I have developed over the years. Leading Carson City and its role of providing both municipal and county services is such a professional opportunity. Please accept this letter and enclosed resume as my application for the position.

As you can see from my resume I have had a 26-year professional career in public service in areas that will serve Carson City well as it embarks on an exciting new future. My professional background includes:

- * Twenty-five (25) years of working with elected officials and community-related boards of directors.
- * Fifteen (15) years of experience as a professional local government manager.
- * Significant experience in effective intergovernmental relations with local, state and federal agencies, including the Departments of Defense, Commerce, Transportation and HUD.
- * Broad involvement in legislative affairs and strategic public/private partnership development.
- * Developing with Boards and staff multi-year budgets and capital improvement programs that meet both Board goals and departmental needs.
- * A strong background in economic development, growth management, strategic planning and public safety.
- * Dealing with the challenges brought on by changing demographics and economies of a community or of an organization.
- * Active on committees of three state municipal leagues, of regional COGs & MPOs and professional trade associations.
- * Being a fair and just employer by encouraging staff involvement and accountability.

Throughout my public service career, I have always been sensitive to the importance of earning and keeping the public trust and the need to develop strategic partnerships to help achieve community goals. All in all, I have had to deal with many different constituencies, to work with staff providing vital public services and to manage various planning initiatives to support the current and future needs of a community.

Overall, I believe that my rich management background, leadership skills and my personal drive for success qualify me as a candidate for the City Manager position with Carson City. I hope we have the opportunity to discuss my credentials further during a personal interview. You can contact me at [REDACTED] or via e-mail at [REDACTED]. I appreciate your consideration and I look forward to hearing from you soon. Thank you.

Sincerely,

David W. Johnston

DAVID W. JOHNSTON

EXPERIENCE

City Manager

April 2009 to Present.

Maple Valley, Washington

Population: 24,000 45 FTEs + 35 Seasonal

Annual Budget: \$24 million including storm water & street utilities, golf course & lake management.

- * Manage a full-service community that is dealing with significant population growth and its pressures on the supporting infrastructure and on the local culture of the community.
- * Restructured the City's economic development committee with local and regional representatives from commercial real estate, commercial development, transportation, education, banking, utilities businesses and local citizens and businesses, leading to SWOT analysis and Council recommendations.
- * Worked closely with a facilitator and the economic development committee to develop a strategic economic development strategy as a recommendation to the City Council.
- * Manage the contract with King County for police services within the City.
- * Chaired and directed the process to update the City's emergency management plan.
- * Chaired and directed the process of the Golf Course Task Force to develop a strategy to guide the golf course operations from a subsidized operation to an enterprise fund operation.
- * Leading an initiative to assess the technology needs and communications systems within the City.
- * Represents the City on a unique tri-cities transportation committee looking a ways to mitigate the unmet transit needs of southeast King County and other transportation issues.
- * Represents the City on negotiations with King County to annex various parcels of land into the City.
- * Continually manage and restructure the City's tight budget with a goal of balancing the City's ability to meet service demands and needs of the citizens with the public resources available. Over my years of service the City has maintained its levels of service with only 2 lay-offs of employees.

Public Management Consultant

February 2008 to March 2009

Village of Savoy, IL: Updated the comprehensive plan and assisted in recruiting/succession planning.

City of Aledo, IL: Served as part-time Interim City Administrator (January 2009 to March 2009).

Village Administrator

September 2004 to February 2008

Rantoul, Illinois

Population: 13,000 85 FTEs + 50 Seasonal

Annual Budget: \$50 million including Water/Sewer/Gas/Electric Utilities & Airport

- * Managed full-service community that faced significant redevelopment challenges associated with the closure of the former Chanute Air Force Base.
- * Guided the negotiations with the U.S. Air Force on the transfer ownership of 850 acres of former base property to the Village (including the airport).
- * Aggressively managed discussions between the U.S. Air Force, the U.S. EPA, FAA and state agencies to resume federal and state funding for capital improvements at the airport.
- * Worked with the Village Board to open up the first 150 acres of former base property for a "shovel-ready" development.
- * Developed a working relationship with the Central Illinois Foreign Trade Zone (FTZ) #114, resulting in an application to the U.S. Foreign Trade Zone Board to set up an FTZ on the former base and an opportunity to work with local businesses to set up FTZ sub-zones.
- * Facilitated the completion of the community's comprehensive land use plan update and the supporting revisions to the Village zoning code.
- * Worked with Public Works staff to utilize a systems planning approach, using the new comprehensive plan as a guide. This effort helped clarify for the Village Board and the public on the community's infrastructure needs, leading to the issuance of \$11.5 million in revenue bonds to address specific water, sewer and drainage needs.

- * Worked with the Mayor and local legislators to create the Chanutte-Rantoul National Aviation Center Redevelopment Commission. Served as the Commission's Executive Director and LRA Director.
- * Worked with developers, industrial real estate brokers and the University of Illinois to try to craft effective private-public partnerships to attract private investment to redevelop former base property.
- * Directed the initiatives to complete a "dark" fiber optic ring around the community as an economic development niche and to move the Village's phone system to a VoIP system.

Town Manager

March 2000 to March 2003

Westfield, Indiana

Population: 11,500 Utility Service Area Population: 21,000 100 FTEs

Annual Budget: \$13.5 million including Water/Sewer Utilities.

- * Managed Indiana's 3rd fastest growing full-service community.
- * Coordinated a community-wide strategic economic development initiative. This included completing the Town's first infrastructure master plan, developing land use and annexation strategies to expand and diversify the Town's tax base while managing growth, assessing the Town's social infrastructure and developing a community-wide technology master plan involving fiber optic, wireless and cellular technologies.
- * Worked with our local Congressman's staff to receive a special \$630,000 federal EPA grant for a strategic sewer system expansion and to craft the Town Council's position on the U.S. 31 freeway upgrade proposal with Indiana DOT.
- * Developed the Town's first 5 year operating and capital budgeting process based on Town Council goals and departmental needs.
- * Negotiated the Town's purchase of a private water/sewer utility for \$19.5 million financed by revenue bonds.

Village Administrator

September 1997 to March 2000

Coal City, Illinois.

Population: 4,500 30 FTEs

Annual Operating Budget: \$7.0 million including Water/Wastewater Utilities.

- * Served as the Village's first professional administrator.
- * Created the Village's first operating budget, capital improvement program and purchase order system.
- * Worked with the Plan Commission to significantly update Village's subdivision regulations, to initiate comprehensive land use planning and to undertake strategic initiatives aimed to foster community pride and to proactively face the future.
- * Successfully worked with the Village Board, the Village engineer and the Illinois EPA to fund a \$5 million sewer treatment facility and \$2 million in upgrades to the water delivery system.

Administrative Director

August 1994 to August 1997

Indiana Health Centers, Inc., Indianapolis, Indiana.

Managed human resources, payroll and grant/contract compliance for a multi-site, publicly funded community health center with 150 employees and a \$5.5 million annual payroll. As part of the top corporate management team, worked to develop new strategies to meet the challenges of a restructuring primary health care industry.

Director of Stewardship

February 1992 to August 1994

Diocese of Gary, Merrillville, Indiana.

Developed and facilitated the stewardship program to help increase parishioner volunteerism and donations in the 80 parishes of the diocese.

Director

July 1989 to January 1992

State of Indiana, Office of Traffic Safety, Indianapolis, Indiana.

Directed the \$4.0 million Indiana Highway Safety Grant Program. Served as the Governor's liaison to two federal agencies, citizen groups, local agencies and the State Legislature on highway safety policy issues.

Director

December 1986 to July 1989

State of Indiana, Transportation Planning Office, Indianapolis, Indiana.

Directed a proactive policy and financial analysis review team to serve the Transportation Coordinating Board, the State's transportation policy-making body on highway, rail, aviation and public transit issues.

EDUCATION

Indiana University, School of Public & Environmental Affairs.

Master of Public Affairs (MPA).

Concentration in Urban and Regional Planning.

University of Notre Dame.

Bachelor of Arts in American Studies.

Concentrations in Communications and Economics.

University of Oklahoma, Economic Development Institute.

Certificate in Economic Development.

TEACHING

Adjunct Faculty Member

Indiana University-Purdue University at Indianapolis, School of Public & Environmental Affairs

Taught two undergraduate management courses from August 1988 to December 1991.

HONORS & AWARDS

Designated as a Sagamore of the Wabash by Governor Evan Bayh (D)

Designated as a Sagamore of the Wabash by Governor Robert Orr (R)

Received the 1989-90 Undergraduate Teaching Excellence Award for Adjunct Faculty.

PROFESSIONAL ASSOCIATIONS

International City/County Management Association (ICMA).

ICMA Credentialed Manager Certification since 2004

Washington City/County Management Association (WCCMA)

International Economic Development Council (IEDC).

Washington Economic Development Association (WEDA)

International Council of Shopping Centers (ICSC)

PERSONAL

[REDACTED]

Nicholas F. Marano



Feb 19, 2014

Ms. Heather Renschler
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, CA 95765

Dear Ms. Renschler,

I am responding to the advertisement for the City Manager position, Carson City, NV and look forward to discussing my qualifications with you.

As an accomplished executive manager, I believe that I have the right combination of integrity, leadership, innovation and enthusiasm to make me the ideal candidate for this position. As a Marine Corps Colonel, I commanded the Corps' largest base, Camp Pendleton, CA and honed the skills necessary to make me a superior City Manager. As you'll see on my resume, I have a track record of engaged leadership, innovation and team-building that is second to none. Additionally, there were significant improvements to Camp Pendleton infrastructure, services and quality of life that resulted from the vision, and the priorities, that were developed and sustained during my tenure in this position. Much of what I have done in my military career is transferrable to Carson City.

I am experienced and comfortable working within a complex system and understand the role of the City Manager in relation to the Board of Supervisors, Elected Officials, Department Directors and the community. I am particularly adept at building consensus on important, and controversial, issues. My family and I are outdoor enthusiasts and would relish the opportunity to enjoy the lifestyle available in Carson City.

This would not be just a job for me; I look forward to the opportunity to make a positive impact in the lives of all those who call Carson City home.

Sincerely,

Nicholas F. Marano

NICHOLAS F. MARANO

QUALIFICATIONS SUMMARY

Executive experience in the leadership and management of large, complex organizations. Robust team-building skills. Superb cross-functional communicator. Special strengths:

- | | | |
|----------------------------|---------------------|----------------------------|
| -Strategic Planning | -Budget Programming | -Emergency Operations |
| -Organizational Management | -Community Outreach | -Policy Development |
| -Land Use Planning | -Project Management | -Labor and Union Relations |

PROFESSIONAL EXPERIENCE

Managing Member, Marano and Associates Consultants 2012-Present

- Management Consultant for a Mechanical Construction firm and a major Trade Union.
- Analyzed and evaluated potential new markets and developed a draft business plan to exploit opportunities.
- Coordinated with senior leadership in the U.S. Army and Marine Corps to grow the Veterans in Piping (VIP) Program to five sites, hosted aboard major military installations.

Commanding Officer Marine Corps Base Camp Pendleton, CA 2009 - 2012

- Mayor and City Manager of the Marine Corps' largest base. Led a dynamic workforce of over 6,000 Federal Employees, Marines and contractors to provide essential services for over 60,000 active duty Marines and their families and manage a 200 square mile federal installation.
- Managed the planning, programming and execution of a \$500 million annual budget. Executed labor force reductions while maintaining services and quality of life improvements.
- Supervised, managed and directed the Marine Corps' largest military construction program: an average of 50 projects and \$1.5 billion per year, each year, from 2009-2012.
- Successfully competed in 2009 for over \$600M in federal stimulus funding (ARRA). Projects included a new \$456M Naval Hospital, and major infrastructure improvements.
- Supervised a tech refresh of Base Emergency Operations Center and conducted major exercises with federal, state and county agencies. Hosted annual wildfire training for state/county assets.
- Initiated transformational improvements in retail and recreation services that increased sales by 6% a year from 2009-2012. Projects included a new 150k square foot Big Box Exchange at \$66 million, a new Beach Resort at \$14 million, 7 new restaurants and base-wide public Wi-Fi.
- Frequent speaker at weekly community events to include Chambers of Commerce, charitable and service organizations, as well as local and regional government meetings.
- Prepared quarterly presentations for Members of Congress and their staffs on budget execution.
- Developed an energy conservation plan to reduce energy consumption by 3% per year for ten years from a 2003 baseline through a 44% energy reduction and an increase in renewable energy production from zero to over 10% of daily electric requirement (2009-2012).
- Won the 2012 Secretary of the Navy Award for Energy and Water Management.

G-3 Operations Officer, Training and Education Command, Quantico, VA 2007- 2009

- Chief Operating Officer for a worldwide training and education organization comprised of 25,000 active duty Marines during period of declining budgets. Planned, prioritized and resourced enterprise-level training programs and policy to support individual/unit training with a total cost of over \$600 million per year.

- Presented and advocated for annual budget requirements with Senior Executive Branch Officials.
- Lead developer/integrator for innovative training programs in response to combat requirements to prepare individual Marines and units for combat operations.
- Prepared and delivered Congressional Testimony for the Deputy Commandant of the USMC.
- Researched and leveraged new technologies to train individual Marines and large units.
- Conducted extensive training partnerships with Allied Armed Forces in the UK and Israel.
- Instituted a Values Based Training curriculum at all formal school from Boot Camp to the War College to encourage ethical decision-making.

Commanding Officer, 1st Battalion, 7th Marines, Twentynine Palms, CA

2005 - 2007

- Led a 1,500 Marine infantry battalion task force, a 3,000 man Iraqi Army Brigade and over 1,000 Iraqi Police in combat operations on the Syrian Border in Western Iraq. Pioneered counterinsurgency techniques, policies and procedures to improve commerce, build governance structures and develop security forces. Achievements highlighted in professional journals.
- Led the economic recovery of Al Qaim, Iraq. Focused contracts from the Commander's Emergency Reconstruction Program (CERP) on the merchant class. Built a new bridge over Euphrates River and set conditions to reopen Port of Entry with Syria to speed development. The improving economy reduced the insurgency and led directly to the start of the Anbar Awakening.
- Conducted extensive negotiations with local leaders to include a bi-monthly sheik meeting with leaders of tribes as well as local government officials in Al Qaim region. Focused on building trust, problem solving and economic development.
- Supervised the management and maintenance of equipment, facilities and weapons at 14 forward bases and seven Iraqi Police Stations in Western Al Anbar Province.
- Built the Iraqi Police force in Al Qaim region from zero to nearly 1,500 with consensus and support from the tribal sheiks on the leadership of the police and the station locations.
- Led regular ethical decision-making seminars with junior officers and noncommissioned officers.
- Instituted a vigorous battalion-level Safety Program; not one Marine was killed or seriously injured from a non-combat accident the entire deployment in Iraq.

G-3 Operations Officer, I Marine Expeditionary Force (I MEF), Camp Pendleton, CA

2002 - 2005

- Officer in charge of initial I MEF deployment to Kuwait in Sept 2002; led the construction of the USMC main Forward Operating Base at Camp Commando.
- Supervised, coordinated and planned combat operations for an 85,000 strong MEF in Operation Iraqi Freedom I from March-August 2003. Operated from Kuwait to Baghdad.
- Led three I MEF Predeployment Site Surveys (PDSS) back into Iraq in Dec 2003 and Jan 2004 to complete planning for a battle handover from the 82d Airborne Division in Al Anbar Province.
- Supervised, coordinated and planned combat operations for I MEF in OIF II from Feb 2004-Feb 2005 to include both battles for Fallujah and expanded operations in Ramadi.
- Integrated new technologies and processes into the I MEF Combat Operations Center.
- Senior USMC Planner for Iraqi Elections in Jan 2005; escorted Members of Congress and senior officials to various sites across Al Anbar Province.

Prior positions include Infantry and Reconnaissance Platoon/Company Commander, European Command Operations Officer, Recruiting Officer

1980 - 2002

EDUCATION AND TRAINING

- NATO Defense College, Rome, Italy, 2007
- St. Joseph's University, BS Finance, 1984

January 26, 2014

James R. Nichols
[REDACTED]
[REDACTED]

Ms. Heather Renschler
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765

Dear Heather:

I am writing to apply for the position of **City Manager of Carson City** as currently advertised on your firm's website. I believe that my professionalism, work ethic and municipal management experience make me well suited for Carson City. I would welcome the opportunity to return to Nevada and be a part of this vibrant and progressive community.

As you will see from my enclosed resume, I am currently serving as Assistant City Manager of Midland, Texas where I oversee the departments of Downtown Development, Fire, Police and Utilities, as well as the Facilities division. One of my significant accomplishments in Midland has been the planning and execution of a highly successful Developers Forum event that introduced the City to a new nationwide audience of developers. Several of the event attendees are currently developing major projects in Midland - a sign of the Forum's overall effectiveness. Before coming to Midland, I served as Deputy City Manager for the Cities of Las Vegas, Nevada and Goodyear, Arizona. My time in Las Vegas was cut short by the region's extended economic downturn which led to a citywide reorganization that was going to impact several executive positions, including my own. Despite my limited tenure, I still gained valuable experience in high-profile development project negotiations and fiscal management during times of financial distress. In addition, my time in Las Vegas exposed me to the political climate and legislative processes at the state level, which would be a great asset to me as the City Manager of Carson City.

As Deputy City Manager of Goodyear, I led the departments of City Clerk, Community Services, Fire, Parks and Recreation, and Public Works/Water Resources. I was also responsible for the Human Resources Department at one point during my tenure. My oversight of these various functional areas gave me valuable experience in many of the public services that are essential to the health, safety and quality of life for any thriving and successful community. In addition, I managed numerous special projects including the recruitment of private universities to establish campuses within the City as well as the development of Goodyear's future City Center concept through a public-private partnership.

Before my time with Goodyear, I served as Public Works Director for the Cities of Surprise, Arizona and Chehalis, Washington. In those positions I was responsible for several large-scale capital projects including the planning and design of a \$38 million regional water reclamation facility as well as a \$65 million Public Safety complex. My technical background and public works experience provide me with the essential tools to oversee Carson City's financial, capital and resource needs.

Please note that I have earned my Credentialed Manager designation from ICMA and a Public Management Certificate from the University of Nevada, Las Vegas. I also possess my Master of Science Degree in Engineering from the University of Connecticut and am a Licensed Professional Engineer in Nevada. My annual salary with the City of Midland is approximately [REDACTED]

I look forward to talking with you about the City Manager position. If you wish to discuss my qualifications in greater detail, feel free to contact me at [REDACTED]
Thank you for your consideration.

Sincerely,

James R. Nichols

JAMES R. NICHOLS



SUMMARY

Experienced, well-rounded municipal executive with more than 15 years in local government management. Expertise in public works, engineering, public safety, community services, parks and recreation, development review processes, performance management and capital improvement programs. Earned the designation of Credentialed Manager from the International City/County Management Association (ICMA) as well as being a licensed Professional Engineer in Arizona, Nevada, and Washington.

MUNICIPAL EXPERIENCE

Assistant City Manager
City of Midland

April 2011 – present
Midland, Texas

The City of Midland is located in West Texas and is the midpoint between Dallas and El Paso. It has an estimated population of 120,000 and is 71 square miles in size. The city is prominent in the oil industry and is home to the Midland International Airport and University of Texas of the Permian Basin. *American Demographics Magazine* named Midland “one of the nation’s most livable communities.” Midland is ranked as one of the top cities in the country for unemployment, corporate startups and expansion, and economic growth, all of which create unique challenges in managing the overall operations of the city.

Duties and Responsibilities

- Oversee the departments of Downtown Development, Fire, Police and Utilities as well as the Facilities Division.
- Supervise a staff of approximately 520 employees (5 direct reports) and a cumulative operating budget of \$108 million.
- Serve as City’s representative to several outside boards and committees including MOUTD and Midland Devel Corp.
- Manage City’s contracted federal lobbyist regarding impending legislation, funding opportunities, and regional issues.

Accomplishments

- Conceptualized and led the planning and execution of Developers Forum event to recruit new developers to Midland.
- Led the City’s initiative to retool and improve the cross-departmental development review process (DRP).
- Oversaw developer negotiations for future development of a downtown hotel and dedication of property to the City.
- Created an Engineering Department within the City structure to improve technical resources and customer service.
- Addressing the City’s current water shortage through the pursuit of additional sources on a local and regional level.

Deputy City Manager
City of Las Vegas

July 2009 – April 2011
Las Vegas, Nevada

The City of Las Vegas is one of the most recognizable destination locations in the United States and is billed as the Entertainment Capital of the World. It has a population of almost 600,000 residents and is visited by millions of tourists each year. Las Vegas is approximately 130 square miles in size. The City has focused on redevelopment of the downtown as a means of invigorating the local economy. Projects such as the Lou Ruvo Brain Institute, Smith Center for the Performing Arts, and the Museum of Organized Crime and Law Enforcement all create short- and long-term employment opportunities, as well as new attractions for tourists and residents alike.

Duties and Responsibilities

- Oversaw departments of Planning and Development, Building and Safety, Public Works, Field Operations, and Fire.
- Supervised staff of approximately 1,400 employees (6 direct reports) and cumulative operating budget of \$285 million.
- Served in an acting capacity during scheduled and unscheduled absences of the City Manager.

Accomplishments

- Managed the analysis and enhancement of the City’s multi-departmental development review process (DRP).
- Refined the City capital improvement program (CIP) to allow for better planning and execution of scheduled projects.
- Led the City’s development agreement negotiating team for a \$9 billion mixed use project proposed in Las Vegas.
- Reduced the general fund budget by nearly \$50 million as part of the city’s fundamental service review (FSR) team.

JAMES R. NICHOLS

Page 2

Deputy City Manager
City of Goodyear

September 2005 – July 2009
Goodyear, Arizona

The City of Goodyear is a flourishing community in the Phoenix-metro area. It has a population of 62,000 which at one point was growing at an annual rate of 16%. Goodyear was named the fourth fastest growing suburban city in America by *Forbes* in 2007. Goodyear is nearly 190 square miles following a 67 square mile annexation in 2007. In 2008, Goodyear was awarded the distinctions of **All-America City** by the National Civic League and **Most Livable City** (for cities under 100,000) by the U.S. Conference of Mayors.

Duties and Responsibilities

- Oversaw the departments of Engineering, Public Works, Parks and Rec, Community Services, City Clerk and Fire.
- Supervised a staff of over 300 employees (9 direct reports) and a cumulative operating budget of \$51 million.
- Led the City's performance management function in concert with the ICMA Center for Performance Measurement.

Accomplishments

- Managed planning/design of future City Center including creation of a downtown through public-private partnership.
- Guided the City's capital improvement program and developed the first fiscally balanced five-year CIP.
- Recruited out-of-state universities to establish campuses in Goodyear and negotiated their occupancy of City land.
- Prepared for the Cleveland Indians' first Spring Training season in Goodyear as acting Parks and Recreation Director.
- Devised a plan to advance construction of public facilities by several years with no reliance on the City's general fund.

Public Works Director
City of Surprise

July 2004 – September 2005
Surprise, Arizona

The City of Surprise is another previously fast-growing Arizona community with a population of over 100,000 and a land area of 70 square miles. In 2007, it was ranked as the third fastest growing suburban city in the country by *Forbes*. The rapid growth in Surprise occurred at both the residential and commercial levels which created unique challenges in meeting the demands of current and future customers simultaneously.

Duties and Responsibilities

- Oversaw the Public Works Department with 71 employees and an annual budget of \$40 million.
- Directed the streets maintenance, solid waste, fleet, facilities management and project management divisions.
- Developed and administered the Public Works Department operating, CIP and vehicle replacement budgets.

Accomplishments

- Directed the planning and design of the Public Safety Complex and City Hall to meet the City's growing space needs.
- Planned/managed creation of City Center master plan including new public facilities and a privately operated museum.
- Initiated new programming efforts which improved the advanced planning and budgeting of upcoming CIP projects.
- Coordinated the City's air quality control efforts and secured regional funding for related air enhancement projects.

Public Works Director/City Engineer
City of Chehalis

February 1999 – July 2004
Chehalis, Washington

The City of Chehalis is a small, rural community in Washington State with a population of 7,000 serving as the county seat of Lewis County. The City is approximately six square miles in size and has seen no appreciable growth in the past several years. This lack of growth has routinely required City staff to "do more with less" in meeting the needs and expectations of the residents.

Duties and Responsibilities

- Managed the operations of a 33-member department with an annual budget of \$16 million.
- Supervised the street and engineering divisions, as well as the water, wastewater and storm water utilities.
- Provided technical oversight of all engineering work including City projects and private development reviews.

Accomplishments

- Directed the planning and design efforts for a new \$38 million regional water reclamation facility.
- Led regional wastewater partnership with neighboring city and sewer district for treatment facility operation/planning.
- Oversaw joint regionalization study with City of Centralia to evaluate the consolidation of wastewater services.
- Restored relations with Dept. of Ecology after litigation by City which led to eventual approval of General Sewer Plan.
- Secured \$3 million federal appropriation for a transportation improvement project at a local highway interchange.

JAMES R. NICHOLS

Page 3

Project Engineer II

City of Olympia

January 1995 – December 1997

Olympia, Washington

The City of Olympia serves as the capital of Washington State and the county seat of Thurston County. It has a population of 45,000 and a land area of 19 square miles. As the state capital, there is a unique political dynamic associated with the operations of this municipality. Olympia has remained a leader in the areas of sustainability and environmental responsibility in concert with service to the community.

Duties and Responsibilities

- Coordinated engineering and planning efforts for various municipal projects as a design team leader.
- Developed and maintained design schedules to estimate and track the progress of municipal infrastructure projects.
- Served as a technical liaison to City departments and officials, private consultants and the general public.

Accomplishments

- Co-authored the Sewer Master Plan as part of an in-house team, eliminating the expense of an outside consultant.
- Conducted technical presentations for City officials and the public to gain support for and provide status of projects.
- Oversaw the design of a citywide sewer project which reduced treatment plant flow and extended the life of the facility.

ADDITIONAL EXPERIENCE

Program Coordinator/Instructor

South Puget Sound Community College

December 1997 – April 2000

Olympia, Washington

- Established the direction and oversaw the operation of the newly created Public Works degree program.
- Served as a point of contact for the general public, students and school officials on inquiries and program coordination.
- Interviewed and hired new instructors and provided ongoing mentoring to ensure their success.
- Provided classroom instruction for students in the "Introduction to Local Public Works" course.

Quality Control Manager

Triton Marine Construction Corporation

December 1997 – February 1999

Bremerton, Washington

- Oversaw the daily operations of a \$6 million environmental testing facility construction project for the U.S. Navy.
- Supervised and coordinated all tests and inspections performed by members of the Quality Control Team.
- Initiated and maintained the Health and Safety Program through inspections and weekly safety meetings.
- Inspected all major components of work for compliance with contract plans and specifications.
- Facilitated weekly meetings between the client and project team to review progress and identify/solve issues.

Staff Engineer

Nathan L. Jacobson and Associates

July 1989 – January 1995

Chester, Connecticut

- Designed water storage facilities, collection systems, lift stations, storm drainage systems and culverts.
- Served on the design teams for water and wastewater treatment facilities, roads, bridges and site plans.
- Managed the operations and budget of a municipal wastewater collection, treatment and disposal system.
- Developed and reviewed construction specifications for numerous engineering projects.
- Generated construction cost estimates, project budgets and proposals for engineering services.
- Prepared permit applications and coordinated approvals with various local, state and federal agencies.

EDUCATION

University of Nevada, Las Vegas

Public Management Certificate

Las Vegas, Nevada

2010

University of Connecticut

Master of Science in Environmental Engineering

Storrs, Connecticut

1994

Northeastern University

Bachelor of Science in Civil Engineering

Cum Laude

Boston, Massachusetts

1989

JAMES R. NICHOLS

Page 4

CERTIFICATIONS

- ICMA Credentialed Manager
- Professional Engineer – Arizona, Nevada, Washington

HONORS AND AWARDS

- Outstanding Graduate Student of the Year in the Public Management Certificate Program, UNLV, 2010
- APWA National Top 10 Leaders of the Year Award nominee, 2009
- 5-year Service Award, City of Chehalis, 2004
- Represented City of Chehalis on sister city exchange delegation to Inasa, Japan, 2000 and 2002
- Letter of commendation from Chehalis council member as exemplary City employee of the year, 1999
- Who's Who in Science and Engineering*, 3rd edition, 1996

PROFESSIONAL PUBLICATIONS AND PRESENTATIONS

- Co-Presenter – “Secrets of Creating Real Change in Local Government Organizations” live webinar presented for Strategic Government Resources, September 2012.
- Author – “Demystifying the CIP” published in *APWA Reporter*, volume 79, number 6, June 2012.
- Co-Presenter – “Clients and Consultants - How to Work Together for the Best Possible Project” live webinar presented for American Public Works Association, December 2011.
- Author – How to be a Better Client – Consultant Selection and Management, published by American Public Works Association, spring 2009.
- Presenter – “Public-Private Partnerships – an Alternative for Meeting Your Capital Needs” presented at the APWA Arizona State Conference, Tucson, Arizona, July 2008.
- Presenter – “Creating the CIP for Goodyear” presented at the Government Finance Officers of Arizona training session, Scottsdale, Arizona, December 2007.
- Author – Public Works Management – Things They Never Taught in School, published by American Public Works Association, fall 2005.
- Author – “Small-city Staff Tackles In-house Design Project” published in *WaterWorld*, volume 16, number 11, December 2000.
- Presenter – “The Olympia, Washington Impervious Surface Reduction Study: Henderson Field Demonstration Project” presented at the Western Regional Urban Streams Conference, Arcata, California, November 1996.
- Author – “Recirculating Sand Filters in Connecticut” published in *Fluid/Particle Separation Journal*, volume 8, number 3, October 1995.
- Presenter – “Evaluation of Various Recirculating Sand Filters” presented at the American Filtration and Separations Society Annual Technical Conference, Nashville, Tennessee, March 1995 and published in *Advances in Filtration and Separation Technology: Impact on the Future*, edited by K. J. Choi, AFS, volume 9, 1995.

PROFESSIONAL AND COMMUNITY ORGANIZATIONS

- International City/County Management Association (ICMA), member 2007 – present
- Texas City Managers Association, member 2011 – present
Membership Committee, 2013 - present
- Leadership Midland, program graduate 2012
- Arts Council of Midland, board member 2011 – present
- Midland-Dongying Sister City Association, board member 2011 – present
- Local Government Managers Association of Nevada, member 2009 – 2011
- Arizona City/County Management Association, member 2007 – 2009
- Leadership West, Class XII, program graduate 2006
- Lacey Sister City Committee, Chairman 2003 – 2004
- Leadership Lewis County, program graduate 2004
- City Engineers Association of Washington, member 1999 – 2004
Secretary 2002; President-elect 2003; President 2004
- American Public Works Association (APWA), member 1999 – present
National Engineering and Technology Committee, 2010 – 2012
Chairman 2011 - 2012
National Nominating Committee, 2008
National Public Works Project of the Year Committee, 2006 – 2009
Arizona Chapter National Delegate, 2006 – 2009

Brigadier General Curt A. Rauhut

January 21, 2014

Dear Carson City Nevada,

Perhaps Carson City Nevada is seeking a proven leader and team builder with a strong financial background to become the next City Manager . I am currently an active duty Army Brigadier General and will retire in July of 2014.

The scope of my expertise spans over 30 years and includes finance, accounting, budgeting, programming, banking, treasury, internal controls, reporting, and human resource management. Equally important are my qualifications in strategic business planning, team building, complex problem solving, implementing cost saving efficiencies, foreign and domestic leadership, and senior executive management.

As a Brigadier General, I have an outstanding working relationship at all echelons of our government and defense industry. I also have a track record of linking funding with operations to improve productivity, efficiency, and bottom-line results.

Recent accomplishments include:

- **Significant contributor in achieving \$4.2 billion dollars worth of Army installation cost saving efficiencies since the beginning of fiscal year 2012.**
- **Key member in integrating the planning, programming, and execution of an Army budget totaling \$235 billion dollars in fiscal year 2009 and \$243 billion dollars in fiscal year 2010.**
- **Spearheaded the implementation of a centralized banking payroll system for the Afghanistan military and police. Replacing a manual cash system which had been used for the past 75 years.**

As an accomplished senior executive, I offer leadership that will benefit Carson City. A "detail oriented" leader effective in building teamwork and cultivating strong internal/external relationships. I am self motivated and responsive to the quickly changing demands of business, industry, and government. As you can see from my resume, I currently manage and execute an \$11 billion dollar operation that spans 17 time zones across the globe.

I pride myself on the ability to develop clear and concise strategic plans and financial reports that provide the basis and justification for improvement initiatives that measure success. I look forward to discussing how my expertise might compliment Carson City. Feel free to contact me at the address and phone number listed above. I look forward to speaking with you soon and thank you for your consideration.

Respectfully,

Curt A. Rauhut
Brigadier General, United States Army

Objective City Manager for a medium to large metropolitan area.

Summary Over 20 years as a senior level finance executive successfully leading financial management operations in complex domestic and international organizations ranging in size from 1000 to 35000 people with the ability to inspire team work to achieve high level performance. Concise and effective communicator with exceptional organizational and administrative skills.

- Financial Management
- Budget Development & Analysis
- Accounting & Auditing
- Strategic Planning
- Contract Management
- Team Building

Accomplishments

Financial Management - As Director of Resource Management identified \$1.7B dollars in cost savings within the first year by implementing a robust quarterly contract review process and then implemented procedures to centralize payroll which better tracked overtime and reduced payroll costs by another \$50M. In addition, led the effort to model all the workload requirements associated with Installation Management Command. Prior to my engagement, these models were outdated by three years jeopardizing the command from receiving \$500M in payroll funding.

Budget Development & Analysis - As Chief Integrator in the Army Budget Office coordinated and compiled two of the largest budgets ever submitted to Congress in 2009 (\$235B) and 2010 (\$243B). Professional staff members of Congress were concerned over the size of our submission, but due to numerous staff visits backed by our in-depth analysis and requirements justification, both budgets passed and funds were secured, resulting in an unprecedented level of funding received from Congress those two years leading to successful Army operations.

Accounting & Auditing - As Financial Controller for the North Atlantic Treaty Organization (NATO) developed the first ever "donor nation" accounting system which captured cash and non-cash material donations from 37 allied countries into Afghanistan. This led to the first clean audit of NATO by various international monitoring agencies in a deployed environment and ultimately improved accountability of non-cash contributions by 50% and reduced wasteful spending by 20% or the equivalent of \$1.8B dollars.

Strategic Planning - As Director of Resource Management walked into an organization which had 7000 more employees than authorized by the Department of the Army with no strategic plan to reduce end strength. Immediately centralized payroll, recommended and implemented a hiring freeze, and assisted in the development of a human resource management board. In addition, conducted a cost benefit analysis to offer early retirement and separation incentive pay and through all these initiatives, eliminated all 7000 excess employees off our rolls within 30 months.

Contract Management – Upon arrival as the Director of Resource Management, immediately discovered there was no centralized process or data warehouse to determine contract periods of performance, option year reviews, or incrementally funded vendor status. As a result, I assembled a team of budget analyst, contract professionals, and web based developers to design an automated web based contract resource tool (CRT) to capture all elements of a contract which now allows the command to forecast funding in real time for over 4200 municipal service contracts. This reduced 40,000 man hours at a cost savings of \$5M dollars.

Team Building - As Director of Business Operations, built and led the team responsible for identifying and synchronizing cost savings within the Army's \$237 billion dollar annual budget during fiscal year 2011. As a result, the team reviewed 76 legacy computer systems through Lean Six Sigma projects and recommended consolidation into one single accounting system which saved approximately \$800M dollars along with countless man-hour savings.

WORK HISTORY

Installation Management Command (IMCOM) 2012–Present
Director of Resource Management - (Brigadier General)

Leads and manages all aspects of financial operations of an \$11 billion dollar annual budget and documents ~40,000 people which operate all 152 Army installations & activities across the globe. Supervises one of the largest “contract acquisition” programs encompassing over 4200 service contracts totaling near \$3.5B dollars. Leads the organization in the areas of budget development, human resources, strategic planning, contract management, & financial operations.

Office of Business Transformation – Office of the Under Secretary of the Army 2011-2012
Director, Business Operations – (Brigadier General)

Served as subject matter expert in aspects of Headquarters, Department of the Army (HQDA) business policy, governance, performance management, and organizational efficiency initiatives. Accountable to the Under Secretary of the Army to identify and implement cost savings.

North Atlantic Treaty Organization (NATO) 2010- 2011
Financial Controller-Deputy Resource Management – (Colonel)

Led the financial operations and accounted for ~\$9.2 billion dollars associated with the Afghanistan Security Force Funds (ASFF) including the management of NATO contributions/donations from 37 allied nations. Funds were disbursed to both American and Afghanistan vendors to train, equip, sustain, and construct facilities for the Afghanistan military and police.

Assistant Secretary of the Army for Financial Management & Comptroller 2008-2010
Chief, Planning, Programming, Budgeting, and Execution System – (Colonel)

Served as the primary integrator and principal budget advisor to the Director of the Army Budget for all Army appropriations. Oversaw Army budget preparation, contingency operation cost estimates, dissemination of fiscal guidance, fund control procedures, and justification briefs to Congressional staff members.

266th Finance Command 2007-2008
Brigade Commander – (Colonel)

Led the largest Finance Brigade in the Army with ~800 soldiers and civilians in Germany, Italy and Belgium. Ensured finance soldiers were trained for combat while simultaneously providing finance support to 152,000 soldiers, civilians, and local-national employees in Europe. Managed ~\$3 billion dollars and developed policies associated with funding, payroll, accounting, travel, banking, and automated finance systems.

Previous Assignments Prior to 2007 – Chief of Staff for the largest human resource organization in the Army recruiting 33,000 applicants each year. Financial controller for classified special operation forces managing in excess of \$1B dollars. Finance Transition Chief in Afghanistan where I implemented after 75 years, a new Afghan military and police centralized electronic funds transfer payroll system.

EDUCATION Syracuse University – MBA – Comptrollership
Naval War College – MA – National Security and Strategic Studies
Jacksonville State University – BS – Accounting & Auditing
Jacksonville State University – BS – Military Science

CLEARANCE LEVEL Up to - Top-Secret/Sensitive Compartmented Information (SCI)

AFFILIATIONS American Society of Military Comptrollers (ASMC)
American Legion / Veterans of Foreign Wars (AL/VFW)
Association of the United States Army (AUSA)
Finance Corps Association (FCA)