#### EMPLOYMENT APPLICATION



CONSOLIDATED MUNICIPALITY OF CARSON CITY
201 North Carson Street, Suite 4
Carson City, Nevada 89701-4289
775-887-2103
<a href="http://www.carson.org">http://www.carson.org</a>

Coldwell, Darren 110\_03/2025 CITY MANAGER

I	Received: 3/17/25 1:28
l	PM
l	For Official Use Only:
l	QUAL:
l	DNQ:
l	□Experience
l	□Training
l	□Other:

PERSONAL INFORMATION			
POSITION TITLE:		EXAMID#:	
CITY MANAGER		110_03/2025	
NAME: (Last, First, Middle)		SOCIAL SECURITY NUMBER:	
Coldwell, Darren		N/A	
ADDRESS: (Street, City, S	tate/Province, Zip/Postal Code)	EMAIL ADDRESS:	
HOME PHONE:		NOTIFICATION PREFEREN	CE:
		Email	
DRIVER'S LICENSE:	DRIVER'S LICENSE:	LEGAL RIGHT TO WORK IN	THE UNITED STATES?
■ Yes ■ No State: Number:		■ Yes □ No	
What is your highest level of education?			
Bachelor's Degree			

	PREFERENCES
	MINIMUM COMPENSATION:
	\$200,000.00 per year
	SHIFTS YOU WILL ACCEPT:
	Day, Evening, Weekends, On Call (as needed)
	OBJECTIVE:
ı	I am a dedicated and results-oriented professional with extensive experience in public administration. I will foster collaborative

I am a dedicated and results-oriented professional with extensive experience in public administration. I will foster collaborative relationships with local stakeholders, implement progressive policies, and promote sustainable development that meets the diverse needs of the county. My goal is to guarantee professional service to the public, strengthen fiscal responsibility, and ensure transparency for all residents, ultimately contributing to the overall well-being and prosperity of the county.

EDUCATION		
DATES: From: 9/1983 To: 5/1988	SCHOOL NAME: University of Montana	
LOCATION:(City, State/Province) Missoula , Montana	DID YOU GRADUATE?  ■Yes □No	DEGREE RECEIVED: Bachelor's
MAJOR: Interpersonal Communication with Organization	nal Emphasis	UNITS COMPLETED: 144 - Quarter

WORK EXPERIENCE		
DATES:	EMPLOYER:	POSITION TITLE:
From: 11/2019 To: Present	City of Page, Arizona	City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
697 Vista Avenue, PO Box 1180, Page, Arizona, 86040		cityofpage.org
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
928-645-8861	Bill Diak - Mayor	□Yes ■No
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	200	

#### DUTIES

I am tasked with overseeing all of the day-to-day operations for the City of Page. I am very involved with personnel decisions, as we only have one Director to handle all employees. I also do most of the city outreach to the press and the community. I create and oversee the nearly \$90 million dollar budget for the City Council. In my five years, Page has successfully paid off every single debt that the city had and we are one of a few that now have a credit with the emergency services pension fund. I have been able to increase staff wages to stay competitive with the current job market for the last four years with an 8% increase in each of those budgets. I work hand in hand with the State of Arizona offices to guarantee that Page is at the congress's forefront for financial commitment.

#### REASON FOR LEAVING:

As a long-time manager, you can oftentimes get a feeling that perhaps the direction of the community is taking a turn that doesn't align with your original expectations. Currently, the political environment in Page is very unpredictable. I just feel that there is very little opportunity for success in Page in the near future. I of course could just ride it out and expect to do absolutely nothing, but personally, I need more in my job.

DATES:	EMPLOYER:	POSITION TITLE:
From: 2/2017 To: 11/2019	Lincoln County	Lincoln County Administrator/Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
512 California Avenue, Libby, Montana, 59923		www.lincolncountymt.us

PHONE NUMBER: 406-283-2345	SUPERVISOR: Mark Peck - County C	ommissioner	MAY WE CONTACT THIS EMPLOYER?		
HOURS PER WEEK:	# OF EMPLOYEES SU		■Yes □No		
DUTIES:	40   175   DITLES:				
As Lincoln County Administrator, I report directly to the three elected County Commissioners. My responsibilities include overseeing the day to day operations of the County. I am the liaison for the Commissioners for the public, press, and staff. I plan and schedule their agenda for the weekly Commissioners meeting. I provide necessary background information, supporting documents, decision making information, and accompanying correspondence to them. I compose, edit, and respond to the Commissioners correspondences. I oversee project management, research projects, and recommend project direction to the Commissioners. Currently I have direct supervision of Human Resources, Finance, Information Technology, GIS and Mapping, Emergency Management, and Facility Maintenance. I oversee the creation of the annual budget, and report weekly to the Commissioners concerning the budget.					
REASON FOR LEAVING: Accepted new position on Page, AZ.		-			
DATES: From: 1/2014 To: 12/2017	EMPLOYER: City of Troy Montana		POSITION TITLE: Mayor		
ADDRESS: (Street, City, State/Province, Zip/P P.O. Box 823, Troy, Montana, 59935			COMPANY URL: cityoftroymontana.com		
PHONE NUMBER:	SUPERVISOR:		MAY WE CONTACT THIS EMPLOYER?		
406-295-4151	If you like I can provi		■Yes □No		
HOURS PER WEEK: 20	# OF EMPLOYEES SU 21	IPERVISED:			
DUTIES: My duties as Mayor included overseeing the da provide financial support through grants, debt r Council concerning, ordinances, resolutions, leg Works, Sewer, Water, Troy Power, Finance, Hu	efinancing, and cost shall recommendations, and	aring measures. I worke nd all City issues. I was	ed closely with the elected officials on the City		
REASON FOR LEAVING: My term had ended.					
DATES: From: 7/1992 To: 6/2017	EMPLOYER: Booze N Bait		POSITION TITLE: Owner		
ADDRESS: (Street, City, State/Province, Zip/P P.O. Box 336, Troy, Montana, 59935	ostal Code)				
PHONE NUMBER: 406-295-4415	SUPERVISOR: N/A - N/A		MAY WE CONTACT THIS EMPLOYER?  ■Yes □No		
HOURS PER WEEK: 40	# OF EMPLOYEES SU 8	IPERVISED:			
DUTIES:  My duties as owner of a retail business included all of the day to day operations, continual customer contact, customer service, diffusing of complaints, employee hiring, training, and personnel reviews. I handled all financial negotiations, lease agreements, business plan preparation, and margin reviews. Provided all information and advertising, and marketing for the store.					
REASON FOR LEAVING: Sold Business					
CERTIFICATES AND LICENSES					
TYPE: FEMA ICS 100	92.1111.1011.1207	2. 02.11020			
LICENSE NUMBER:		ISSUING AGENCY: FEMA			
TYPE:	. 5:	FEIVIA			
Certificate of Professional Development Develo LICENSE NUMBER:	ping Financial Policies	ISSUING AGENCY:			
TYPE:		Government Financial	Officers Association		
Certificate of Development for Government Full LICENSE NUMBER:	nd Financial Statements	& Budget Reporting ISSUING AGENCY:			
Government Financial Officers Association  TYPE:					
Certificate of Development-Creating a Budget Aligned with Community Priorities & Budget Monitoring					
LICENSE NUMBER:		ISSUING AGENCY: Government Financial	Officers Association		
TYPE: Certificate-Local Government 101, 5 Courses, 5 Sessions					
LICENSE NUMBER:  ISSUING AGENCY: ICMA University					
TYPE: Certificate Budgeting Guide for Local Government, Long-term Planning, Financial Management					
LICENSE NUMBER:					
		ICMA University			

I have been involved in constant education and training that I don't have the exact dates for.

TYPE:

LICENSE NUMBER:		ISSUING AGENCY: ICMA, GFOA, ACMA, A	AZ League of Cities etc.
		·	
OFFICE CKILLS	<u> </u>	kills	
OFFICE SKILLS: Typing: 40 Data Entry: 6500			
OTHER SKILLS:			
LANGUAGE(S):			
Professional Associations	ADDITIONAL	INFORMATION	
American Society of Public Administration Government Finance Officers Association Montana Association of Counties Montana League of Cities International City/County Management Association State Board Member Arizona City/County Management Association Volunteer Experience I have volunteered with many groups including, Troy Volunteer Fire Department Lincoln County Port Authority Kootenai Valley Rotary Troy School Board Troy 4th of July Committee Troy Chamber of Commerece			
		RENCES	
REFERENCE TYPE: Professional	NAME: Mark Peck		POSITION: County Commissioner
ADDRESS: (Street, City, State/Province, 7			odanty dominissioner
	11071 00141 0040)		
EMAIL ADDRESS:			PHONE NUMBER:
REFERENCE TYPE: Professional	NAME:		POSITION:
ADDRESS: (Street, City, State/Province, Z	Brian Carey		Page City Council, Retired
ADDRESS. (Street, City, State/Frovince, 2	ip/rustal code)		
EMAIL ADDRESS:			PHONE NUMBER:
REFERENCE TYPE:	NAME:		POSITION:
Professional	Judy Franz		Director, Page Chamber of Commerce
ADDRESS: (Street, City, State/Province, Z	'ip/Postal Code)		
EMAIL ADDRESS:			PHONE NUMBER:
REFERENCE TYPE:	NAME:		POSITION:
Professional	Linda Watson		Director of Finance, City of Page
ADDRESS: (Street, City, State/Province, Z	zip/Postal Code)		DUONE NUMBER.
EMAIL ADDRESS:			PHONE NUMBER:

#### Agency-Wide Questions

1. Have you been previously employed by Carson City?

No

Are you related to a current or former employee of Carson City?

No

3. If you stated "yes" to the above question, please state the employee's name and the department for which they work.

4. How did you learn of this vacancy?

City of Carson City Web Site

5. Are you a veteran who has been honorably discharged from the United States military? If so, please attach a copy of your DD-214 "Certificate of Release or Discharge from Active Duty" to your application at time of submittal.

No

6. Are you currently a citizen of the State of Nevada?

No

By clicking on the "yes" button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that all offers of employment and all information regarding compensation and other terms and conditions of employment will be made in writing, verbal statements may not be relied upon. Employment is "at-will", unless specifically stated otherwise. "At will" means Carson City may terminate my employment at any time, with no advance notice, and for any reason or no reason. I understand that if I am asked, I will have to verify any and all information given on this application. I understand that this application is the property of Carson City and will not be returned. If I am hired, the application will become part of my personnel file. I authorize Carson City to investigate my background by contacting my references and to make an independent investigation of any character, conduct and employment records; including, but not limited to, criminal and traffic records. I hereby release

all employers, schools, or persons from all liability in responding to inquiries in connection with my application. I understand that any misrepresentation, falsification, or material omission of information may result in my failure to receive an offer, or if I have been hired, in my dismissal from employment, regardless of length of employment. I will be required to submit to a criminal background check. I may be required to submit to a pre-employment drug and/or alcohol test. I understand that if I am hired into a sworn position with the Fire Department or an FTA/FMCSA covered position, I will be subject to random drug and/or alcohol testing. I may be required to participate in a written examination, oral examination, medical examination and/or any other examination deemed necessary by the Department/Office to determine if I meet the minimum qualifications of the position. I understand that I must notify Human Resources of any changes in my name, address, or phone number. Federal law requires all employers to verify the identity and employment eligibility of all persons hired to work in the United States. Carson City participates in E-Verify.

Yes

#### Job Specific Supplemental Questions

I acknowledge and understand that by submitting this application, the information in the application as well as any supporting documentation that I submit will become a public record and will be available to the public including being

1. If hired, will you be able to establish residency in Carson City, NV within the first 90 days of employment? Yes

posted on the Carson City website. I understand that this is a Board of Supervisor appointed position. If selected as a final candidate, my interviews will be conducted in public meetings that may be broadcast on television, public access television via the cable television system and/or the internet via Carson City's website. I further understand that at the public meetings, the interview panel members and/or the Board of Supervisors may consider my character, conduct and professional competence. I waive any and all rights to further notice of the public postings of information, notices of the fact that the interviews will be held in public meetings, what may be discussed at the meetings, including, without limitation, any notices that may be required by the Nevada Open Meeting law, specifically Nevada Revised Statutes Chapter 241 and hereby consent to these actions. Do you agree to the terms and conditions set forth above? Note: If you

select "No" please do not submit your application for consideration, as the information contained in the application and

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3. I acknowledge the specified salary range for this position and understand that if hired my assigned wage will be within this range.

Yes

The following terms were accepted by the applicant upon submitting the online application:

the supplemental information you provide, if any, will be subject to public disclosure.

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Carson City and will not be returned. I authorize Carson City to contact employers or individuals that I have listed on my employment application and to obtain job related information from them. I authorize Carson City to contact any institution and/or licensing authority for job-related information regarding education, licenses, and/or certificates which I may currently hold or have held in the past. In exchange for Carson City's consideration of my employment application, and /or my continued employment with Carson City, if any, I authorize anyone possessing this information to furnish it to Carson City upon request, and I release the individual company or institution and all individuals providing the information or acquiring the information, including Carson City, from all claims, liability, and damages whatsoever in furnishing, obtaining, or using said information including, but not limited to, claims for defamation, libel, slander, infliction of emotional distress, and interference with current or prospective economic relations. My Signature below certifies that the information provided is true and correct to the best of my knowledge. I understand that any false or misleading statements will result in rescission of a job offer or termination of employment. Following an offer of employment, I will be required to successfully complete a criminal background check and a drug test for select positions. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Darren Coldwell on 3/17/25 1: 28 PM
Signature
Date

#### 03/17/2025

Darren Coldwell



City of Carson City, NV Mayor & Board of Supervisors 201 North Carson Street Carson City, NV 989701

Dear Mayor & Board of Supervisors,

I am writing to express my interest in the position of City Manager for Carson City, Nevada. As the current City Manager of Page, Arizona, I am responsible for overseeing all day-to-day city operations which include managing thirteen different departments: IT, Finance, Parks & Trails, Planning & Zoning, Recreation, Community Marketing, Economic Development, Public Works, Police, Fire and Rescue, Lake Powell National Golf Course, Horseshoe Bend, and Special Events. Additionally, I oversee smaller departments like the Library, Community Center, and Digital Information. In total, these departments employ over 200 dedicated staff members and operate with an annual budget of nearly \$90 million. Page is a full-service community of 7,500 residents but swells to 40,000 during the day. Page has 2500 hotel rooms, over 400 short-term rental accommodations and 50 restaurants. The operation of these facilities brings workers from all around the area for employment.

My successful business ownership and management demonstrated my proven track record of leadership, strategic planning, and community engagement. By transitioning from the private sector to public service, I now have a unique perspective on city management, which enables me to effectively bridge the gap between local businesses and government initiatives. I use my extensive skills from my business in financial management, operational efficiency, and team development to improve city operations and drive economic growth. Over the course of my career, I have built strong relationships with community stakeholders, promoting collaboration and listening during decision-making processes. My business background enables me to handle complex challenges by using data-driven approaches to create sustainable solutions that address both immediate concerns and long-term goals. Not being a long-time bureaucrat, I emphasize advocating for community well-being, I prioritize transparency and communication, ensuring that residents are informed and engaged in their local government. My leadership style emphasizes empowerment and accountability creating a culture of excellence within city departments. I am dedicated to enhancing the quality of life for all residents through cost effective governing, strategic initiatives, and a focus on sustainable practices that promote economic resilience and diversity.

Under the direction of the City Council, I implement approved policies, procedures, resolutions, ordinances, and directives. My duties include appointing, conducting annual reviews, discussing

disciplinary actions, and when necessary, removing City employees. I develop and implement Page's Capital Improvement Program and oversee large capital projects from inception to completion. I also coordinate and approve agendas for City Council meetings and have established strong working relationships with local and state legislators. My knowledge of state politics and the legislative process has been instrumental in my success. To enhance employee working conditions, I have initiated and participated in several developmental committees.

Creating and managing the annual budget is a significant aspect of my role. During the fiscal years 2020 and 2021, I creatively reduced the budget amid the COVID-19 pandemic by introducing incentives, a hiring freeze, and consolidating positions. Despite the financial challenges, I increased the Reserves and General Fund from \$23 million in July 2019 to \$51 million by February 2024, achieving a fully funded reserve fund of over \$12 million. As of July, last year, the City of Page is debt-free, including the emergency services retirement fund (PSPRS) and the Arizona State Retirement Fund. My extensive experience in local government budgeting includes working with Mill Levy Valuations and State Sales Tax Distributions, as well as negotiating health insurance contracts, union agreements, and rental agreements.

My human resources experience includes mentoring staff, setting goals, promoting professional development, encouraging initiative, and ensuring effective working relationships. I am well-versed in the legal requirements for disciplining or removing staff and have experience in both Right to Work and At Will states. My management philosophy is based on inclusion and tolerance, leading by example, and fostering a supportive environment. This approach has resulted in a stable management team, with only one Director leaving for a different career opportunity during my tenure. I am personable, understanding, and a good listener, which has helped me establish positive relationships with regional and local news media outlets.

During my time with the City of Page, I have made significant changes to personnel duties and responsibilities. I brought website design in-house, created a new Special Events department, and successfully promoted our City, resulting in over five million annual visitors, Which is more than the Grand Canyon. Our marketing strategy now targets extended stays and includes broader markets like Canada, Washington, Idaho, Montana, Colorado, Texas, Utah, and neighboring states. These efforts have consistently increased sales tax revenue for the past 53 months and accounted for 5.2 million visitors in 2023.

I am confident that my leadership skills, private industry background, government experience that is both City and County, strong financial abilities, communication skills, human resources knowledge, and management style make me an excellent fit for Carson City. I would be honored to contribute to and help lead the staff of Carson City.

Thank you for considering my application. My family and I are excited about the possibility of relocating to the area, one of the best cities in Nevada. If you have any questions, please feel free to contact me directly at

Sincerely

Darren Coldwell

## **Darren Coldwell**

## **City Manager**

### **Education**

University of Montana, Missoula, MT Bachelor of Arts, Interpersonal Communications-Organizational Emphasis

A dedicated and goal-focused City/County Manager with a deep-rooted compassion for community engagement and extensive administrative management expertise. I am Darren Coldwell, a tested City/County Manager with a proven track record in navigating complex union contract negotiations, facilitating critical health insurance agreements, and structuring solid lease agreements. My ability to collaborate and communicate internally and externally provides me with the strengths in personnel management, decision-making, and public relations is complemented by a comprehensive understanding of budgeting, government administration, human resources, and municipal law. Trusted as an advisor and liaison, I am committed to making significant contributions that propel personnel towards achieving their long-term objectives. Open-minded and proactive, I prioritize listening and collaboration to foster success.

### **Work History**

City Manager City of Page, Arizona Page, Arizona 86040

11/2019 to Present

County Administrator Lincoln County, Montana Libby, Montana 59923

02/2017 to 11/2019

Mayor City of T

City of Troy, Montana Troy, Montana 59935

11/2013 to 11/2017

Business Owner Booze n Bait Troy, Montana 59935

07/1992 to 06/2017

#### **Skills:**

#### **Administrative Management Expertise:**

- Oversee daily operations of all departments, providing strategic direction to Directors, Managers, and City Council/County Commission. This includes conducting personnel reviews, setting performance goals, fostering motivation, and implementing disciplinary measures when necessary. Extensive experience in oversight of Human Resources and decision making of Human Resources challenges.
- Created forward-thinking incentives to recruit personnel as well as maintain staffing levels. Incentives include potential signing bonuses, help with moving expenses, help with first and last rent and hook-up fees of new rentals, a mix of available work schedules including a four-day work week for all administrative staff. These changes of decreased tum-over of staff drastically, including Fire Department currently at full employment and the PD is only two recruits short of their staffing goals.
- Review and evaluate departmental structures to ensure optimal cross-functional training, streamline workflows, and enhance operational agility. Implement measures to strengthen the organizational framework and promote fiscal stability.
- Act as the primary coordinator of municipal activities, providing insights to the Mayor and City Council/County Commission on administration, financial management, and data automation. Develop and maintain comprehensive documentation essential for smooth administrative processes.
- A forward-thinking City/County Manager that motivates staff to participate in the vision that the City Council/Conty Commission has conveyed to residents. Ensures that a positive and cohesive environment is provided for all staff and encourages them to challenge the status quo.
- Engage with various stakeholders, prepare written communications for the Mayor and City Council/County Commission, and interact with the media to articulate the City/County's positions on key issues. Plan agendas, provide essential background information, and collaborate with the City Attorney on legal matters.
- Guide union contract negotiations, implement city policies, and foster strong relationships with state personnel. Oversee acquisition contracts for power distribution and solicit contracts for the City Council/County Commission, continuously striving to uphold governance and operational excellence.
- Pride myself in leading staff in going beyond expected delivery of exemplary service to the residents and constituents in the community.

#### **Budget and Finance Management:**

• Develop and oversee the City/County budget with a focus on transparency, accountability, and strategic financial planning. Manage and implement the annual budget, ensuring sound financial governance and operational effectiveness.

- Have exceeded in increasing the cash flow for the General Fund and was able to meet the goal for the Rainy-Day Fund by still meeting the expectations of the Strategic Plan, Growth Plan and the Transportation and Maintenance Plan.
- Provide intuitive financial reports to empower the City Council/County Commission with necessary insights for fiscal oversight. Develop and implement policies and procedures in alignment with City Council/County Commission directives, promoting financial stability through constant oversight of fiscal performance.
- Offer leadership and expertise on decision-making issues impacting the City/County's financial landscape, guiding the City Council/County Commission in making informed choices. Develop preliminary budget documents projecting cash flows, reserves, revenues, and expenditure requirements across all departments.
- Emphasize the development and maintenance of cost measurement procedures, BARS accounting allocations, and purchasing practices. Monitor budget execution, implement internal audit controls, and evaluate budget implementation for efficiency opportunities.

#### **Community Development and Relations:**

- Foster collaboration with City/County volunteers, representing the City Council/County Commission at meetings, hearings, and public events. Engage with the community to ensure their voice is heard and valued.
- Cultivate and nurture robust community relations while leading development initiatives that enrich the City/County. Participate in meetings and public engagements to address residents' needs effectively.
- Extensive experience working with the marketing of communities and expanding their outreach to improve market share. Innovative City/County Manager with success in public space placemaking and transforming the ideas of the City Council/County Commission into powerful platforms for success.
- Guide and mentor Board members, empowering them to contribute to community governance and progress. Foster synergy and cooperation with volunteer organizations, ensuring successful board performance.
- Advocate for sustainable land-use practices, conservation efforts, and natural resource preservation. Participate in volunteer board meetings to collaborate with community members for the City/County's betterment.
- Attract potential businesses to the community, fostering economic growth and creating opportunities for prosperity. Cultivate relationships with decision-makers and stakeholders for strategic partnerships driving economic development.
- Support the local business community by researching, initiating contact, and engaging with industry leaders and entrepreneurs. Enhance the economic landscape, promote business growth, and create an inclusive environment nurturing entrepreneurship and independence.

#### Volunteer Board Affiliations

- · Kootenai Valley Rotary, Former President
- · Troy Fourth of July Committee, Board Chair
- Troy Chamber of Commerce, Executive Director
  - · United For Youth, Board Member
- Kootenai River Development, Former Board Member
- Lincoln County Port Authority, Former Board Member
  - Troy School Board, Former Board Member
- Troy Volunteer Fire Department, Former Fire Marshall

### Professional Associations

- American Society of Public Administration
- Government Finance Officers Association
- International City/County Managers Association
- Board of Directors Arizona City/County Managers Association

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## Darren Coldwell City Manager, City of Page, AZ

Dear Mayor and Board of Supervisors,

I want to thank you in advance for giving me the opportunity to further answer questions for you concerning Carson City. I hope you will find my answers and explanations are forward thinking and a match for the staff and residents of Carson City.

I believe that my staff members would describe me as a manager who is both supportive and effective. They are likely to express their appreciation for my patience and hard work, acknowledging that I prioritize their needs while meeting the demands of the boards and councils. My ability to advocate for staff and ensure that necessary resources are available to them demonstrates my commitment to their success. Staff would describe me as calm under pressure and have the utmost integrity, which are qualities that build trust and respect among my staff. Overall, staff would say that my down-to-earth management style and energetic approach encourages a positive and productive work environment.

As a City/County Manager, I believe elected officials would describe me as a dedicated and trustworthy leader who consistently prioritizes fiscal integrity. I have successfully built relationships with both the public and our elected officials, making significant progress while working in the state capital and engaging with our DC representatives. Elected officials will say that I understand that following directives is crucial, and I take pride in executing their visions while managing the difficulties of local government. In an environment that requires adaptive skills, I have proven my ability to wear many hats. Elected officials would speak highly of my problem-solving skills and unwavering work ethic, noting that I consistently strive to achieve the goals of elected officials. Ultimately, I believe they would speak of my integrity and my commitment to represent the boards and councils with the highest ethical standards, ensuring that their interests and the needs of our community are always at the forefront of my efforts.

As a City/County Manager, my greatest strength is my ability to bring together many different viewpoints and personalities to reach a consensus. This ability includes the important personal strengths of listening, respecting, prioritizing, and bringing stakeholders to a conclusion. Carson City and its residents will benefit from my ability to work on multi-layered projects. The ability to build consensus will be invaluable when considering dealing with the strong personalities the Board of Supervisors are asked to deal with daily. Working in smaller counties and communities has required me to be a successful multitasker, which enables me to professionally accomplish the never-ending workload that a manager has. Being able to wear many hats and my background in small business and private industry helps when you consider the issues facing Carson City.

If I were to consider a weakness of mine, it would be my lack of patience at times. I am constantly striving for quick results, which can cause unnecessary stress. Now that I am aware of this shortcoming, it is the first step towards being patient and taking a deep breath and appreciating the value of taking events slowly and steadily.

I believe that there is a place for annual reviews, but as a manager I consider meeting once a year to sit with an employee is not only unfair to the staff member, it is unfair to the whole team and no way to ensure staff is meeting their or the organization's goals. I personally meet every Monday at 7:30 AM with all of my Directors as a group to discuss the prior week and the upcoming week. The team has fostered a sense of camaraderie because of this. I also meet weekly with the Department Managers and Directors individually for a half hour or sometimes less to make sure that they receive what they need and to see if there are any issues that couldn't be discussed at the team meeting. By using this approach, I can ensure that I am on top of any personnel issues and have the chance to mentor and review the staff at least once a week, not annually. Twice a year, we all gather in one room to set department and city goals and discuss the progress of those goals. This has resulted in great productivity and provided a chance for team members to motivate each other in front of the entire group.

My professional career's greatest accomplishment is the new roundabout being constructed on HWY 89 and North Lake Powell Blvd in the City of Page. For many years now, this intersection has been problematic and has even resulted in deaths. Although we worked diligently with the Department of Transportation, we were unsuccessful. The relationships I have with state and federal elected officials are one of my greatest strengths. As a result of this, I made the decision to attempt to apply for a state appropriation. It took three years of constant trips to the capital and phone calls to our senators and representatives to finally achieve success. Our congressman introduced it to the Transportation Committee, and with some wrangling and trading; it passed the Transportation Committee, succeeded in Finance, and was signed by Governor Ducey into his annual budget. Page was the first in the state to receive a city appropriation for an ADOT project and is currently watching the \$8 million project being built.

My biggest disappointment is a project that I had committed to for years. In 2020, the City Council directed me to develop a plan for a complete new Downtown revitalization. Past councils have committed to the project by contributing to a Capital Improvement Program Fund, selecting an architectural and engineering firm, and continuing to place the project on their City Council priorities. We were successful in obtaining a \$5 million federal Economic Development grant to support the project in 2024. We also learned that the regional League of Counties and Cities were placing it in their top three area projects for funding requests in the amount of \$8.6. These two combined would fund the entire project. A contentious group of citizens came out against the project and sued the city, which they have now taken all the way to the Arizona Supreme Court, prior to losing in the two lower courts, and threatened to recall Councilors who supported the project. I spent hours trying to inform the public and educate the City Council about the advantages of the Downtown Streetscape plan. In spite of everything, the plan was rejected by the current City Council in a 3 to 3 vote. What I have learned is that no matter what

you do, the dais changes every couple years and I am not responsible for that. I also have learned that stepping back and reevaluating isn't failing.

Management of people is not something that can be learned in the classroom or from one of the many books available on the topic. My professional management style has evolved over time. I believe that a City Manager leads by example and especially in local government and that it is important to mentor those who wish to advance in their career. My management style emphasizes mentorship, empowerment, and respect. I believe providing opportunities for advancement and creating an environment where staff can succeed in their own way is crucial. My management style is centered around listening to staff and emphasizing customer service. I also think it is important to set achievable goals for both me and my staff members and ensure that ongoing training and education support professional growth for both of us. My hands-on approach not only nurtures individual development but also contributes to a positive and productive workplace culture.

The City of Page is a full-service city that provides all emergency services along with all other services expected from a community its size. Currently I have eleven Director and Managers that report directly to me. Those team members oversee a total of 212 employees and increases to around 235 in the summer months.

## Darren Coldwell City of Page, AZ City Manager

My wife Barbie and I have called Page, Arizona our home since 2019. We previously resided in Lincoln County, Montana which is just outside of Glacier Park, where I held the position of County Administrator for almost three years. Over the years, I have dedicated my career to public service, volunteering as a strong Mayor four years prior to stepping into the role of City/County Manager. I established a successful retail business at the age of twenty-seven. I spent over twenty years working in this business before deciding to sell it. This professional experience gave me a different perspective than most City Managers. Working for myself and having employees to take care of gave me a different attitude than the usual bureaucrats that can be found in our industry. It gave me an appreciation of hard work, customer service, and the importance of forecasting and budgeting.

For the past sixteen years, my wife has been working remotely for the Department of Agriculture and the Department of Labor. It has always been important to us to give back to our community and volunteer wherever we+ can be of help. I have volunteered as a member of the School Board, sixteen years as a volunteer fireman, President of the local Rotary Club and many other philanthropic associations. My journey has equipped me with the skills and experiences necessary to navigate the complexities of city management. I am now seeking the opportunity to bring my expertise and passion to the position of City Manager in Carson City, Nevada. This essay will explore my motivations for pursuing the City Manager's position, my relevant experiences, my philosophy on leadership, and my strategic vision for the first 90 days in this pivotal position.

I'm interested in the position of City Manager for the City of Carson City for a number of reasons. I believe my skills and diverse background can be an asset for the community. My wife and I are looking to get back to a community that is committed to their hometown feel and the Carson Valley is some of the most beautiful lands in all of Nevada. I have spent several years in public management and community development, and I have experienced firsthand the difference that a dedicated City Manager can have on the businesses and residents of a community. The Carson City position is a great opportunity to contribute to the vision that the Board of Supervisors has for Carson City, promote community involvement, and contribute to the continued success of the community.

Additionally, I am drawn to Carson City's commitment to fostering a vibrant, progressive community. The city's diverse population and its emphasis on collaboration and transparency resonate with my belief in the importance of excellence in governance. I am eager to bring my background in public engagement and work to continue to build successful bridges between the city and its residents, ensuring that their voices are heard, and their needs are met.

This is an important time in my career where I want to apply my expertise in a meaningful way that impacts a community positively, where I have an opportunity to contribute to the Board of Supervisor's vision of the city. My experience in both private and public industries, community outreach, and volunteering gives me the insight needed to tackle the challenges and opportunities that Carson City is facing. The city's focus on ensuring quality of life and strategic growth is also important to me. I am particularly excited about the potential to work on projects that will enhance the quality of life for all the Carson City residents.

With the prospect of joining the City of Carson City, I see an opportunity not only for personal and professional growth, but also a chance to contribute to an area that is as beautiful as anywhere in the state of Nevada. I want the Board of Supervisors to know that I am committed to working collaboratively with city officials, community members, staff, and local organizations to help shape Carson City. I am eager to bring my diversified background, work ethic, and skills to the position of City Manager during this exciting time in Carson City.

The experience of Mayor of Troy, the County Administrator of Lincoln County, and now the City Manager in Page has played a significant role in preparing me for the role of City Manager for Carson City. I have successfully overseen both a full-service city and a full-service county, prepared and managed budgets, and implemented policies that prioritize community engagement and sustainability. One of my proudest achievements was spearheading a comprehensive revitalization project that will transform Page's downtown area, attracting new businesses and enhancing the quality of life for residents. This experience taught me the importance of collaboration and the power of a unified vision. Moreover, my experience with creating a General Plan has provided me with a solid foundation in zoning laws, infrastructure development, and public safety. I have worked closely with stakeholders, including residents, businesses, and government agencies, to ensure that the initiatives reflect the community's needs and aspirations. This collaborative approach is essential for any City Manager, because it fosters trust and transparency in governance.

Additionally, my experience in crisis management during natural disasters, such as catastrophic forest fires and flooding, has prepared me to handle unforeseen challenges. I have learned to remain calm under pressure, prioritize the safety of residents, and communicate effectively with diverse audiences. These skills are invaluable and something that you can't learn from a book, you have to experience them firsthand to be effective. The Position of City Manager in Carson

City will give me the opportunity to where I aim to build on the city's strengths while addressing its challenges as well.

Being an influential leader is extremely important to me. Creating a work environment that fosters the ethics of the team and stresses customer service is a must. As the City Manager, being able to create positive work and a team environment that fosters my team to perform at their highest level is crucial. This involves providing staff with the atmosphere to take ownership of their roles while making sure they have the necessary resources and support. It is important to create a collaborative environment where teamwork is emphasized. By breaking down silos between departments, employees can share knowledge and work together towards common goals, enhancing productivity and morale. Promoting a mindset of constant learning and improvement. Encouraging employees to seek professional development opportunities, provide training, and embrace innovative ideas that can make sure Carson City is always moving forward. To accomplish the above goals the City Manager needs to establish transparent communication channels. As well as hold feedback sessions, and one-on-one check-ins to ensure that employees feel heard and valued. It will be important to have a recognition program to celebrate employee achievements and milestones. Acknowledging hard work boosts morale and motivates employees to maintain high performance. It has always been my philosophy to ensure a healthy work-life balance by offering flexible working arrangements and promoting use of leave and vacation time. It has been proven that a balanced workforce is more productive and engaged. Ensure that individual and team goals align with Carson City's mission and vision. This will help employees understand how their work contributes to the community, fostering a sense of purpose. By adopting this philosophy and approach, Carson City can cultivate a motivated workforce dedicated to serving the community effectively.

I believe that being an influential leader requires embodying the principles of integrity, empathy, and vision. Influential leaders are those who inspire others to work towards a common goal while fostering an inclusive environment where every voice is heard. To me, leadership is about empowering others to realize their potential rather than asserting authority. As the City Manager, I am committed to leading by example and demonstrating accountability and transparency in all my actions. My goal is to have open communication and ensure that my team feels valued and motivated, which is why I prioritize it. I am a firm believer in the importance of mentorship, which involves guiding young leaders within the organization to improve their skills and contribute to our shared mission. Being adaptable and responsive to the evolving needs of the community is a key aspect of influential leadership. I am committed to understanding the unique challenges faced by Carson City and leveraging my experience to create innovative solutions. By fostering a culture of collaboration and a team mentality, I aim to build a strong team dedicated to serving the residents of Carson City with a customer service attitude.

If hired as City Manager, my first 90 days would be focused on building relationships, assessing community needs, and establishing a roadmap for future initiatives. I would prioritize meeting with key stakeholders, including city staff, community leaders, and residents, to gain insight into their perspectives and aspirations for Carson City. Understanding the community's priorities is essential for effective governance and ensuring that our initiatives reflect their needs. I would also conduct a thorough assessment of existing programs and services, identifying strengths and areas for improvement. This evaluation would involve analyzing budget allocations, reviewing performance metrics, and engaging department heads to understand operational challenges. By gathering this information, I can make informed decisions that enhance efficiency and effectiveness.

Furthermore, I would initiate a series of community forums to foster dialogue and encourage resident participation in the decision-making process. These forums would provide an opportunity for citizens to voice their concerns and ideas, reinforcing my commitment to transparency and collaboration. I believe that engaging in the community early in my tenure will help build trust and establish a foundation for future initiatives.

In addition to community engagement, I would focus on identifying key projects that align with the city's strategic goals. This may involve exploring opportunities for economic development, enhancing public safety measures, and investing in infrastructure improvements. By prioritizing these initiatives, I aim to set a clear direction for the city and demonstrate my commitment to its growth and prosperity.

In conclusion, my background as a City Manager, County Manager, Mayor and a small business owner has prepared me well for the opportunity to serve as City Manager of Carson City, Nevada. I am passionate about public service and committed to fostering a new team that is customer service oriented and excited about the positions they do every day for the residents of Carson City. My experiences have equipped me with the skills to navigate the complexities of city management, and I am eager to bring my vision to Carson City

My extensive management experience uniquely positions me to serve as the City Manager of Carson City, Nevada. Over the past six years in Page, Arizona, I have honed my leadership skills and developed a deep understanding of municipal operations. My tenure as County Administrator in Lincoln County, Montana, and my previous role as Mayor have equipped me with the tools necessary to navigate complex challenges and foster collaboration among diverse stakeholders.

I am devoted to providing exceptional customer service and believe that strong relationships are essential for effective governance. Through my ability to listen attentively and engage with residents, I can understand their needs and concerns and ensure that their voices are heard in

decision-making processes. Furthermore, I am proud of my ability to defuse tense situations and keep a peaceful and productive atmosphere, even in challenging circumstances.

The chance to make a contribution to the growth and well-being of Carson City is something I am truly excited about. My wife and I are excited to become a vital part of this lively community, and I am committed to being a City Manager that prioritizes transparency, inclusivity, and progress. I am excited to serve Carson City for many years to come, working together to build a prosperous future for all its residents.

I want to thank the Board of Supervisors in advance for taking the time to review my material. I also want to thank you for giving me the opportunity to provide this material and hopefully go onto the next step of the interview process. I want to once again stress to the Board of Supervisors that Carson City and the position of City Manager is one that my wife and I look at as a position and community we want to call home for a very long time. I look forward to meeting the Board of Supervisors and the staff sometime in the near future.

#### EMPLOYMENT APPLICATION



CONSOLIDATED MUNICIPALITY OF CARSON CITY
201 North Carson Street, Suite 4
Carson City, Nevada 89701-4289
775-887-2103
<a href="http://www.carson.org">http://www.carson.org</a>

Hicks, Stephanie A. 110\_03/2025 CITY MANAGER

ı	Received: 3/19/25 8:13
1	PM
ı	For Official Use Only:
ı	QUAL:
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PERSONAL INFORMATION			
POSITION TITLE:		EXAMID#:	
CITY MANAGER		110_03/2025	
NAME: (Last, First, Middle	)	SOCIAL SECURITY NUMBER:	
Hicks, Stephanie A.		N/A	
ADDRESS: (Street, City, S	State/Province, Zip/Postal Code)	EMAIL ADDRESS:	
HOME PHONE:		NOTIFICATION PREFERENCE:	
		Email	
DRIVER'S LICENSE:	DRIVER'S LICENSE:	LEGAL RIGHT TO WORK IN THE UNITED STATES?	
■ Yes □ No State: Number:		■ Yes □ No	
What is your highest level of education?			
Bachelor's Degree			

	REFERENCES
F	REFERENCES
MINIMUM COMPENSATION:	
\$242,000.00 per year	
SHIFTS YOU WILL ACCEPT:	
Day	
OBJECTIVE:	

To leverage my experience in local government, strategic planning, and community engagement to serve as City Manager, with the goal of fostering sustainable growth, improving city services, and enhancing the quality of life for all residents. I will work collaboratively with elected officials, staff, and community members to implement the goals of the Board of Supervisors, apply innovative solutions and create a thriving and well-managed city.

EDUCATION			
DATES:	SCHOOL NAME:		
From: 9/1989 To: 12/1994	California State University		
LOCATION:(City, State/Province)	DID YOU GRADUATE?	DEGREE RECEIVED:	
Sacramento , California	■Yes □No	Bachelor's	
MAJOR:		UNITS COMPLETED:	
Criminal Justice, Administration of		124 - Semester	

	WORK EXPERIENCE	
DATES:	EMPLOYER:	POSITION TITLE:
From: 9/2019 To: Present	Carson City Consolidated Municipality	Deputy City Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
201 N. Carson Street, Carson City, Nevada, 89410		www.carson.org
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
775.283.7944	Nancy Paulson - City Manager	■Yes □No
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	1018	

#### DUTIES

Plans, organizes, coordinates, and directs, through managers and administrative staff, the work of operational departments, functional areas, and programs of the City in accordance with the adopted goals and objectives of the Board of Supervisors. Direct Reports include Purchasing and Contracts Administrator, Government Affairs Liaison/PIO, Community Relations Coordinator, Office Manager, Office Specialist, Community Development Department, Fire Department, Public Works Department, Health and Human Services, Parks, Recreation and Open Space, Library, Senior Center and Cooperative Extension. Works closely with City policy boards, commissions and committees, a variety of public and private organizations and citizen groups to develop and implement programs and meet goals and objectives. Advises City Manager and others on issues and programs; directs the preparation of and recommends long-range plans for City funding and service provision and directs the development of specific proposals for action regarding the current and future City needs. Advises the City Manager in the formulation of budget, financial management, personnel, general administrative and organizational development strategies and policies. Plans, coordinates, oversees, reviews and evaluates the work of assigned management, administrative and support staff. Plans and organizes annual Leadership Retreat for Department Directors and the annual Board of Supervisors Retreat. Participates in collective bargaining negotiations. Annually assists City Manager to review Capital Improvement Projects and Supplemental requests for the budget. Assists City Manager in review of Staff Reports for the Board of Supervisors' meetings. Assists the City Manager and oversees the Government Affairs Liaison/PIO with preparation and review of bill drafts during the legislative sessions. Continues to participate in the City's real property decisions including analyzing space needs for new courtroom, City Hall, Juvenile, and disposal of

properties. Continues to monitor and provide up	odates on the Carson City Lands Bill.		
REASON FOR LEAVING:			
Still employed.  DATES:	EMPLOYER:	POSITION TITLE:	
From: 6/2018 To: 9/2019	Stephanie A. Hicks Planning & Grant Consulting Services	Owner	
ADDRESS: (Street, City, State/Province, Zip/Po 1881 Pinto Circle, GARDNERVILLE, Nevada, 89			
PHONE NUMBER: 775.790.1690	SUPERVISOR: N/A - N/A	MAY WE CONTACT THIS EMPLOYER?  •Yes •No	
HOURS PER WEEK: 15	# OF EMPLOYEES SUPERVISED: O		
DUTIES: Part-time consulting business to assist Eureka Public Works Division with the preparation and Project, Reno Purchasing Warehouse Emergenc REASON FOR LEAVING:	submittal of FEMA Pre-Disaster Mitigation Gran	ts for the Hobart Dam Advanced Assistance	
Temporary, part-time work. Could not longer h			
DATES: From: 4/2016 To: 9/2019	EMPLOYER: Carson City Consolidated Municipality	POSITION TITLE: Real Property Manager	
ADDRESS: (Street, City, State/Province, Zip/Po 201 N. Carson Street, Carson City, Nevada, 89		COMPANY URL: www.carson.org	
PHONE NUMBER: 775.283.7391	SUPERVISOR: Darren Schulz - Public Works Director	MAY WE CONTACT THIS EMPLOYER?  ■Yes □No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 15		
supervision of the Facilities Maintenance Division acquisition and sale of real property to be used maintenance costs, and other factors in the det for various buildings and facilities in the Capital long-term strategy for capital improvement property.  REASON FOR LEAVING:	for City purposes. Conducted studies of proper ermination of lease and rental fees. Assisted in Improvement Program Budget (CIP), sought f	ty values, lease changes, property preparing project scope and cost estimates	
Promotion to Deputy City Manager.			
DATES: From: 9/2015 To: 6/2018	EMPLOYER: Nevada Department of Public Safety/Division of Emergency Management	POSITION TITLE: Mitigation Planner	
ADDRESS: (Street, City, State/Province, Zip/P- 2478 Fairview Drive, Carson City , Nevada, 89	ostal Code) 701	COMPANY URL: http://dem.nv.gov/	
PHONE NUMBER: 775-687-0373	SUPERVISOR: Janell Woodward - State Hazard Mitigation Officer	MAY WE CONTACT THIS EMPLOYER?  ■Yes □No	
HOURS PER WEEK: 12	# OF EMPLOYEES SUPERVISED: O		
DUTIES: Hired on a part-time, temporary basis to assist White Pine County and Mineral County. Coordin profiles and mitigation actions.			
REASON FOR LEAVING: Temporary assistance only.			
DATES: From: 1/2005 To: 3/2016	EMPLOYER: R.O. Anderson Engineering, Inc.	POSITION TITLE: Director of Grants & Hazard Mitigation Planning	
ADDRESS: (Street, City, State/Province, Zip/Province, Zip/		COMPANY URL: www.roanderson.com	
PHONE NUMBER: 775.215.5042	SUPERVISOR: Keith Ruben, MBA, AICP - Director of Planning	MAY WE CONTACT THIS EMPLOYER?  ■Yes □No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 2		

As a consultant to land owners and developers in the long- and short-term planning of land use for growth and revitalization in urban, suburban, and rural communities, responsible for the compilation and submittal of complex development applications to local, state, and federal regulatory agencies. Performed detailed project analysis to promote the best use of the subject land and resources for residential, commercial, institutional, agricultural, and recreational purposes. Duties include the identification and mitigation of development impacts, as well as, the analysis of compliance with the goals and objectives of the jurisdiction's Master Plan, area plans, and related zoning ordinances and policies. Responsibilities also included project management, including oversight of staff members assigned to a project including engineers, AutoCADD operators, administrative staff, and other planners; developing project budgets, reviewing project billing, and ensuring projects meet timeframes and budgets; and prioritizing and assigning tasks, and reviewing staff work products, plans, and

Leading the Hazard Mitigation Planning focus area, prepared local hazard mitigation plans, as well as assisting FEMA Cooperating Technical Partners through the FEMA Risk MAP Discovery Process. Proactively apprised public entity clients of federal and state grant opportunities in the areas of transportation, water and wastewater, parks, open space, energy efficiency/clean energy, economic development, capital

improvements, environmental and resource conservation. Prepared grant applications to secure federal funding for State and/or State-sponsored programs including writing project narratives and compiling required financial and statistical data. Researched and recommended long-range plans and projects within grant guidelines and funding cycles and provided technical assistance to clients regarding program operations including grants management, program planning, and interpretation and analysis of regulations, policies and procedures. Duties also involved direct client advocacy, as well as legislative and regulatory research. Presented to a variety of hearing bodies and stakeholder groups such as the Administrative Hearing Panel, Planning Commission, Town Boards, and Board of Commissioners.

#### REASON FOR LEAVING:

Looking for an opportunity for advancement in my planning career.

3 11 3	<u> </u>	
DATES:	EMPLOYER:	POSITION TITLE:
From: 10/2003 To: 1/2005	Douglas County Community Development	Junior Planner
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
1594 Esmeralda Avenue, Minden, Nevada, 89423		www.douglascountynv.gov
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
775-782-6230	Mimi Moss, AICP - Community Development	■Yes □No
	Director	
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	0	

#### DUTIES:

During employment as a Junior Planner, duties included assisting developers, elected/appointed officials, and the public in applying planning and zoning regulations and county information sources to development projects, technical issues and land use plans. Provided information to the public on departmental activities, answered routine to complex questions regarding zoning and land use, and reviewed permit applications to ensure accuracy, completeness and general compliance with legal standards and requirements. Responsible for the review and analysis of complex development applications, such as commercial design reviews, accessory dwelling design reviews, multifamily housing design reviews, sign reviews, parcel map applications, subdivision applications, boundary line adjustment applications, major and minor variance requests, as well as master plan and zone change requests.

Responsible for drafting detailed staff reports regarding said applications and making recommendations of approval to the County Hearing Officer, as well as the Planning Commission and Board of Commissioners. Additionally, responsible for overseeing the acceptance, scheduling and routing of various development applications. Presented project recommendations to the Administrative Hearing Panel, Planning Commission, Town Boards, and Board of Commissioners.

#### REASON FOR LEAVING:

Opportunity for professional development

opportunity for professional development.		
DATES:	EMPLOYER:	POSITION TITLE:
From: 3/2002 To: 12/2002	Douglas County Community Development	Planning Counter Technician
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
1594 Esmeralda Avenue, Minden, Nevada, 89423		www.douglasnv.gov
PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
775-782-6230	Mimi Moss, AICP - Director of Community	■Yes □No
	Development	
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	1 0	

#### DUTIES:

Mu duties included assisting developers, elected officials, and the public in applying planning and zoning regulations and county information sources to development projects, technical issues, and land use plans. I reviewed over-the-counter permit applications to ensure accuracy, completeness, and general compliance with legal standards and requirements. I responded to informational requests related to zoning and land use using geographical information systems. I performed residential plan checks for compliance with zoning and development codes; performed sign/advertising and development permit reviews to ensure compliance with county codes; recommended approval or denial of said application to the Planning Manager; recommended conditions of approval to the applicant in order to mitigate any potential impacts to the public or adjacent property owners.

#### REASON FOR LEAVING:

Relocate to help ill parents.

DATES:	EMPLOYER:	POSITION TITLE:
From: 6/1997 To: 3/2002	Department of Public Safety, Records &	Program Officer III, Program Officer I, and
	Identification Services Bureau	Management Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code)		
333 West Nye Lane, Suite 100 , Carson City, Nevada, 89706		
SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?	
Dennis DeBacco - Manager - Records &	■Yes □No	
Identification Services Bureau		
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	26	

#### DUTIES:

While employed by the Department of Public Safety, Records and Identification Services Bureau, worked in the units responsible for management of the Nevada Criminal Justice Information System (NCJIS). NCJIS serves as the Control Terminal Agency (CTA) for the State of Nevada and acts as the liaison between all law enforcement and criminal justice agencies for access to the National Crime Information Center (NCIC). As a Program Officer I, responsible for systems management; responded to requests for access, established user agreements; monitored system security; administered monthly NCJIS and NCIC validations; configured terminals, devices, and users for system access. Responsible for the long-range planning, coordination and implementation of the biennial NCJIS audit program; conducted on-site and survey audits of all law enforcement and criminal justice agencies with access to NCJIS. Planned, developed and implemented required biennial training programs for system users.

In 2000, promoted to Program Officer III, to be the supervisor of the NCJIS Programs Development and Compliance Unit, NCJIS Training Unit and the Control Terminal Agency (CTA) 24-hour center. Responsible for scheduling the shifts for 24/7 operations, daily work assignments, and assignment deadlines. Reviewed work output, prepared employee evaluations, and implemented and maintained disciplinary action to correct deficiencies and deviations of staff relative to work product. Conducted the technical design development, testing and implementation of new applications and enhancements to NCJIS and other programs managed by the Bureau. Documented new programs into user manuals and prepared and presented training classes to the law enforcement and criminal justice community regarding new programs. Responsible for budget development and recommending, developing, and implementing new policies to improve program

effectiveness and ensure compliance with federal and state laws. Applied state and federal laws, policies and procedures to the administration and operation of NCJIS. Researched and drafted revisions to NRS and NCJIS/NCIC policies for recommendation to the legislature and/or NCJIS Advisory Board.

REASON FOR LEAVING: To seek a career in Planning.

CERTIFICATES AND LICENSES				
TYPE:	TYPE:			
American Institute of Certified Planners (AICP)				
LICENSE NUMBER:	ISSUING AGENCY:			
024379	American Institute of Certified Planners			
TYPE:				
Certified Floodplain Manager (CFM)				
LICENSE NUMBER:	ISSUING AGENCY:			
US-14-07499	Association of State Floodplain Managers			

Skills	
Nothing Entered For This Section	

ADDITIONAL INFORMATION

Professional Associations
American Planning Association, Member
Professional Associations
Association of State Floodplain Managers, Member

REFERENCES			
REFERENCE TYPE: Professional	NAME:	POSITION: Carson City Sheriff	
ADDRESS: (Street, City, State/Province, Zip/P	Ken Furlong	Carson City Sherin	
EMAIL ADDRESS:	ostal Code)	DUONE NUMBER.	
EIVIATE ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Jason Woodbury	Former District Attorney, Carson City	
ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)		
EMAIL ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Brian Wacker	Deputy Administrator, State of Nevada Public Works Division	
ADDRESS: (Street, City, State/Province, Zip/P	octal Codo)	Public Works Division	
EMAIL ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)	DUONE NUMBER.	
EIVIATE ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Clayton Mitchell	Vice Chair, V&T Railway Commission	
ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)		
EMAIL ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	David Peterson	Executive Director, Carson City Culture &	
ADDRESS: (Street, City, State/Province, Zip/P	estal Code)	Tourism Authority	
EMAIL ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)	PHONE NUMBER:	
EIVIATE ADDRESS.		PHONE NUMBER.	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Danny Rotter	Assistant General Manager, Truckee	
		Meadows Water Authority	
ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)		
EMAIL ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE: Professional	NAME: Ed James	POSITION: General Manager, Carson Water	
Professional	Ed James	Subconservancy District	
ADDRESS: (Street, City, State/Province, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Kurtis Carlson	Engineering Manager, Southwest Gas	
ADDRESS (8)		Corporation	
ADDRESS: (Street, City, State/Province, Zip/P	ostal Code)	DUONE NUMBER	
EMAIL ADDRESS:		PHONE NUMBER:	
	-		

REFERENCE TYPE:	NAME:	POSITION:	
Personal	Matt Wetzell	General Manager, Casino Fandango	
ADDRESS: (Street, City, State/Prov	nce, Zip/Postal Code)	·	
EMAIL ADDRESS:		PHONE NUMBER:	
REFERENCE TYPE:	NAME:	POSITION:	
Professional	Nigel Harrison	Professor of Construction Technology,	
		Western Nevada College	
ADDRESS: (Street, City, State/Province, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:	

#### Agency-Wide Questions

- Have you been previously employed by Carson City?
  - Are you related to a current or former employee of Carson City?

Yes

- 3. If you stated "yes" to the above question, please state the employee's name and the department for which they work. Emily Hicks, District Attorney's Office
- 4. How did you learn of this vacancy?

Carson City Employee

5. Are you a veteran who has been honorably discharged from the United States military? If so, please attach a copy of your DD-214 "Certificate of Release or Discharge from Active Duty" to your application at time of submittal.

No

2.

6. Are you currently a citizen of the State of Nevada?

Yes

By clicking on the "yes" button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that all offers of employment and all information regarding compensation and other terms and conditions of employment will be made in writing, verbal statements may not be relied upon. Employment is "at-will", unless specifically stated otherwise. "At will" means Carson City may terminate my employment at any time, with no advance notice, and for any reason or no reason. I understand that if I am asked, I will have to verify any and all information given on this application. I understand that this application is the property of Carson City and will not be returned. If I am hired, the application will become part of my personnel file. I authorize Carson City to investigate my background by contacting my references and to make an independent investigation of any character, conduct and employment records; including, but not limited to, criminal and traffic records. I hereby release

all employers, schools, or persons from all liability in responding to inquiries in connection with my application. I understand that any misrepresentation, falsification, or material omission of information may result in my failure to receive an offer, or if I have been hired, in my dismissal from employment, regardless of length of employment. I will be required to submit to a criminal background check. I may be required to submit to a pre-employment drug and/or alcohol test. I understand that if I am hired into a sworn position with the Fire Department or an FTA/FMCSA covered position, I will be subject to random drug and/or alcohol testing. I may be required to participate in a written examination, oral examination, medical examination and/or any other examination deemed necessary by the Department/Office to determine if I meet the minimum qualifications of the position. I understand that I must notify Human Resources of any changes in my name, address, or phone number. Federal law requires all employers to verify the identity and employment eligibility of all persons hired to work in the United States. Carson City participates in E-Verify.

Yes

#### Job Specific Supplemental Questions

I acknowledge and understand that by submitting this application, the information in the application as well as any supporting documentation that I submit will become a public record and will be available to the public including being

1. If hired, will you be able to establish residency in Carson City, NV within the first 90 days of employment? Yes

posted on the Carson City website. I understand that this is a Board of Supervisor appointed position. If selected as a final candidate, my interviews will be conducted in public meetings that may be broadcast on television, public access television via the cable television system and/or the internet via Carson City's website. I further understand that at the public meetings, the interview panel members and/or the Board of Supervisors may consider my character, conduct and professional competence. I waive any and all rights to further notice of the public postings of information, notices of the fact that the interviews will be held in public meetings, what may be discussed at the meetings, including, without limitation, any notices that may be required by the Nevada Open Meeting law, specifically Nevada Revised Statutes Chapter 241 and hereby consent to these actions. Do you agree to the terms and conditions set forth above? Note: If you

select "No" please do not submit your application for consideration, as the information contained in the application and

Vac

3. I acknowledge the specified salary range for this position and understand that if hired my assigned wage will be within this range.

Yes

The following terms were accepted by the applicant upon submitting the online application:

the supplemental information you provide, if any, will be subject to public disclosure.

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Carson City and will not be returned. I authorize Carson City to contact employers or individuals that I have listed on my employment application and to obtain job related information from them. I authorize Carson City to contact any institution and/or licensing authority for job-related information regarding education, licenses, and/or certificates which I may currently hold or have held in the past. In exchange for Carson City's consideration of my employment application, and /or my continued employment with Carson City, if any, I authorize anyone possessing this information to furnish it to Carson City upon request, and I release the individual company or institution and all individuals providing the information or acquiring the information, including Carson City, from all claims, liability, and damages whatsoever in furnishing, obtaining, or using said information including, but not limited to, claims for defamation, libel, slander, infliction of emotional distress, and interference with current or prospective economic relations. My Signature below certifies that the information provided is true and correct to the best of my knowledge. I understand that any false or misleading statements will result in rescission of a job offer or termination of employment. Following an offer of employment, I will be required to successfully complete a criminal background check and a drug test for select positions. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by Stephanie A. Hicks on 3/19/25 8:13 PM
Signature
Date

March 19, 2025

Carson City Board of Supervisors 201 N. Carson Street, Suite 2 Carson City, Nevada 89701

Dear Mayor and Board of Supervisors:

Thank you for the opportunity to be considered for the position of City Manager for Carson City.

I have had the pleasure of serving as the Deputy City Manager of Carson City for the last 5 1/2 years and have been employed by Carson City for almost 9 years. As the Deputy City Manager, I have contributed to the long-term strategic planning for the City, implementation of the goals of the Board of Supervisors, and the development of the City's budget including capital improvement projects. Additionally, I have been fortunate to learn and grow under the guidance of the City Manager and assist with day-to-day administrative operations of the City. I pride myself in conducting business in a professional and courteous manner. I am here to serve the residents of the community, and therefore, customer service is of utmost importance. It is my goal to improve City services and enhance the quality of life for all residents.

I believe that my experience, skills and strong technical capabilities make me uniquely qualified for this position. I have over 23 years of experience in the planning field to include land use, strategic, hazard mitigation and emergency operations planning, as well as grant writing and community engagement expertise. I am an AICP-Certified Planner and a Certified Floodplain Manager. I have spent over 11 years in local government and 5 years in state government. My experiences have taught me how to build strong relationships with various government organizations, community groups, and state and federal agencies.

I strive to be a servant leader who demonstrates integrity, character, honesty and ethical behavior. I have had the absolute privilege to see first-hand the hard work that the employees of Carson City and their Department leaders put into everything they do. I have been able to work side by side with employees through numerous challenges and have watched and been able to come alongside them to achieve their own and the City's goals.

I look forward to the opportunity if selected as the City Manager, to continue to model Carson City's "Tone at the Top" leadership philosophy to the betterment of employees and residents alike. I will utilize my leadership skills to manage City operations effectively, ensuring the delivery of high-quality services, continued financial stability and long-term prosperity. I will work to improve myself and our organization to better the lives of those I lead and the community in which we serve so that we are all Carson Proud!

Thank you in advance for your time and consideration.

Otiphanie S. Hicks

Yours sincerely,

Stephanie A. Hicks

#### Education

California State University, Sacramento, CA — Bachelor of Science in Criminal Justice, Administration, 1995.

### Additional Training/ Certifications

- Certified Planner, American Planning Association and American Institute of Certified Planners, 2010.
- Certified Floodplain Manager, Association of State Floodplain Managers, 2014.
- National Association of Counties, High Performance Leadership Academy, 2020
- Carson City Chamber of Commerce Leadership Institute, 2024

#### References

- Nancy Paulson, City Manager Carson City
- Ken Furlong, Sheriff, Carson City
- Jason Woodbury, Former District Attorney, Carson City
- Ed James, General Manager, Carson Water Subconservancy District
- Matthew Wetzell, General Manager, Casino Fandango
- Danny Rotter, Assistant General Manager, Truckee Meadows Water Authority
- David Peterson, Executive
   Director, Carson City Culture &
   Tourism Authority
- Clay Mitchell, Vice Chair, V&T Railway Commission
- Additional Reference Letters Attached

### Carson City Consolidated Municipality

2016-Present

Deputy City Manager (2019-Present)

Plans, organizes, coordinates, and directs, through managers and administrative staff, the work of operational departments, functional areas, and programs of the City in accordance with the adopted goals and objectives of the Board of Supervisors. Direct Reports include Purchasing and Contracts Administrator, Government Affairs Liaison/PIO, Community Relations Coordinator, Office Manager, Office Specialist, Community Development Department, Fire Department, Public Works Department, Health and Human Services, Parks, Recreation and Open Space, Library, Senior Center and Cooperative Extension. Works closely with City policy boards, commissions and committees, a variety of public and private organizations and citizen groups to develop and implement programs and meet goals and objectives. Advises City Manager and others on issues and programs; directs the preparation of and recommends long-range plans for City funding and service provision and directs the development of specific proposals for action regarding the current and future City needs. Advises the City Manager in the formulation of budget, financial management, personnel, general administrative and organizational development strategies and policies. Plans, coordinates, oversees, reviews and evaluates the work of assigned management, administrative and support staff. Plans and organizes annual Leadership Retreat for Department Directors and the annual Board of Supervisors Retreat. Participates in collective bargaining negotiations. Annually assists City Manager to review Capital Improvement Projects and Supplemental requests for the budget. Assists City Manager in review of Staff Reports for the Board of Supervisors' meetings. Assists the City Manager and oversees the Government Affairs Liaison/PIO with preparation and review of bill drafts during the legislative sessions. Continues to participate in the City's real property decisions including analyzing space needs for new courtroom, City Hall, Juvenile, and disposal of properties. Continues to monitor and provide updates on the Carson City Lands Bill.

#### **Select Project Experience**

Prepared the Carson City FY 2022-2026 Strategic Plan for the Board of Supervisors, including projecting capital needs, and thereafter, preparing Annual Report, including an online dynamic performance measures dashboard.

Biennially, convenes the Charter Review Committee to advise the Board of Supervisors regarding recommendations concerning amendments to the City Charter and preparation of such recommendations for the Legislature.

Serves as City representative on the V&T Railway Commission since January 2021.

Served as Acting Human Resources Director from November 2023 to March 2024.

Project Manager for Mills Park Amphitheater Renovation and Community Art Project.

Worked with City Manager on Compensation Study and Implementation Plan for the Carson City Employees Association, Court Employees and Unclassified Employees.

# Community & Charitable Activities

Calvary Chapel Carson Valley, Sunday School Teacher, Vacation Bible School Coordinator/Teacher & Calvary Kids Club Leader — 2003 -2019

AYSO Coach

Recreation Youth Basketball Coach

Carson City Rotary, Member – 2025

#### Select Grant Experience

- Over \$12.2M in Federal Appropriations for Carson City in FY22 through FY24
- Marlette Lake Dam Resilient Infrastructure Project - \$10M Grant Award
- Hobart Dam Advanced Assistance
   Grant \$198,612 Grant Award
- Martin Slough Multimodal Trail TAP Grant Application - \$585,238 Grant Award
- Martin Slough Trailhead at Buckeye - \$106,000 Grant Award
- Warrior Way Water Quality
   Improvement Project \$1.09M
   Grant Award
- State Route 88 Flood Mitigation
   Project \$1.6M Grant Award
- Caliente Youth Center Bridge
   Flood Mitigation Project \$1.8M
   Grant Award
- Bridgeport Arsenic Removal
   Project \$1.5M Grant Award
- Churchill County Hazard
   Mitigation Plan Update \$67,000
   Grant Award

Annually, works with departments and Government Affairs Liaison/PIO to submit applications for Community Project Funding through the federal delegation.

Implemented and holds quarterly luncheons to connect with and provide information to employees below the director level.

Participated in RFQ selection panel and Design Review Team for new Fire Station/Emergency Operations Center.

Prepared draft Public Art Policy and worked with Parks and other City Departments to finalize.

Participated in Document Review Committee for Carson City Health and Human Services Re-accreditation.

Supported City Manager during COVID Pandemic by participating in EOC briefings, DEM Operational Coordination Meetings, and NACO/LEAP conference calls, interpreting federal guidance and State directives, drafting and reviewing policies and procedures, making recommendations regarding re-opening plans, as well as collecting and disseminating information to the public, the Departments and to the Board of Supervisors.

#### Real Property Manager (2016-2019)

Exercised management control over the planning, organization, and implementation of the City's Real Property Program, including supervision of the Facilities Maintenance Division and GIS/Asset Management Division. Negotiated and processed tasks associated with the acquisition and sale of real property to be used for City purposes. Conducted studies of property values, lease changes, property maintenance costs, and other factors in the determination of lease and rental fees. Assisted in preparing project scope and cost estimates for various buildings and facilities in the Capital Improvement Program Budget (CIP), sought funding for projects, and implemented long-term strategy for capital improvement projects planning.

#### **Select Project Experience**

Implementation and oversight of the City's Asset Management Program including Facility Condition Assessments.

Preparation of Carson City Technical Map Corrections to the Lands Bill.

Preparation of RFP and selection of developer for public/private partnership for Butti Way Affordable Housing Project.

Preparation and implementation of the Carson City Small Cell policy and procedures and Master License Agreements.

Reconveyance of the Brewery Arts Center and disposal of Northgate building.

Assisted with Carson City Right-of-Way Mapping Project.

### Nevada Division of Emergency Management

2015-2018

Mitigation Planner

Hired on a part-time, temporary basis to assist local governments with updating their Hazard Mitigation Plans, including Esmeralda County, White Pine County and Mineral County. Coordinated with County staff and the Local Emergency Planning Committee to update hazard profiles and mitigation actions.

#### Stephanie A. Hicks Planning & Grant Consulting Services

2018-2019

Part-time consulting business to assist Eureka County prepare Emergency Operations and Hazmat Plans, and assist the State of Nevada, Public Works Division with the preparation and submittal of FEMA Pre-Disaster Mitigation Grants for the Hobart Dam Advanced Assistance Project, Reno Purchasing Warehouse Emergency Generator Project, and Marlette Lake Dam Resilient Infrastructure Project.

#### R.O. Anderson Engineering, Inc.

2005-2016

Director of Grants & Hazard Mitigation Planning (2013-2016) Senior Planner/Grants Professional (2010-2013) Planner (2005-2010)

As a consultant to land owners and developers in the long- and short-term planning of land use for growth and revitalization in urban, suburban, and rural communities, responsible for the compilation and submittal of complex development applications to local, state, and federal regulatory agencies. Performed detailed project analysis to promote the best use of the subject land and resources for residential, commercial, institutional, agricultural, and recreational purposes. Duties include the identification and mitigation of development impacts, as well as, the analysis of compliance with the goals and objectives of the jurisdiction's Master Plan, area plans, and related zoning ordinances and policies. Responsibilities also included project management, including oversight of staff members assigned to a project including engineers, AutoCAD operators, administrative staff, and other planners; developing project budgets, reviewing project billing, and ensuring projects meet timeframes and budgets; and prioritizing and assigning tasks, and reviewing staff work products, plans, and reports.

Leading the Hazard Mitigation Planning focus area, prepared local hazard mitigation plans, as well as assisting FEMA Cooperating Technical Partners through the FEMA Risk MAP Discovery Process. Proactively apprised public entity clients of federal and state grant opportunities in the areas of transportation, water and wastewater, parks, open space, energy efficiency/clean energy, economic development, capital improvements, environmental and resource conservation. Prepared grant applications to secure federal funding for State and/or State-sponsored programs including writing project narratives and compiling required financial and statistical data. Researched and recommended long-range plans and projects within grant guidelines and funding cycles and provided technical assistance to clients regarding program operations including grants management, program planning, and interpretation and analysis of regulations, policies and procedures. Duties also involved direct client advocacy, as well as legislative and regulatory research. Presented to a variety of hearing bodies and stakeholder groups such as the Administrative Hearing Panel, Planning Commission, Town Boards, and Board of Commissioners.

### **Douglas County Community Development**

2002-2003 & 2003-2005

Junior Planner (2003-2005) Counter Technician (2002-2003)

During employment as a Junior Planner and Counter Technician, duties included assisting developers, elected/appointed officials, and the public in applying planning and zoning regulations and county information sources to development projects, technical issues and land use plans. Provided information to the public on departmental activities, answered routine to complex questions regarding zoning and land use, and reviewed permit applications to ensure accuracy, completeness and general compliance with legal standards and requirements. Responsible for the review and analysis of complex development applications, such as commercial design reviews, accessory dwelling design reviews, multifamily housing design reviews, sign reviews, parcel map applications, subdivision applications, boundary line adjustment applications, major and minor variance requests, as well as master plan and zone change requests.

Responsible for drafting detailed staff reports regarding said applications and making recommendations of approval to the County Hearing Officer, as well as the Planning Commission and Board of Commissioners. Additionally, responsible for overseeing the acceptance, scheduling and routing of various development applications. Presented project recommendations to the Administrative Hearing Panel, Planning Commission, Town Boards, and Board of Commissioners.

#### Department of Public Safety, Records & Identification Services Bureau

1997-2002

Program Officer III (2000- 2002) Program Officer I (1997-2000) Management Assistant (1997)

While employed by the Department of Public Safety, Records and Identification Services Bureau, worked in the units responsible for management of the Nevada Criminal Justice Information System (NCJIS). NCJIS serves as the Control Terminal Agency (CTA) for the State of Nevada and acts as the liaison between all law enforcement and criminal justice agencies for access to the National Crime Information Center (NCIC). As a Program Officer I, responsible for systems management; responded to requests for access, established user agreements; monitored system security; administered monthly NCJIS and NCIC validations; configured terminals, devices, and users for system access. Responsible for the long-range planning, coordination and implementation of the biennial NCJIS audit program; conducted on-site and survey audits of all law enforcement and criminal justice agencies with access to NCJIS. Planned, developed and implemented required biennial training programs for system users.

In 2000, promoted to Program Officer III, to be the supervisor of the NCJIS Programs Development and Compliance Unit, NCJIS Training Unit and the Control Terminal Agency (CTA) 24-hour center. Responsible for scheduling the shifts for 24/7 operations, daily work assignments, and assignment deadlines. Reviewed work output, prepared employee evaluations, and implemented and maintained disciplinary action to correct deficiencies and deviations of staff relative to work product. Conducted the technical design development, testing and implementation of new applications and enhancements to NCJIS and other programs managed by the Bureau. Documented new programs into user manuals and prepared and presented training classes to the law enforcement and criminal justice community regarding new programs. Responsible for budget development and recommending, developing, and implementing new policies to improve program effectiveness and ensure compliance with federal and state laws. Applied state and federal laws, policies and procedures to the administration and operation of NCJIS. Researched and drafted revisions to NRS and NCJIS/NCIC policies for recommendation to the legislature and/or NCJIS Advisory Board.

March 4, 2025

To Whom it May Concern,

I'm writing on behalf of Stephanie Hicks' application for the City Manager position. Based on our professional relationship, I believe I can provide insight into her suitability for the City Manager position.

In 2018, Ms. Hicks prepared several federal grant proposals for the State. Grant writing is tedious and challenging work that requires blending technical and marketing writing skills. Thanks to her efforts, the State was able to secure three competitive federal grants that brought Northern Nevada over \$10 million in funding. The highest profile grant supports the Marlette Lake Water Dam Rehabilitation which is set to start construction this spring.

Stephanie's expertise was invaluable to the State. She is a skilled communicator, thorough in her effort, and an affable partner. These traits, along with her ability to communicate technical issues for those outside our area of expertise will lend well to a City Manager.

I am delighted to recommend Stephanie Hicks for Carson's City Manager. Should you have any further questions, feel free to call me at a contract of the contra

Sincerely,

Brian Wacker, P.E.

Brian Macker

March 14, 2025

Re: Letter of Recommendation

To Whom It May Concern:

I write in support of Stephanie Hicks and encourage you to consider making her your next City Manager. Stephanie and I have served together on the board of the V&T Railway Commission for the past 4+ years. We have also worked together directly on several legislative and multi-jurisdictional projects.

I have found Stephanie to be creative, dedicated and resourceful. She has a firm grasp of municipal operations and applies her expertise to create effective and well-considered solutions. She has taken the lead on various projects for our Commission, helping see those projects through to completion and improving the outcome along the way.

She is an effective communicator and team member, working well with a wide variety of stakeholders. She asks insightful questions and solicits useful input from others. We have tackled significant challenges in our work together, and her input and decision-making abilities have been a stabilizing force... guiding us to well-considered and constructive outcomes.

Based on my experience and interaction with Ms. Hicks, I can recommend her for further executive responsibilities/advancement without reservation.

Thank you,

Clayton Mitchell, Commissioner

Storey County

(Given as a private individual, and not in my official capacity)



March 6, 2025

Subject: Reference Letter for Ms. Stephanie Hicks

Dear Mayor Bagwell and Fellow Board of Supervisor Members,

It is an honor to put this reference letter together for the five of you, on behalf of Ms. Stephanie Hicks, who I'd like to refer to as our future CITY MANAGER!!!

I have had the privilege of working with Ms. Hicks in two different capacities, since her first day on the job at the deputy city manager. How lucky she must be you all are probably thinking!

As the executive director of Visit Carson City (VCC), I am so grateful to be able to reach out at anytime of the day or night, with a question or problem, knowing that Stephanie will have the answer or know the person who does. She never hesitates to assist me or my team. Here is a small sample of projects that I have been fortunate enough to work with Stephanie on: COVID ordering and distribution of masks and hand sanitizer products for our visitors, updating the interlocal agreement between the City and VCC, developing the arts and culture strategic plan, creation of a Carson City public art policy, the roundabout art installation, coordination of lodging for displaced residents during past fires and GIS mapping guidance for cultural assets in Carson City for VCC's website. Sometimes I wonder what Stephanie doesn't know!

Putting my V&T Railway Commission Chair hat on, Stephanie has been my go-to commissioner whether it be budget related, when she was our treasurer, right-of-way/property ownership questions, RFP/contract related items, anything that has to do with public works, legislation, you name it, she has been at the ready to help. The Commission is lucky to have her.

I sit in on the city manager meetings each month, observing the various department directors, Stephanie and of course City Manager Paulson. Let me just say that the level of respect that is shown by the directors toward Stephanie is at the highest level, which is a compliment to her leadership, professionalism and vast knowledge of the City's departments and their respective functions.

I have found Ms. Hicks to be a consummate professional in every interaction that I have had with her. If you are able to get past her incredible knowledge of Carson

City government, you will see that she is one of the nicest, most personable people out there. She is a dedicated worker, who puts the needs of the City first. I kid her sometimes that she is just too darn honest.

In closing, the city manager position is essentially the CEO for the City. There isn't a better suited individual to assume this role to push Carson City forward and upward than Ms. Stephanie Hicks!

Sincerely,

David Peterson, CPM

Executive Director

Carson City Culture & Tourism Authority

**DBA Visit Carson City** 

Danny Rotter, P.E. 3/16/25

Assistant General Manager at Truckee Meadows Water Authority

Previous City Engineer at Carson City

Dear Mayor Bagwell and the esteemed Carson City Board of Supervisors,

I am writing to personally endorse Stephanie Hicks and wholeheartedly recommend her as your next City Manager.

I first met Stephanie when then-City Manager Nick Marano highly recommended we interview her for our vacant Real Property Manager position. Nick's hiring philosophy, inspired by the business book "Good to Great," focused on bringing excellent talent into the organization before determining specific roles. Stephanie exemplified this principle perfectly. She demonstrated all the attributes any hiring manager seeks: she is a passionate problem solver, an amicable teammate, and a gifted leader who shows genuine care for both her team and those she serves.

Since working with Stephanie during my time as City Engineer, I've observed her steadily earn additional responsibilities as others recognized her exceptional capabilities—just as Nick Marano and I did years ago. It comes as no surprise that during the City's succession planning efforts, current City Manager Nancy Paulsen identified her as an excellent candidate to continue the outstanding work that Nancy and the entire management team at Carson City have accomplished over the years.

Though several years have passed since I was part of the Carson City team, if I were there today, I would stand firmly behind Stephanie as my leader. While hiring in a public setting presents unique challenges as you evaluate various candidates, I believe you should vote unanimously to hire Stephanie. With her proven track record of strategic thinking, collaborative leadership, and commitment to public service, she is ideally positioned to implement your vision and direction. I am confident that under her leadership, Carson City will continue its journey from "Good to Great."

Sincerely,

Danny Rotter, P.E.



## CARSON WATER SUBCONSERVANCY DISTRICT 777 E. William Street, #209, Carson City, NV 89701 (775) 887-7450 cwsd.org

A healthy watershed that meets the water needs of all users

March 5, 2025

Carson City 201 North Carson St. Carson City NV 89701

### Re: Recommendation Stephanie Hicks for the City Manager Position

Dear Mayor and Board of Supervisors:

I am writing to express my enthusiastic support for Stephanie Hicks as the next City Manager of Carson City. Having had the privilege of working alongside Ms. Hicks for over 25 years in various capacities, I am confident in her ability to lead our city with dedication and expertise.

During her time in Douglas County, Ms. Hicks consistently demonstrated exceptional skills in public safety and planning. I had the opportunity to work with Ms. Hicks on several projects with her roles at R.O. Anderson Engineering and the Douglas County Planning Department, highlighting her deep understanding of our region's needs.

Our collaboration on several flood projects and hazard mitigation studies in Douglas County showcased Ms. Hicks' meticulous approach and strategic vision. Her instrumental role in securing hazard mitigation grants was pivotal in advancing these critical initiatives.

Her leadership has fostered collaboration among departments, ensuring efficient operations and responsiveness to community needs.

I firmly believe that Ms. Hicks possesses the talent, skills, and knowledge to guide Carson City into a prosperous future. Her unwavering commitment to public service, combined with her extensive experience, makes her an outstanding candidate for the City Manager position.

Thank you for considering this recommendation.

Sincerely,

Edwin D. James
Edwin D. James
General Manager

Carson Water Subconservancy District

## **Letter of Recommendation**

**For:** Stephanie Hicks **From:** Jude F. Hurin

Date: March 2, 2025

I worked with Stephanie Hicks at the Department of Public Safey, Records and Identification Unit between 2000 and 2002. We were part of a new team that was designed to work with the 135 criminal justice agencies within Nevada to ensure State and Federal compliance and to build a Statewide system that all agencies can embrace. We were also responsible for the auditing of all agencies to ensure compliance with State and Federal criminal justice inquiry and entry protocols, and we partnered with specific agencies representatives to build and improve various criminal justice electronic systems to bring efficiencies to the State. We were also tasked with training all criminal justice agencies on any improvements and/or new systems we implemented with the help of the agencies.

During my time with the Department, I worked with Stephanie as a coworker and later she became my supervisor. Stephanie always carried herself with extreme wisdom, knowledge, and leadership skills while remaining a humble woman. It is difficult with a team of five people to successfully carry out the responsibilities we were given in this new unit, but Stephanie managed this extremely well. Her ability to manage several projects at one time, work with a variety of agencies to agree on complex administrative issues, design systems with computer analysts and specific committees, audit agencies, perform research, act as the Departments liaison with federal agencies, and more was always done with excellence. Stephanie always carried herself not only with the highest professionalism; she was a subject matter expert with everything she applied herself to. Her ability to work with high-ranking officials, corporate representatives, political officials, internal employees, and the public was always carried out in superiority, humbleness, wisdom, and confidence.

When she became my supervisor, she embraced that next level of her career again with excellence, and our Unit was one of the best run sections in the Bureau. Stephanie Hicks is a professional, a woman of excellence, and she will be the best City Manager you have ever had. I know her character and I know how she will be a person you can trust with this great responsibility. She has excelled in everything she does and as your next City Manager she will do the same. Stephanie Hicks is the person you need as your next City Manager.

Respectfully,

Jude F. Hurin

Mr. Jude F. Hurin



March 7, 2025

Kurtis Carlson Engineering Manager Southwest Gas Corporation

Dear Carson City Board of Supervisors.

I had the privilege of working alongside Stephanie Hicks as a participant in the Carson City Chamber of Commerce Leadership Institute Class of 2024. From October 2023 to June 2024, Stephanie served as Class President, and I had the opportunity to observe her exceptional leadership and dedication firsthand.

During our time in the Leadership Institute, our class undertook a project to renovate and repurpose the amphitheater at Mills Park in Carson City. Stephanie was nominated as the Project Manager, a role in which she excelled. She demonstrated remarkable leadership by setting clear expectations for all subcommittees and individuals, ensuring that all deliverables and deadlines were met. Stephanie fostered an environment of collaboration, trust, and respect among the team, consistently guiding us through challenges while keeping us on track. Her expertise was critical in navigating permitting requirements and handling documentation throughout the fundraising, construction, and volunteer stages of the project.

In addition to her leadership role, Stephanie contributed as a member of the Design Subcommittee. She ensured that every aspect of the project adhered to the City of Carson's requirements. Stephanie also played an active role in every volunteer event, offering her time and hard work, particularly with landscaping efforts.

Stephanie's strong leadership skills, work ethic, and ability to engage and motivate diverse teams would make her an outstanding candidate for Carson City Manager. I am confident that she would bring a level of excellence to the position that would benefit the entire community.

Should you have any questions or wish to discuss Stephanie's contributions to the Carson City Chamber of Commerce Leadership Institute Class of 2024 further, please do not hesitate to reach out. I wholeheartedly support her and am happy to provide any additional information.

Sincerely,

Kurtis Carlson Engineering Manager Matt Wetzell

General Manager - Casino Fandango, RSVP - Olympia Gaming

March 4, 2025

RE: Stephanie Hicks

To Whom It May Concern,

I am writing to wholeheartedly recommend Stephanie Hicks for the position of City Manager in Carson City. I have had the distinct pleasure of knowing Stephanie for over 30 years, and during this time, we have attended the same church, where I have observed her exemplary qualities and dedication to our community.

Stephanie is a remarkable individual who consistently demonstrates integrity, leadership, and a genuine commitment to improving the lives of those around her. Her involvement in various church activities and community events showcases her ability to connect with people from all walks of life and build strong, positive relationships. Her empathetic nature and excellent communication skills make her an approachable and effective leader.

In addition to her professional acumen, Stephanie is a person of great moral character. She consistently upholds the highest ethical standards and is deeply committed to serving her community with honesty and transparency. Her passion for public service is evident in everything she does, and I have no doubt that she will be an asset to Carson City as its City Manager.

I strongly believe that Stephanie Hicks is the ideal candidate for this position, and I am confident that she will bring vision, dedication, and effective leadership to our city. Please feel free to contact me if you require any further information.

Thank you for considering my recommendation.

Sincerely,

Matt Wetzell



Stephanie Hicks March 6, 2025

To Whom It May Concern:

This letter serves to recommend **Stephanie Hicks** for the position of Carson City Manager.

Stephanie is one of the best individuals I have had the pleasure to work with. She has impressive organizational skills, great at time management, and incredibly personable. She is tenacious without being bothersome, and above all she gets results.

Stephanie is passionate about serving those she works with. Having had the pleasure of working with Stephanie for 12 months during our Chamber of Commerce Leadership class in 2024, I observed her ability to lead from the front. She always had a vision and communicated it with her entire group. Mrs. Hicks was unanimously selected as the class leader, and she executed those duties admirably and without flaw.

During our time working together, Stephanie showed compassion for those she was entrusted to lead. She met face to face with everyone involved in the project; everyone from community leaders to the tradesmen installing their materials onto our project. Stephanie is an expert at collaboration and delegation. Our 2024 project was a success, because of her result-based leadership style.

Her impressive interests are multifaceted coupled with a strong will to learn. She always trusted my opinion and asked for my input. Stephanie has a vast understanding of budget execution, meeting timelines, handling disagreements, and taking care of her team. Having the competence and capability to do various tasks at one time clearly motivated her as a contributor to the 2024 Chamber of Commerce project and advocate for being well-rounded.

It was always a pleasure to interact with Stephanie. She is a friendly, high-energetic individual with a great sense of humor and an amazing team player. Regardless of how big or small a task is, Carson City will benefit greatly with Stephanie at the helm.

Sincerely,

Nigel A. Harrison, M.S.

**Professor of Construction Technology** 

Western Nevada College

Carson City Board of Supervisors 201 North Carson Street Carson City, Nevada 89701

Re: Letter of Reference in Support of Stephanie Hicks

Dear Mayor and Supervisors,

I am delighted to offer Stephanie Hicks my highest commendation as you consider her application to be Carson City's next City Manager. Please accept this correspondence in my personal capacity and in my former capacity as Carson City District Attorney.

I frequently worked with Stephanie while she was Carson City's Property Manager, but my most direct and intensive interactions with her took place during the time she has been Deputy City Manager. Stephanie's superior performance in that role has consistently advanced this Board's interests and priorities in a highly effective fashion. One of our City Manager's most challenging tasks is to maximize the productivity of department heads and key personnel. That requires a delicate balance of trust and accountability. I have personally witnessed Stephanie's masterful navigation of that difficult challenge and remember several occasions when she solidly stood behind City staff and had their backs. I have also seen her firmly and directly confront underperforming individuals. Carson City's key executive personnel trust Stephanie to treat them fairly and know that they will be held accountable.

Although I could offer many specific examples of Stephanie's effective leadership style, I think her interactions with the Charter Review Committee ("CRC") are the most illustrative. In 2022 and 2024, I was counsel for the CRC while Stephanie was the staff liaison. As you know, this is an unusual committee that serves an unusually important function. The CRC is, effectively, a recurring constitutional convention for Carson City. With 7 highly engaged and motivated members, an expansive and loosely defined role, and an extremely compressed window of time to complete its work, the CRC is an exceptionally tough body to keep channeled and supported in an effective way. Stephanie was the best I have ever seen in this regard. She was reliably responsive to the ideas and information requests of CRC members. She uniformly went above and beyond expectations in making sure that CRC members had a full understanding of the information relating to a

particular proposal or concept and routinely provided additional important material that CRC members did not even know to ask for. She even integrated a novel process by which the CRC was able to receive and process public input concerning suggested revisions to the Carson City Charter. This actually made her job harder, but the addition of a meaningful and convenient option for the public to be a part of this important process was a profound improvement.

Stephanie understands that an important feature of her function is to ensure that decision makers have the most complete, most accurate, most current information about the options they are evaluating. She also understands the value of candid communication, which sometimes requires telling people things they don't want to hear so they can make the best decision possible. She's not a rubber stamp by any means, but when Stephanie tells you she will do something, she'll run through a brick wall if that's what it takes to get done.

Sincerely,

Jason D. Woodbury

911E. MusserSt. Carson City, NV 89701



775-887-2500 Fax: 775-887-2026

March 24, 2017

Attn: Carson City Board of Supervisors

Re: Letter of Recommendation

Stephanie Hicks

Carson City Assistant City Manager

From: Sheriff Ken Furlong

My name is Ken Furlong, Sheriff of Carson City, NV. I am writing this letter of support and recommendation for Stephanie Hicks, in her application for the position of Carson City Manager. Stephanie and I have had the long-standing opportunity to work closely together on public safety matters and stand alongside her during various city-related scenarios. In all circumstances, I have been extraordinarily impressed with her qualitied abilities, thoughtful demeanor, and professional ethics.

Ms. Hicks has always demonstrated a strong work ethic and a high commitment to city and public safety matters, including the integration of organizational response, pursuit of goals, and organizational achievements. She has a keen adaptability to adapt to new situations and challenges. Stephanie's dedication to excellence is reflected continuously in her work performance and drive/ability to go above and beyond what is expected of her.

Apart from her professional skills, Ms. Hicks possesses excellent interpersonal skills and the ability to work effectively in a team environment. She is a natural leader, and she inspires and motivates others to work in a common direction of goal attainment. Stephanie's positive attitude and strong communications skills have also been instrumental in her ability to forge strong relationships with colleagues closely associated with city-wide services.

Overall, I strongly recommend Ms. Stephanie Hicks for your consideration and appointment. She is an exceptional candidate who possesses all the necessary skills, qualities, and commitment to excel at every endeavor in her chosen field. If you have any further questions, please feel free to contact me directly.

Ken Furlong, Sheriff

Carson City Sheriff's Office

## **Supplemental Questionnaire**

## 1. What would your current or prior staff say about you as a leader and manager?

I am very fortunate to work with an exceptional group of people at Carson City. I believe my current and prior staff would say that I am empowering, collaborative, approachable, and trustworthy. I am both a team leader and a team player. I am willing to assist where needed to accomplish our goals and objectives, not simply direct the work to be completed.

Additionally, I am a strong advocate of team-building and staff development. During our Director's Retreat this year, I led a leadership strategic planning session to identify what our executive leadership team wanted to achieve over the next five years. Together, we created the Carson City Leadership Vision: Carson City Leadership will strive to improve the quality of life for our citizens and employees. We will lead with respect, honesty, and integrity. We will actively listen and provide excellent customer service, both internal and external. We will be transparent, trusted, approachable, and accountable. We value our employees and are committed to mentoring and empowering our next leaders. We set four goals that align with the Carson City FY2022-2026 Strategic Plan, and we are in the process of developing an Emerging Leaders Program.

## 2. What would elected officials you have worked with in the past say about you?

The elected officials I work with would say that I am professional, trustworthy, accountable, transparent, and ethical. I am able to navigate difficult challenges and support my staff. However, I am by no means a rubber stamp. I am willing to have tough conversations, and can firmly and directly confront underperforming individuals. I have excellent interpersonal skills and I am able to work effectively in a team environment. I have proven leadership in successfully managing various groups of people. I am proactive and well-organized and ensure projects are completed on time. I have a high standard of excellence and strive to go above and beyond in all that I do. I have a positive attitude and strong communications skills which have allowed me to forge strong relationships with colleagues associated with city-wide services.

## 3. What do you think your strengths are?

My greatest strength is my commitment to openness, honesty, integrity, and ethical behavior. I am resilient, extremely self-motivated, and work well under high-pressure situations. I am a collaborative problem solver, and I enjoy finding creative ways to overcome challenges. I lead by example and actively look for ways to strengthen the City's leadership team and invest in our employees.

I also consider collaboration to be one of my core strengths, as I thrive in team-oriented environments and value the input of others to achieve shared goals. I have over 28 years of experience working in and for local governments on various types of projects, including criminal justice information systems, land use planning, critical infrastructure projects, grants, and hazard

mitigation. My work experience has allowed me to work with multi-disciplinary teams, residents, businesses, and local governments all over the State of Nevada. This experience has provided me with strong skills in strategic thinking, problem-solving, communication, project management, and data analysis. I am able to effectively organize, implement, and evaluate plans and projects across various sectors.

## 4. What do you think your weaknesses are?

My greatest weakness is that I can be overly quick to react. I tend to be a fixer, and as a fixer, I don't like to delay in solving a problem or addressing an issue. However, through the course of my career, I have learned it is better in most cases to take a breath and sleep on an issue. I learned in NACO's High-Performance Leadership Academy that one of Colin Powell's thirteen rules for leadership is: *It Ain't as Bad as You Think. It Will Look Better in the Morning.* He goes on to say that maybe it will or maybe it won't! However, leaving the office with a winning attitude not only has a positive impact on me but also strengthens staff's attitude that together, we can resolve any problem. Now, instead of rushing to be a fixer, I work continually to be more thoughtful in my approaches to solving problems. I take the time to consult with others and perform any necessary fact-finding so that I can make a well-informed decision.

Another area I am working to improve is building relationships within the community and staff. Following COVID, it was easy to fall into the routine of staying in the office. However, I understand that building strong relationships with community members, city staff, and elected officials fosters collaboration and trust. In 2024, I participated in the Carson City Chamber Leadership Institute, where we had the largest class to date. I had the pleasure of getting to know and working on a community project with individuals from various businesses throughout the City. This year, I joined Carson City Rotary as another way to meet community members and focus on community services locally. Additionally, I have implemented a quarterly brown bag luncheon to foster communication with staff; we recently modified Direct Report Meetings so that once per month, we are meeting on-site at different departments, and I have been making a point to meet staff in the field while working on various projects.

# 5. How do you measure performance and determine if you and your staff are meeting the organization's goals?

I employ a variety of methods to assess performance and determine whether both my staff and I are effectively meeting the City's goals. As the Deputy City Manager, it is my primary responsibility, in collaboration with the Board of Supervisors, to ensure that City staff align with the objectives outlined in the Carson City FY 2022-2026 Strategic Plan. Upon its implementation, the plan included 138 multi-year tactics with specific performance measures. I track progress on these tactics annually, reporting to the Board of Supervisors and updating the performance measures on our dashboard. During the budget process, we evaluate how each funding request supports the goals of the Strategic Plan.

Each direct report receives a written performance evaluation annually, where we review the progress on both Strategic Plan tactics and any other assigned objectives. This process also

includes setting clear expectations for the coming year. I strongly believe that department leaders must be accountable for their actions and decisions while also holding me and others accountable. To support this, we hold regular team and one-on-one meetings to discuss day-to-day operations, monitor ongoing projects, and address critical issues, ensuring continuous alignment with our strategic objectives.

## 6. What has been your biggest achievement in your career?

I am proud of the work I accomplished as the Real Property Manager for Carson City, where I was responsible for overseeing the implementation of the City's Asset Management Program. We initiated the Asset Management Program in early 2016 in order to make the best possible decisions regarding the building, operating, maintaining, and replacing of public buildings, parks, and critical infrastructure (water, wastewater, stormwater, and streets) assets. The City's objective was and is to maximize benefits, manage risk, and provide a satisfactory level of service to the public in a sustainable manner. As part of the program, one major component included a comprehensive assessment and analysis of 149 of the City's buildings and facilities. The analysis was used to efficiently develop an operational facilities management and capital planning tool that has enabled the City to more accurately forecast operational, maintenance, and capital costs and needs. The facilities condition assessment also included a reserve study, which identified approximately \$20 million in deferred maintenance. The City has been able to use this information to make data-driven decisions regarding capital improvement projects, and the Board of Supervisors has increased allocation to the extraordinary maintenance fund in order to create a reserve for such project needs. I continue to be involved in the City's Asset Management program and meet with the Asset Management team on a quarterly basis.

## 7. What has been your biggest mistake in your career and what did you learn from it?

Although I've previously acknowledged that I can sometimes be overly quick to react, one of my career regrets is not addressing employee terminations more swiftly. While I've faced such difficult decisions before, I always strive to approach them with empathy, recognizing the significant impact on an individual's life and livelihood. I am willing to have tough conversations, and can firmly and directly confront underperforming individuals. It's essential to provide opportunities for employees to correct their behavior through various methods, but once expectations are clearly communicated, prompt and meaningful improvement must follow. When improvement does not occur, delays in taking action can undermine department morale and lead to the loss of other valuable team members who no longer feel supported in that environment.

## 8. Describe your experience leading and managing in the local government setting?

I have served as the Deputy City Manager of Carson City for the last 5 1/2 years and have been employed by Carson City for almost 9 years. As the Deputy City Manager, I plan, organize, coordinate, and direct, through managers and administrative staff, the work of operational departments, functional areas, and programs of the City in accordance with the adopted goals and objectives of the Board of Supervisors. I works closely with City policy boards, commissions and committees, a variety of public and private organizations and citizen groups to develop and

implement programs and meet goals and objectives. I advise the City Manager and others on issues and programs; direct the preparation of and recommend long-range plans for City funding and service provision and direct the development of specific proposals for action regarding the current and future City needs. I advise the City Manager in the formulation of budget, financial management, personnel, general administrative and organizational development strategies and policies. I plan, coordinate, oversee, review and evaluate the work of assigned management, administrative and support staff. I plan and organize the annual Leadership Retreat for Department Directors and the annual Board of Supervisors Retreat. I participate in collective bargaining negotiations. I annually assist the City Manager to review Capital Improvement Projects and Supplemental requests for the budget. I assist the City Manager in review of Staff Reports for the Board of Supervisors' meetings. I assist the City Manager and oversee the Government Affairs Liaison/PIO with preparation and review of bill drafts during the legislative sessions and coordinate with our federal delegation and our federal lobbyist. I participate in the City's real property decisions including analyzing space needs for new courtroom, City Hall, Juvenile, and disposal of properties. I monitor and provide updates on the Carson City Lands Bill. I respond to citizen inquiries and resolve difficult and sensitive complaints and/or assign departments to handle and resolve citizen complaints and concerns in a timely manner.

As the Real Property Manager, I exercised management control over the planning, organization, and implementation of the City's Real Property Program, including supervision of the Facilities Maintenance Division and GIS/Asset Management Division. I negotiated and processed tasks associated with the acquisition and sale of real property to be used for City purposes. I conducted studies of property values, lease changes, property maintenance costs, and other factors in the determination of lease and rental fees. I assisted in preparing project scope and cost estimates for various buildings and facilities in the Capital Improvement Program Budget (CIP), sought funding for projects, and implemented long-term strategies for capital improvement projects planning.

## 9. What were the titles of the employees you directly supervised?

As the Deputy City Manager, my direct reports include the Community Development Director, Public Works Director, Fire Chief, Director of Health and Human Services, Parks, Recreation, and Open Space Director, Senior Center Director, Purchasing and Contracts Administrator, Government Affairs Liaison/PIO, Community Relations Coordinator, Executive Office Manager and Office Specialist.

As the Real Property Manager, I supervised 15 employees with direct reports of the Asset Manager and Facilities Maintenance Manager.

# 10. What was the largest organization in which you were a leader and/or manager? How many total employees worked for that organization?

Carson City is the largest organization in which I have been a leader. According to the September 2024 Human Resources Annual Report, Carson City has 720 full-time employees and 298 part-time employees.

## 11. Describe your experience working with unions and collective bargaining agreements?

As the Deputy City Manager, I have been a member of the City negotiation team and have bargained in good faith with all nine of Carson City's collective bargaining units. Seven of those were for existing bargaining units, and two were for new bargaining units. Due to the resignation of the Human Resources Director, I served as the chief negotiator for one of the contract negotiations, which went to mediation and then arbitration. I participated in the mediation and testified in the arbitration. Additionally, I regularly interpret and apply provisions of the bargaining units and those provisions of the Carson City Administrative Policies and Procedures that are subject to mandatory bargaining pursuant to Nevada Revised Statute (NRS) 288.150, including but not limited to salary or wage rates, sick leave, vacation leave, holidays, insurance benefits, and grievance and arbitration procedures.

Outside of negotiations, I have worked directly with union representatives concerning employee discipline matters, terminations, investigations, and grievances. I have participated in mediations related to these issues and testified in an arbitration related to an employee grievance. The City Manager and I worked with the Carson City Employees Association during the preparation of the recent compensation study, which resulted in a Memorandum of Understanding with the union in order to adjust salary ranges for employees and implement a one-time pay increase of 5%.

## 12. What is significant about the 1969 consolidation of Carson City?

Prior to 1969, Carson City was the county seat of Ormsby County. On April 1, 1969, the Nevada Legislature passed a revised city charter, merging the city and county into the Consolidated Municipality of Carson City. This consolidation created a unique form of government where Carson City functions as both a city and a county, a structure that is not common in other states. This unique hybrid city-county government makes Carson City a county-equivalent for census purposes and consolidates all government services, resulting in a more efficient local government. As a consolidated municipality, Carson City is responsible for all public services provided to residents, including police and fire protection; sewer and water services; public transportation; the construction and maintenance of streets and infrastructure; health and welfare; and culture and recreational activities.

## Introduction

I was raised in northern California and earned my Bachelor of Science Degree in the Administration of Criminal Justice from the California State University, Sacramento. In 1995, I moved to northern Nevada with my husband, Bret, who at that time was stationed at the Marine Corps Mountain Warfare Training Center at Pickle Meadows just outside of Bridgeport. While in the Marine Corps, Bret was a Reserve Deputy for the Douglas County Sheriff's office, and after he was honorably discharged, he worked contract until a position opened. He was hired as a full-time deputy.

In 1997, I began my career with the Nevada Department of Public Safety, Records and Identification Services Bureau. After 5 years of working for the State, I accepted an opportunity to change my career path to the planning field. I worked for the Douglas County Community Development Department for 2 years before joining the private consulting firm of R.O. Anderson Engineering, Inc., where I became the Director of Hazard Mitigation Planning and Grants.

In April of 2016, I accepted a position as the Real Property Manager for Carson City. My responsibilities included the management of the City's Asset Management Program and Facilities Management. In September 2019, I was promoted to Deputy City Manager. I have served as the Board of Supervisors' representative on V&T Railway Commission for over 4 years where I am currently the Secretary.

I am an AICP - Certified Planner and a Certified Floodplain Manager. I have over 23 years of experience in the planning field, including land use, strategic, hazard mitigation, and emergency operations planning, as well as grant writing and community engagement expertise. Including my time at the Nevada Department of Public Safety, I have worked in or for local governments for over 28 years.

My husband and I have been married for over 30 years and raised our two children in northern Nevada, where we served our community through our church, vacation bible school, kids club, and coaching sports. My husband proudly served the Douglas County Sheriff's Office for 22 years, including assignment to the motorcycle traffic unit and as a School Resource Officer. Since he retired, he is now an Assistant Pastor with Calvary Chapel Carson Valley. Our son Wyatt is a University of Nevada, Reno graduate and lives in Carson City with his wife and our grandson. Our daughter, Emily, who also resides in Carson City, has worked for the City for over 5 years, currently in the Carson City District Attorney's Office, and will be graduating from Western Nevada College in May.

In my leisure time, I enjoy spending time with my family and volunteering at our church. I also enjoy fishing and hiking in the eastern Sierras, baking, reading, and I am a new member of the Carson City Rotary.

## **Interest in City Manager Position**

I am interested in the Carson City Manager position for the same reason that I entered the planning field - I want to make a difference in the communities in which I work and live. The City Manager position performs a diverse range of job duties to serve and improve the community; I see this as both challenging and rewarding. To achieve economically strong, high-quality-of-life communities, it's not enough to simply hope for them; they require a deliberate, strategic approach involving vision, comprehensive planning, and the skilled execution of those plans.

This position would allow me to leverage my experience in local government, strategic planning, and community engagement to serve as City Manager, to foster sustainable growth, improve city services, and enhance the quality of life for all residents. I will continue to work collaboratively with elected officials, staff, and community members to implement the goals of the Board of Supervisors, apply innovative solutions, and create a thriving and well-managed city.

## **Past Experience**

I am confident that my diverse background, skill set, and technical expertise make me uniquely qualified for the City Manager role. With over 11 years in local government and 5 years in state government, I have developed a deep understanding of how to build strong partnerships with government agencies, community organizations, and both state and federal entities. My 5 1/2 years as Deputy City Manager have further equipped me with the knowledge and experience for a seamless transition into the City Manager position. My expertise spans several key areas, including planning, grants, hazard mitigation, emergency management, infrastructure asset management, and employee relations. I bring to the table 23 years of planning experience (both in local government and the private sector), over 14 years of acquiring more than \$30 million in grants, 14 years of hazard mitigation planning, 5 1/2 years in emergency management, 9 years specializing in asset management, and 9 years in employee relations. With this extensive background, I am confident I am well-suited to be your next City Manager, and my proven problem-solving abilities will ensure effective leadership in challenging situations.

## Strategic Vision and Long-Term Growth

My experience equips me with the ability to think strategically about the City's future. A City Manager needs to anticipate growth, infrastructure needs, and changes in demographics. I am adept at identifying the City's long-term needs and crafting policies and plans that ensure sustainable development, improved quality of life, and economic growth over time. One of my first assignments as the Deputy City Manager was preparing and implementing the City's 5-year strategic plan. Over the course of 18 months (due to a slight delay from the COVID pandemic), I met internally with elected officials and department directors to identify priorities, held two strategic planning workshops, administered an online public survey, presented a draft plan for public review, and prepared the final plan for approval by the Board. An essential component of the strategic plan was the implementation of performance measures to monitor the City's progress. Since the adoption of the plan, I annually prepare a report to the Board of Supervisors

## STEPHANIE A. HICKS, AICP, CFM

on accomplishments and performance measures in order to monitor progress. Additionally, we have created a dynamic performance measures dashboard on the City's website.

## Efficient Resource Allocation

My experience has taught me how to prioritize projects based on available resources, ensuring that funds are allocated to areas that will have the greatest impact. As a City Manager, this skill is invaluable in managing budgets, overseeing city operations, and making sure that the City's investments are directed toward the most essential and high-priority initiatives. I will work to maximize efficiency, avoid waste, and ensure a strong return on investment for the community.

## Understanding Zoning, Land Use, and Development

Throughout my career as a planner, I have had the opportunity to work on a variety of land use planning projects. From minor variances to master plan amendments and everything in between, I have worked on both sides of the counter with land owners and developers in the long-term and short-term land use planning for growth and revitalization in urban, suburban, and rural communities. City planning involves a deep understanding of zoning laws, land use policies, and development regulations. With my experience, I can make informed decisions regarding land use, which is crucial for a City Manager. Whether it's residential, commercial, or industrial development, I am equipped to guide growth in a way that aligns with the City's overall objectives while balancing the needs of different stakeholders. I am able to navigate complex legal and regulatory frameworks to make decisions that support responsible growth while maintaining a healthy and functional environment.

## Stakeholder Collaboration and Consensus Building

With a background in stakeholder collaboration and consensus building, I have developed a strong ability to unite diverse groups, listen to varying perspectives, and foster consensus among a wide range of stakeholders, including community organizations, local businesses, government agencies, and residents. One example of my experience was having the privilege of working across Nevada, assisting numerous counties in preparing their hazard mitigation plans. Notable projects include the Carson City Hazard Mitigation Plan (2016 & 2020), Alpine County Hazard Mitigation Plan, White Pine and Eureka County Multi-jurisdictional Hazard Mitigation Plan, Churchill County Hazard Mitigation Plan, Washoe County Multi-jurisdictional Hazard Mitigation Plan, Esmeralda County Hazard Mitigation Plan, Mineral County Hazard Mitigation Plan, and the Carson River Watershed Discovery Project.

## Risk Management and Resilience

City management also involves assessing risks and developing strategies to mitigate them, whether they are natural hazards, economic downturns, or other potential challenges. My experience in hazard mitigation and emergency management will help me develop contingency plans, implement crisis management strategies, and ensure that the city is well-prepared for any situation, from natural disasters to economic disruptions.

In 2017, as the Real Property Manager, I played a key role during the flooding in Carson City, assisting with more than 40 recovery projects and collaborating closely with FEMA to secure

funding for repairs to our facilities and infrastructure. Later, as Deputy City Manager, I contributed to the city's response to the COVID-19 pandemic, participating in the Quad County EOC and helping establish a COVID education coordinator to assist local businesses in meeting health requirements. I also played a central role in preparing weekly staff updates, developing our reopening plan, and supporting drive-thru testing efforts. Additionally, I participated in the City's response to evacuation sheltering during the Caldor fire and large animal sheltering during the Davis fire. I participated in the preparation of the Carson City Emergency Operations Plan and the City's Mass Sheltering Plan. I attended the American Red Cross shelter training and various preparedness exercises, including a full-scale drill with the sheriff, fire department, and school district at Carson High School. I am a member of the City's Hazard Mitigation Working Group, which was established to manage our plan, projects, and grant funding. The group meets quarterly and is currently in the process of updating the City's Hazard Mitigation Plan.

## Infrastructure and Capital Planning

I am experienced in overseeing large-scale infrastructure projects, from transportation networks to public facilities. I understand the complexities of capital improvement projects and how to manage them effectively. As the City Manager, my background will allow me to make informed decisions about where and how to invest in critical city assets. I take great pride in my work as the Real Property Manager for Carson City, where I led the implementation and management of the City's Asset Management Program. Launched in early 2016, the program was designed to help us make informed decisions about the building, operation, maintenance, and replacement of public buildings, parks, and infrastructure, including water, wastewater, stormwater, and street assets. The goal was to optimize benefits, mitigate risk, and provide a high level of service to the public in a sustainable way.

My experience also includes looking for alternative funding sources for critical infrastructure projects. I assisted the State Public Works Department with a significant FEMA grant for the Marlette Dam replacement, which was awarded \$10 million. I also work very closely with our departments, federal lobbyists, and federal delegation to prepare federal appropriation requests, which have resulted in over \$12.2 million in Community Project Funding from the federal government for FY22 through FY24.

## *Employee Relations*

In the City's Strategic Plan, the Board identified Organizational Culture as one of the foundational pillars for the community, and the City Manager is tasked with setting the tone by emphasizing a commitment to openness, honesty, integrity, and ethical behavior at all levels of management. As the Deputy City Manager, I have actively participated in contract negotiations for nine collective bargaining units. This experience has enabled me to foster a positive work environment, resolve conflicts, and promote open communication between management and employees, which is essential for morale and productivity. Additionally, my expertise in contract negotiations will help secure fair, sustainable labor agreements that align with the city's budget and goals, while ensuring compliance with labor laws. Ultimately, this supports the City's ability to attract, retain, and motivate a skilled workforce, which directly impacts the quality of services provided to the community.

Further, I collaborated with the Human Resources Director to implement an annual employee satisfaction survey and review the results annually with the department heads to create efficiencies, identify needs, and maintain a positive working environment. I served as the Acting Human Resources Director for four months and worked with the City Manager to complete and implement a compensation study for unclassified, classified, and court employees. I implemented a quarterly brown bag luncheon to foster communication between employees and the City Manager and Deputy City Manager.

In conclusion, my experience gives me a comprehensive understanding of how cities develop, grow, and function. I have the skills to think long-term, manage resources efficiently, collaborate with stakeholders, and tackle complex challenges—all essential qualities for a successful City Manager. My ability to integrate strategic thinking with practical execution will ensure that I can lead the city toward sustainable growth and improved quality of life for its residents.

## **Influential Leader**

An influential leader is someone who inspires, motivates, and directs others toward a common goal through their ability to influence rather than relying solely on authority or position. In order to be an influential leader, I focus on building strong relationships, empowering others, and fostering open communication. I am an active listener and effective communicator (both written and verbal). I demonstrate integrity, character, honesty, and selflessness. I work towards constant improvement, not perfection. I am a team leader and team player and a strong advocate of teambuilding and staff development. I work to improve myself and my organization to better the lives of those I lead and the community that we serve. I want to be a leader who develops leaders.

## First 90 Days

During my first 90 days, I will focus on gaining a deeper understanding of our City's current needs through open communication and collaboration. My priority will be to listen closely, gather insights from the community, and work hand-in-hand with the Board of Supervisors, our dedicated City staff, and residents and businesses to create a unified vision for the City's future.

## First 30 Days

• Establish a collaborative and transparent relationship with the Board of Supervisors. I will work to build a strong, collaborative, and transparent relationship with the Board of Supervisors. To enhance coordination, I plan to schedule regular one-on-one meetings with each Supervisor, ensuring alignment on the City's priorities and decision-making process. Together, we will set clear expectations and define my roles and responsibilities in supporting the Board's goals. In these discussions, we will highlight our successes as a City and openly address areas where we can improve. We will also identify key priorities and implement a communication strategy to track progress and ensure that tasks are completed on time.

## First 60 Days

• Strengthen the City as an Organization. As Deputy City Manager, I have had the privilege of working closely with elected officials and the executive management team for over five years. This experience has positioned me well to strengthen the City as an organization. I will keep fostering connections with elected officials and the executive team by engaging in both group and individual meetings, actively listening to their concerns, and gaining a deeper understanding of the challenges and opportunities within their departments through direct observation. I will also review current policies and procedures to identify areas where we can improve efficiency. For example, we have already initiated changes to the processes for tracking, reviewing, and approving agenda items, we are evaluating the development review and permitting process, and we are assessing Carson Connect to ensure it provides the most effective service request access for residents.

## First 90 Days

- Engage stakeholders and key community leaders. I will actively reach out to stakeholders and key community leaders to build strong, collaborative relationships. I plan to schedule meetings with business owners, community leaders, and the school district and attend and engage in all City commission and committee meetings. I will keep communication channels open by staying connected and informed about their initiatives and concerns. My goal is to build trust by prioritizing these community connections and working together to address shared challenges.
- Cultivate a positive and supportive culture throughout the City that encourages teamwork, trust, empathy, and sound decision-making. I will work to foster a positive and collaborative culture within the City that promotes teamwork, trust, empathy, and thoughtful decision-making. To do this, I plan to engage directly with employees and union leadership, making an effort to understand their roles and perspectives. I'll take the time to visit departments, participate in ride-alongs, and have candid conversations with staff about how they feel the City is performing. I'll also ask them what changes they would recommend if they were in my position to ensure that their insights are part of our ongoing improvement efforts.
- Set goals for myself and obtain feedback from the Board and departments. I will establish clear personal goals and actively seek input from the Board and department leaders. My focus will be on fostering open lines of communication and continuous feedback, ensuring ongoing dialogue with my direct reports and elected officials. I will also regularly evaluate the effectiveness of our communication to ensure it remains transparent and impactful.

This is an exciting time for our City, and I'm confident that by working together—Board of Supervisors, staff, and community—we can create a brighter future. I look forward to collaborating with all of you in the coming months and years, and I'm eager to get to work to make Carson City the best it can be for everyone.



## EMPLOYMENT APPLICATION

CONSOLIDATED MUNICIPALITY OF CARSON CITY
201 North Carson Street, Suite 4
Carson City, Nevada 89701-4289
775-887-2103
<a href="http://www.carson.org">http://www.carson.org</a>

MARTEL, GLEN A. 110\_03/2025 CITY MANAGER

l	Received: 3/21/25 1:59
l	PM
l	For Official Use Only:
l	QUAL:
l	DNQ:
l	□Experience
l	□Training
l	□Other:

		1	
PERSONAL INFORMATION			
POSITION TITLE:		EXAMID#:	
CITY MANAGER		110_03/2025	
NAME: (Last, First, Middle)		SOCIAL SECURITY NUMBER:	
MARTEL, GLEN A.		N/A	
ADDRESS: (Street, City, State,	/Province, Zip/Postal Code)	EMAIL ADDRESS:	
HOME PHONE:	ALTERNATE PHONE:	NOTIFICATION PREFERENCE:	
		Email	
DRIVER'S LICENSE:	DRIVER'S LICENSE:	LEGAL RIGHT TO WORK IN THE UNITED STATES?	
■ Yes □ No	State: Number:	■ Yes □ No	
What is your highest level of education?			
Master's Degree			

PREFERENCES
MINIMUM COMPENSATION:
\$220,000.00 per year
SHIFTS YOU WILL ACCEPT:
Day

EDUCATION		
DATES:	SCHOOL NAME: University of Virginia: Weldon Cooper Center for Public Service	
LOCATION: (City, State/Province) Charlottesville, Virginia	DID YOU GRADUATE?  Tes Do	DEGREE RECEIVED: Certification
MAJOR: LEAD: Leadership Development		
DATES:	SCHOOL NAME: Syracuse University	
LOCATION: (City, State/Province) Syracuse, New York	DID YOU GRADUATE?  Tes Do	DEGREE RECEIVED: Certification
MAJOR: National Security Fellowship	·	UNITS COMPLETED: 6 - Semester
DATES:	SCHOOL NAME: University of Nevada	
LOCATION: (City, State/Province) Reno, Nevada	DID YOU GRADUATE?  Tes Do	DEGREE RECEIVED: Master's
MAJOR: Business Administration	·	UNITS COMPLETED: 51 - Semester
DATES:	SCHOOL NAME: Air War College	
LOCATION:(City, State/Province) Montgomery, Alabama	DID YOU GRADUATE?  Tes Do	DEGREE RECEIVED: Professional
MAJOR: Professional Military Education (PME)		UNITS COMPLETED: 27 - Semester
DATES:	SCHOOL NAME: Air Command and Staff College	
LOCATION:(City, State/Province) Montgomery, Alabama	DID YOU GRADUATE?  •Yes •No	DEGREE RECEIVED: Professional
MAJOR: Professional Military Education (PME)		UNITS COMPLETED: 21 - Semester
DATES:	SCHOOL NAME: University of Nevada	
LOCATION:(City, State/Province) Reno , Nevada	DID YOU GRADUATE? ■Yes □No	DEGREE RECEIVED: Bachelor's

MAJOR:	UNITS COMPLETED:
Civil Engineering	158 - Semester

DATES:	EMPLOYER:	POSITION TITLE:
From: 10/2023 To: Present Nevada Builders Alliance  ADDRESS: (Street, City, State/Province, Zip/Postal Code) 603 S Carson St., Carson City , Nevada, 89701  PHONE NUMBER: SUPERVISOR: Melissa Maguire - President		Executive Officer
		COMPANY URL: NevadaBuilders.org
		MAY WE CONTACT THIS EMPLOYER?  Tyes DNo
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 2	

#### DUTIES:

#### **EXECUTIVE PROFILE**

Innovative Senior Executive with MBA, over 30 years of extensive leadership experience for municipalities, development organizations, Top 100 Builder and US Air Force. Proven global success developing effective strategic policies and executing operational programs. Recognized for engaging diverse teams and evolving culture, ensuring transparency, inclusion and accomplishment of goals.

Empowering team leader for 1,200 personnel, administering > \$330M in infrastructure.

Nevada Builders Alliance

- 1,100 Industry Membership: Statewide Organization, advocate for policies that support building industry
- Nevada Builders Foundation: Administrative support of organizational structure, industry scholarships \$30K+
- Execute intent of the NBA Board of Directors, established streamlined administrative systems
- · Advocate for the construction industry, and promote workforce development, to Build a Better Nevada
- · Assist in creating a positive business environment for members and communities, promote adaptability
- Liaison between citizens, public/private entities, cities, counties, and state, federal, local elected officials
  Coordinate with state elected officials and industry partners to facilitate positive business environment
- •Communicate with public on matters affecting the region through public affairs, meetings, appearances and press conferences including: Nevada Newsmakers, KOLO Morning Show, Face the State, Western Nevada Development District 2024 Summit, Carson City Chamber of Commerce: Housing, Carson City Rotary, Carson City Leisure Club, Carson Valley Sertoma, Dayton Valley Chamber of Commerce: Veteran's Dinner

#### REASON FOR LEAVING:

Ν	/A	

WA .		
DATES:	EMPLOYER:	POSITION TITLE:
From: 1/2022 To: 10/2023	City of Live Oak	City Manager
8001 Shin Oak Dr. , Live Oak, Texas, 78233		COMPANY URL:
		LiveOakTX.net
		MAY WE CONTACT THIS EMPLOYER?
210-653-9140	Mary Dennis - Mayor	■Yes □No
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	124	

#### DUTIES:

- 18,000 Population: Located in San Antonio MSA
- \$52M Annual Budget: Develop, prepare, manage budgets, controls, operations, monitor expenditures
- 124 Personnel: Provide strategic leadership of team members, resources and City
- \$18M Street Bond Scheduling: Election, coordination of sale, execution of programming
- Efficiently/effectively/ethically maximize resource utilization to optimize programming, service levels
- •Financial analysis of departments, budget preparation and fiscal management, long-range planning
- Complex administrative support of direction/policies of Council, comply with legal/regulatory requirements and Open Meeting Laws
- Active collaboration with staff, elected officials, boards public and private organizations, citizen groups to encourage intergovernmental activities, implement programs to meet goals/objectives, conflict resolution
- •Human Resources: Restructure Development Services, Economic Development Corporation, create/appoint Economic Development Manager, Police Department: increase cooperation/training with other community partners, ensure delivery of public services, conduct
- research and modernized hiring practices, assure recruitment and retention of high quality employees, optimize succession planning •Update Subdivision/Zoning Ordinances: Open Space/Tree program, property cleanup, identify residential opportunities, fee structure currency, Design Manual creation
- Workforce Development: Partnership with Wayland Baptist University, Northeast Lakeview College and regional contractor.

Recruiting/training/retention program development and organizational design

- •Economic Development/Community Planning: \$300K water rights purchase, expand VIP program funds, negotiate acquisition of 5.5 acres for park expansion and open space, \$1.2M trail extension
- Community Events: Great Texas Airshow, Regional Event at JBSA-Randolph drawing over 500K attendees, Juneteenth, Best of Awards, Community Easter Egg Hunt, Veterans Parade, Shindig on Shin Oak featuring the Spazmatics: 2K visitors, increase hotel/restaurant revenues
- •Guest Presenter:

Texas Public Purchasing Association: Culture, Alignment, Relationships, Strategy

Brooke Army Medical Center

#### REASON FOR LEAVING:

Opportunity to move home closer to family.

- 1	11 3		
	DATES:	EMPLOYER:	POSITION TITLE:
	From: 1/1984 To: 6/2022	Nevada Air National Guard/US Air Force	Brigadier General (O-7), Assistant Adjutant
			General, Nevada Air National Guard Con
	ADDRESS: (Street, City, State/Province, Zip/P		
	1776 National Guard Way, Reno, Nevada, 89502		
	PHONE NUMBER:	SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
	775-887-7236	Ondra L. Berry - Major General	■Yes □No

Brigadier General, Ret., Assistant Adjutant General, Nevada Air National Guard (City Manager)

Dual hat: Air National Guard Assistant to the Director Logistics, Installation & Force Protection, Air Force

(Top Secret Security Clearance)

- 1,200 Airmen serving 3.1M Nevada citizens: Leadership, government administration and catalyst for all policies, vision, programs and plans affecting/influencing members and state during critical events, Federal missions to achieve goals
- \$100M Annual budget, \$200M Infrastructure, \$270M Aircraft: Stewardship/asset management
- Commander, led federal and state missions, built partnership between National Guard Bureau/Nevada
- Collaborative, motivated; team-oriented lead in formation of Nevada Guard 2035 Strategic Plan, ensure relevancy, alignment with federal, Department of Defense strategies and mission sets
- Coordinate operations, manage personnel training/intelligence/readiness, personnel centric
- •Foster organizational structure transparency, through transformational positive culture
- •Initiated first national resiliency counseling programming across guard, state veteran's services and civilian non-profit agency to include establishment of grant for mental health services
- •Instills trust, honesty, responsibility and accountability of units in 2 locations, emphasizing team building
- · Modernize retention and career programs, ensuring opportunities through talent management, delegation
- Reorganized Diversity/Inclusion Council to promote recruiting, retention, maximized community outreach
- •Guard Advisor: Air Force Headquarters, Pentagon, regarding leadership, management, integrational readiness, budgets, including: Civil Engineering and Security Forces, create and set organization policy

Commander, 152d Mission Support Group (Deputy City Manager)

- Proactive/consistent mentorship of diverse population, 450 personnel, develop 1/5 year strategic planning
- Command: Security, Engineering, Personnel, Logistics, Communications, coordinate Contracting/Finance
- · Operational integration with three associated divisions; Maintenance, Operations and Medical
- Advanced written and verbal communication skills, presentations to 450 air personnel
- Monitor work flow, Capital Improvement Projects (CIP)/facility management, procurement, inventory/maintenance of 95 vehicle fleet
- •Identified inconsistencies in support, reduced response times, improved customer service levels

Director of Staff - Air, Nevada Headquarters (Assistant City Manager)

- · Hand selected to lead change management, ethical development of diverse, inclusive, transparent culture
- Delegate authority/implementation of strategic initiatives/policies, impacting 4 units, 1,200 airmen
- Prepare/present reports on performance evaluations for recruitment/hiring/retention, ensuring integrity
- ·Lead corporate creative restructure supporting expansion, public administration, succession planning
- •Streamlined communication program with National Guard Bureau, congressional representatives
- Commander/Base Civil Engineer/Fire Marshal, 152d Civil Engineer Squadron (Director of Public Works) •Leadership/coaching of 120 employees, seven skilled trades, support services, construction management
- Emergency Management Operations Center lead for organization and statewide civilian support efforts
- •\$11M fire station, secured funding, 35% design, LEED Silver, three-year completion timeline, EPA actions •\$10M operations building, led final design, interactions with internal/external stakeholders, LEED Silver
- •\$9M hangar remodel/landscaping project, monitored completion, watermain/sanitary/stormwater utility
- •\$500K secured for improvements, Executive Order-Promoting Energy Independence & Economic Growth, LED conversion, design and programming, \$250K first year savings
- Advance Capital Improvement Program, budget forecasts/preparation/risk management, mentor airmen
- Programming, maintenance/improvements for 401,000 sf/60 acre campus, utilize Automated Civil Engineer System (ACES) management system for federal facilities/maintenance tracking
- •Congressional interaction for projects, maintenance, funding, formulate 1 and 5 year budgets/plans

Manpower, Personnel & Services, Nevada Headquarters (Director of Human Resources)

Exercise/Engagement Officer, US Embassy - Kuwait

- Encouraging cross-functional partnerships: US & Kuwait, responsible for policy updates, processes
- · Critical liaison, US/Kuwait forces, expanded training opportunities with National Defense University
- Multi-jurisdictional/multi-country integration/planning for Kuwait Liberation Day Anniversary Celebration

#### REASON FOR LEAVING:

	Retired		
	DATES:	EMPLOYER:	POSITION TITLE:
	From: 7/2019 To: 1/2022	City of Missouri City	Assistant City Manager
	ADDRESS: (Street, City, State/Province, Zip/Postal Code)		COMPANY URL:
1522 Texas Parkway, Missouri City, Texas, 77489 PHONE NUMBER: SUPERVISOR:		189	MissouriCityTX.gov
		SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?
	281.403.8500	Odis Jones - City Manager	□Yes ■No
HOURS PER WEEK:		# OF EMPLOYEES SUPERVISED:	
	40	100	

Datirod

100,000 Population: City Limits plus 20,000 Sienna Master Plan Community: Located in Houston MSA

\$157M Annual Budget, \$330M Infrastructure 350 Personnel

\$40M Bond Scheduling and Sales

- Energetic, organized direct leadership of 5 departments: Public Works, Development Services, Parks and Recreation, Innovation & Technology, and Communications
- Public administration of \$14M, 10MGD Surface Water Treatment Plant and \$10M, .5MGD Wastewater Treatment Plant expansions; initiation of City's first Construction Management at Risk (CMAR) project
- •\$4M street/sidewalk expanded repair program, TX DOT coordination for median landscaping expansion
- •\$5.7M fire station, coordination of land purchase, plan evolution, bidding, contract negotiations
- •\$6M road extension final design, coordination with city council and legal team for right of way acquisition
- •Led Development Services restructure, permit time reduced by 50 days, 83% savings for constituents
- Restructure merit-based pay system to defined progression program, analysis of existing pay/incentives
- · Apply analytical data for reporting/decisions, cultivate community building, citizen engagement
- Support/engage community, implementing action plan for CARES Act, develop ARP Act expenditure plan. Address resident and business concerns: rent, utility, paycheck protection, business training/enhancements for growth and recovery
- Economic Development: Amazon Distribution Center: expedited permit process attracting 1M Sq Ft warehouse, creating more than 1,000

GLEN MARTEL	Person ID: 39434560	Received: 3/21/25 1:59 PM
(MMD) economic development tools Phase II: 300K Sq Ft premium retail, 50K S Phase III: 589 apartment units, 200K Sq F •Community Events: Utilization of Hotel Oc occupancy rates and improving city branding	ccupancy Tax funds to support enhanced special ev	
REASON FOR LEAVING: Better Opportunity		
DATES: From: 5/2019 To: 7/2019	EMPLOYER: City of Reno	POSITION TITLE: Interim: Assistant Director of Public Works/Environmental Engineering
ADDRESS: (Street, City, State/Province, Z 1 E. First Street, Reno, Nevada, 89505	ip/Postal Code)	COMPANY URL: https://www.reno.gov/
PHONE NUMBER: 775.334.4636	SUPERVISOR: John Flansberg - Director of Public Works	MAY WE CONTACT THIS EMPLOYER?  □Yes ■No
HOURS PER WEEK: 40		
DUTIES: Interim Management of Environmental En	ngineering Division, coordination of North Valley a policies, objectives, identify priorities for assigned pecifications/contract documents, prepare grant ap rd of responding/resolving difficult, sensitive citizer	programs oplications
DATES:	EMPLOYER:	POSITION TITLE:
From: 10/2005 To: 2/2008	Mid-Valley Engineering	Director of Project Management/Business Development
ADDRESS: (Street, City, State/Province, Z Reno, Nevada	'ip/Postal Code)	
SUPERVISOR:	MAY WE CONTACT THIS EMPLOYER?	
Ed Corneo - Principal	□Yes ■No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 8	
<ul> <li>Developed Master Transportation/Sewer/\(\)</li> <li>Established new regional office for 1,300 \(\)</li> </ul>	Canyon Development Handbook I owner's fiscal year goals, community relations/ed Water Plans, integrated open space trail with regio acre residential, commercial, business park/retail of e requirements, protected visual corridors, dam de	nal parks community
Office Closure		
DATES: From: 12/2003 To: 10/2005	EMPLOYER: Lakemont Communities Nevada	POSITION TITLE: Senior Project Manager
ADDRESS: (Street, City, State/Province, Z Reno, Nevada	/ip/Postal Code)	
SUPERVISOR: Patty Wade - Owner	MAY WE CONTACT THIS EMPLOYER?  □Yes ■No	
HOURS PER WEEK:	# OF EMPLOYEES SUPERVISED:	
40	6	
•Initiated master geo-technical report, upd •Financial management: budgeting, strate; •Due diligence, cost assessment, acquisition Legado: Multiuse property, 2,458 single fail Sonterra: 4,500 acre multiuse project, real	tre development, built effective teams for Top 100 lated phase analysis, excavation costs reduced 30 gic planning/development of construction/project sons, negotiations, contract review, strategic directimily homes, active adult community, airport exparlign county line, railroad extension, promote econoamily project, LAFCO annexation, PG & E utility ea	% scheduling on nsion omic vitality
REASON FOR LEAVING: Better Opportunity		
DATES:	EMPLOYER:	POSITION TITLE:
From: 2/2003 To: 12/2003  ADDRESS: (Street, City, State/Province, Z	Thompson-Hysell Engineers  /in/Postal Code)	Senior Project Manager
Modesto, California	ip/i ostal code)	

MAY WE CONTACT THIS EMPLOYER?

# OF EMPLOYEES SUPERVISED:

□Yes ■No

SUPERVISOR:

40

HOURS PER WEEK:

Kent Stephan - Vice President

GLEN MARTEL	Person ID: 39434560	Received: 3/21/25 1:59 PM		
DUTIES:	professional team, procedures, expedited servic stricts, local, state and federal agencies, includi n renewal, Stockton/Modesto infill projects, infr complex al master planned community	ces ng LAFCO		
REASON FOR LEAVING: Better Opportunity				
DATES: From: 6/2000 To: 2/2003	EMPLOYER: Landmark Homes and Development	POSITION TITLE: Director of Land Development		
ADDRESS: (Street, City, State/Province, Zip/Postal Code) Carson City, Nevada				
SUPERVISOR: Jim Bawden - Owner	MAY WE CONTACT THIS EMPLOYER?  □Yes ■No	-		
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 3			
<ul> <li>DUTIES:</li> <li>\$32M real estate valuation with county approval of North Dayton Valley Master Plan</li> <li>Key liaison between engineering/architectural/marketing, grew sales over 200% in three years, 500+ units</li> <li>Instituted first operating budget and data analysis for Department, introduced quality control processes</li> <li>Forged external partnerships, regional cooperation with elected officials, citizens, business leaders &amp; staff</li> <li>Northridge: Negotiated density transfer to protect views, award winning neighborhood parks</li> <li>Millennium at State Street: Zero lot line infill project, presented project at APA conference</li> </ul>				
REASON FOR LEAVING: Better opportunity				
DATES: From: 6/1990 To: 6/2000	EMPLOYER: Lumos and Associates, Inc	POSITION TITLE: Engineering Manager		
ADDRESS: (Street, City, State/Province, Zip/Postal Code) Carson City, Nevada				
SUPERVISOR: Carl Cavolick - Owner	MAY WE CONTACT THIS EMPLOYER?  □Yes ■No			
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 7			
DUTIES:				
CERTIFICATES AND LICENSES				
TYPE: Nevada Professional Engineer				
LICENSE NUMBER: 012945	ISSUING AGENCY: State of Nevada Boar	d of Professional Engineers and Land Surveyor		

CERTIFICATES AND LICENSES		
TYPE:		
Nevada Professional Engineer		
LICENSE NUMBER:	ISSUING AGENCY:	
012945	State of Nevada Board of Professional Engineers and Land Surveyors	
TYPE:		
California Professional Engineer		
LICENSE NUMBER:	ISSUING AGENCY:	
056750	Board of Professional Engineers, Land Surveyors, and Geologists	
TYPE:		
FEMA ICS 100, 200, 300, 400, 700 and 800		
LICENSE NUMBER:	ISSUING AGENCY:	
	FEMA	
TYPE:		
Lean Six/Sigma Greenbelt 40hr Certification		
LICENSE NUMBER:	ISSUING AGENCY:	
TYPE:		
Public Funds Investment Act Training		
LICENSE NUMBER:	ISSUING AGENCY:	
	Texas Municiple League	

Professional Associations

National Association of Home Builders: National Director

Honors & Awards

Nevada Military Department Drennan Clark Order of Nevada Award

Honors & Awards

Federal Energy and Water Management Award

Honors & Awards

Nevada Air National Guard Diversity Champion Award

Honors & Awards

Adjutant General's Silver Sentinel Award

Honors & Awards

Commander's Recognition of Excellence Award

Honors & Awards

Builders Association of Western Nevada: Builder Member of the Year

Honors & Awards

Elmer H. Anderson Park Excellence Award for Steinheimer Park - Neighborhood Park

Honors & Awards

Carson City Chamber of Commerce Contribution to Commerce Award - Millennium at State Street

Professional Associations

Builder's Association of Western Nevada: Life Director

Honors & Awards

American Planning Association 2003 Convention: Presenter

Honors & Awards

Washoe County Excellence in Environmental Design - Lake Country Estates, Incline Village

Volunteer Experience

Carson High School Senior Project Judge

Volunteer Experience

Nevada Air National Guard Diversity Council: Chairman

**Professional Associations** 

Nevada Air National Guard Strategic Communications Committee: President

Volunteer Experience

Carson City Citizens Ad Hoc Committee to Study Support of Public Safety Services

Professional Associations

National Association of Home Builders: National Director

Professional Associations

Carson City Utility Rate Advisory Committee and Carson City Sign Ordinance Review Committee

**Professional Associations** 

Lyon County Title 10/Title 11 Rewrite Committee

Professional Associations

Carson City Board of Appeals, UBC, UFC, UPC

Professional Associations

Carson City One Stop Committee/Building Department Fund Oversight

Professional Associations

Carson City Zoning Ordinance Committee

Professional Associations

Carson City Parks and Recreation Commission: Chairman

**Professional Associations** 

Builders Association of Western Nevada: President

Volunteer Experience

Carson High School Accreditation Steering Committee

Professional Associations

NGAUS 2012 Conference Administration Committee: Chair

Volunteer Experience

Carson High School Football Boosters/Carson City Pop Warner Volunteer

Professional Associations

National Guard Association of the United States

Professional Associations

Texas City Management Association

**Professional Associations** 

International City/County Management Association (ICMA)

Honors & Awards

Missouri City, Texas: Outstanding Service and Leadership

Honors & Awards

Live Oak, Texas: Employer Support of the Guard and Reserve - Patriot Award

Professional Memberships

Live Oak Economic Development Corporation: Executive Director

**Professional Associations** 

Missouri City: 2021 Bond Committee

**Professional Associations** 

Missouri City: Texas Parkway Cartwright Corridor Committee

Professional Associations

Missouri City: Small Business Development Committee

Professional Associations

Missouri City: Livable Community Committee - Quality of Life and Community, International Affairs Planning, Development and

Infrastructure Committee Professional Associations

Western Nevada Development District (WNDD): Associate Member

Professional Associations

Northern Nevada Development Authority (NNDA): Construction Design Committee

Professional Associations Business Council of Douglas County: Vice President Professional Associations Negotiate Acquisition of V & T Right of Way expanding trail system.

REFERENCES				
REFERENCE TYPE: Professional	NAME: Juan Guzman	POSITION: Carson City Open Space Manager, Retired		
ADDRESS: (Street, City, State/Pi		Carson City Open Space Manager, Retired		
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: JoAnn Meacham	POSITION: Substation Support Lead, NV Energy; Colonel, A1 - Personnel Officer, Nevada Air National Guard		
ADDRESS: (Street, City, State/Province, Zip/Postal Code)				
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE:	NAME:	POSITION:		
Professional	Joe Esch	Director of Economic Development: City of Missouri City, Texas		
ADDRESS: (Street, City, State/Pr	rovince, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE:	NAME:	POSITION:		
Professional	Bill Atkinson	Interim City Manager/Assistant City Manager: City of Missouri City, Texas		
ADDRESS: (Street, City, State/Province, Zip/Postal Code)				
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Donna Lowder	POSITION: Economic Development Manager: City of Live Oak, Texas		
ADDRESS: (Street, City, State/Pr	rovince, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Linc Surber	POSITION: Live Oak Fire Department, Chief: City of Live Oak, Texas		
ADDRESS: (Street, City, State/Pi	rovince, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Gary Hopper	POSITION: Live Oak Police Department, Chief, Retired: City of Live Oak, Texas		
ADDRESS: (Street, City, State/Pi	rovince, Zip/Postal Code)	DUONE NUMBER		
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Bob Tullgren	POSITION: Mayor Pro Tem: City of Live Oak, Texas		
ADDRESS: (Street, City, State/Pi	rovince, Zip/Postal Code)			
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Mary Dennis	POSITION: Mayor: City of Live Oak, TX		
ADDRESS: (Street, City, State/Pi	rovince, Zip/Postal Code)	DUONE NUMBER		
EMAIL ADDRESS:		PHONE NUMBER:		
REFERENCE TYPE: Professional	NAME: Ondra Berry	POSITION: Major General, The Adjutant General, Retired: US Air Force		
ADDRESS: (Street, City, State/Province, Zip/Postal Code)				
EMAIL ADDRESS:		PHONE NUMBER:		

#### Agency-Wide Questions

1. Have you been previously employed by Carson City?

Ν¢

2. Are you related to a current or former employee of Carson City?

Ye

3. If you stated "yes" to the above question, please state the employee's name and the department for which they work.

Sara Martel Carson City Library

4. How did you learn of this vacancy?

Othe

5. Are you a veteran who has been honorably discharged from the United States military? If so, please attach a copy of your DD-214 "Certificate of Release or Discharge from Active Duty" to your application at time of submittal.

Yes

6. Are you currently a citizen of the State of Nevada?

Yes

By clicking on the "yes" button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that all offers of employment and all information regarding compensation and other terms and conditions of employment will be made in writing, verbal statements may not be relied upon. Employment is "at-will", unless specifically stated otherwise. "At will" means Carson City may terminate my employment at any time, with no advance notice, and for any reason or no reason. I understand that if I am asked, I will have to verify any and all information given on this application. I understand that this application is the property of Carson City and will not be returned. If I am hired, the application will become part of my personnel file. I authorize Carson City to investigate my background by contacting my references and to make an independent investigation of any character, conduct and employment records; including, but not limited to, criminal and traffic records. I hereby release

all employers, schools, or persons from all liability in responding to inquiries in connection with my application. I understand that any misrepresentation, falsification, or material omission of information may result in my failure to receive an offer, or if I have been hired, in my dismissal from employment, regardless of length of employment. I will be required to submit to a criminal background check. I may be required to submit to a pre-employment drug and/or alcohol test. I understand that if I am hired into a sworn position with the Fire Department or an FTA/FMCSA covered position, I will be subject to random drug and/or alcohol testing. I may be required to participate in a written examination, oral examination, medical examination and/or any other examination deemed necessary by the Department/Office to determine if I meet the minimum qualifications of the position. I understand that I must notify Human Resources of any changes in my name, address, or phone number. Federal law requires all employers to verify the identity and employment eligibility of all persons hired to work in the United States. Carson City participates in E-Verify.

Yes

#### Job Specific Supplemental Questions

I acknowledge and understand that by submitting this application, the information in the application as well as any supporting documentation that I submit will become a public record and will be available to the public including being

If hired, will you be able to establish residency in Carson City, NV within the first 90 days of employment?
 Yes

posted on the Carson City website. I understand that this is a Board of Supervisor appointed position. If selected as a final candidate, my interviews will be conducted in public meetings that may be broadcast on television, public access television via the cable television system and/or the internet via Carson City's website. I further understand that at the public meetings, the interview panel members and/or the Board of Supervisors may consider my character, conduct and professional competence. I waive any and all rights to further notice of the public postings of information, notices of the fact that the interviews will be held in public meetings, what may be discussed at the meetings, including, without limitation, any notices that may be required by the Nevada Open Meeting law, specifically Nevada Revised Statutes Chapter 241 and hereby consent to these actions. Do you agree to the terms and conditions set forth above? Note: If you

select "No" please do not submit your application for consideration, as the information contained in the application and

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3. I acknowledge the specified salary range for this position and understand that if hired my assigned wage will be within this range.

Yes

The following terms were accepted by the applicant upon submitting the online application:

the supplemental information you provide, if any, will be subject to public disclosure.

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of Carson City and will not be returned. I authorize Carson City to contact employers or individuals that I have listed on my employment application and to obtain job related information from them. I authorize Carson City to contact any institution and/or licensing authority for job-related information regarding education, licenses, and/or certificates which I may currently hold or have held in the past. In exchange for Carson City's consideration of my employment application, and /or my continued employment with Carson City, if any, I authorize anyone possessing this information to furnish it to Carson City upon request, and I release the individual company or institution and all individuals providing the information or acquiring the information, including Carson City, from all claims, liability, and damages whatsoever in furnishing, obtaining, or using said information including, but not limited to, claims for defamation, libel, slander, infliction of emotional distress, and interference with current or prospective economic relations. My Signature below certifies that the information provided is true and correct to the best of my knowledge. I understand that any false or misleading statements will result in rescission of a job offer or termination of employment. Following an offer of employment, I will be required to successfully complete a criminal background check and a drug test for select positions. I understand that I must notify the Human Resources Department of any changes in my name, address, or phone number.

This application was submitted by GLEN A. MARTEL on 3/21/25 1:59 PM
Signature
Date



Dear Honorable Mayor Bagwell and Distinguished Supervisors,

After reviewing the job posting for City Manager, I am eager to submit my resume for consideration for this opportunity. As a fellow Carson resident, I understand all that the area has to offer as an exemplary place to live, work, and play. My diverse experiences as a City Manager, Assistant City Manager, proactive commander, and project manager for organizations which foster continuous development and evolution, make me an excellent candidate for this position.

I am confident my proficiency with large team leadership, and ability to develop relationships across complex organizations are exceptional attributes for a successful City Manager. These collaborations, combined with my previous work on city/county committees and boards, will allow me to promptly engage with internal and external stakeholders in support of realizing a sustainable future focused on quality of life and heritage. I am confident my familiarity with changing conditions and expectations will be of benefit to our great City in its quest to influence, facilitate, and support prosperity of the economic ecosystem of our region.

As the region evolves, solutions to unknown challenges will need to be identified through inclusive, agile, and transparent interactions. Throughout my career, I have had the pleasure of working on collaborative civilian, military, and international teams. These engagements reinforced that clear communications and input from all team members leads to finding optimal solutions. Key to success in each of these instances was the capacity to build effective partnerships, through trust and mutual respect, that actively supported innovation and excellence.

My ability to analyze, evaluate the tough discussions, see across the strategic arena, and provide actionable alternatives has been recognized by teammates. These abilities will be useful as the City looks to secure a safe community while setting goals that ensure thriving residents and businesses. Implementing the Strategic Plan will set the groundwork for economic, environmental and community balance, and I am confident my proficiencies will benefit Carson City in realizing its vision of becoming a leader among cities.

I realize that any success I have experienced, personally or professionally, has been the result of a team effort. Carson City clearly has an established record of civic mindedness, focus on a prosperous future with a commendable emphasis on respect. I am thrilled with the prospect of becoming a member of its professional staff and working with my fellow residents to preserve the city's history of delivering respectful, responsive service to constituents while making intelligent decisions today that support a resilient populace poised for opportunity.

I look forward to discussing this prospect in person and elaborating on how my skills and aptitude will be of exceptional value to Carson City as it continues as an innovator in economic development, provider of exemplary customer services and public safety, and proponent of cultural diversity, ensuring that its uniqueness and character thrives.

Thanking you in advance,

Mult

Glen A. Martel, MBA, PE

## **GLEN A. MARTEL**

#### **EXECUTIVE PROFILE**

Innovative Senior Executive with MBA, over 30 years of extensive leadership experience for municipalities, development organizations, Top 100 Builder and US Air Force. Proven global success developing effective strategic policies and executing operational programs. Recognized for engaging diverse teams and evolving culture, ensuring transparency, inclusion and accomplishment of goals. Empowering team leader for 1,200 personnel, administering >\$330M in infrastructure.

#### **EXPERIENCE**

Nevada Builders Alliance | Carson City, NV | Chief Executive Officer

2023-Present

1,100 Industry Membership: Statewide Organization, advocate for policies that support building industry Nevada Builders Fund: Administrative support of organizational structure, industry scholarships, \$30K+

- Execute intent of the NBA Board of Directors, established streamlined administrative systems
- Advocate for the construction industry, and promote workforce development, to Build a Better Nevada
- Assist in creating a positive business environment for members and communities, promote adaptability
- Liaison between citizens, public/private entities, cities, counties, and state, federal, local elected officials
- · Coordinate with state elected officials and industry partners to facilitate positive business environment
- Communicate with public on matters affecting the region through public affairs, meetings, appearances and press conferences including: Nevada Newsmakers, KOLO Morning Show, Face the State, Western Nevada Development District 2024 Summit, Carson City Chamber of Commerce: Housing, Carson City Rotary, Carson City Leisure Club, Carson Valley Sertoma, Dayton Valley Chamber of Commerce: Veteran's Dinner

City of Live Oak, TX | City Manager

2022-2023

18,000 Population: Located in San Antonio MSA

\$52M Annual Budget: Develop, prepare, manage budgets, controls, operations, monitor expenditures 124 Personnel: Provide strategic leadership of team members, resources and City \$18M Street Bond Scheduling: Election, coordination of sale, execution of programming

- Efficiently/effectively/ethically maximize resource utilization to optimize programming, service levels
- Financial analysis of departments, budget preparation and fiscal management, long-range planning
- Complex administrative support of direction/policies of Council, comply with legal/regulatory requirements and Open Meeting Laws
- Active collaboration with staff, elected officials, boards public and private organizations, citizen groups to encourage intergovernmental activities, implement programs to meet goals/objectives, conflict resolution
- Human Resources: Restructure Development Services, Economic Development Corporation, create/appoint Economic Development Manager, Police Department: increase cooperation/training with other community partners, ensure delivery of public services, conduct research and modernized hiring practices, assure recruitment and retention of high quality employees, optimize succession planning
- Update Subdivision/Zoning Ordinances: Open Space/Tree program, property cleanup, identify residential opportunities, fee structure currency, Design Manual creation
- **Workforce Development:** Partnership with Wayland Baptist University, Northeast Lakeview College and regional contractor. Recruiting/training/retention program development and organizational design
- **Economic Development/Community Planning:** \$300K water rights purchase, expand VIP program funds, negotiate acquisition of 5.5 acres for park expansion and open space, \$1.2M trail extension
- Community Events: Great Texas Airshow, Regional Event at JBSA-Randolph drawing over 500K attendees, Juneteenth, Best of Awards, Community Easter Egg Hunt, Veterans Parade, Shindig on Shin Oak featuring the Spazmatics: 2K visitors, increase hotel/restaurant revenues
- Guest Presenter:
  - Texas Public Purchasing Association: Culture, Alignment, Relationships, Strategy
  - Brooke Army Medical Center

100,000 Population: City Limits plus 20,000 Sienna Master Plan Community: Located in Houston MSA \$157M Annual Budget, \$330M Infrastructure 350 Personnel \$40M Bond Scheduling and Sales

- Energetic, organized direct leadership of 5 departments: Public Works, Development Services, Parks and Recreation, Innovation & Technology, and Communications
- Public administration of \$14M, 10MGD Surface Water Treatment Plant and \$10M, .5MGD Wastewater Treatment Plant expansions; initiation of City's first Construction Management at Risk (CMAR) project
- \$4M street/sidewalk expanded repair program, TX DOT coordination for median landscaping expansion
- \$5.7M fire station, coordination of land purchase, plan evolution, bidding, contract negotiations
- \$6M road extension final design, coordination with city council and legal team for right of way acquisition
- Led Development Services restructure, permit time reduced by 50 days, 83% savings for constituents
- Restructure merit-based pay system to defined progression program, analysis of existing pay/incentives
- · Apply analytical data for reporting/decisions, cultivate community building, citizen engagement
- Support/engage community, implementing action plan for CARES Act, develop ARP Act expenditure plan. Address resident and business concerns: rent, utility, paycheck protection, business training/enhancements for growth and recovery
- **Economic Development:** Amazon Distribution Center: expedited permit process attracting 1M Sq Ft warehouse, creating more than 1,000 full-time jobs
- Fort Bend Town Center II & III: promote/negotiate utilizing Tax Increment Reinvestment Zone (TIRZ) and Municipal Management District (MMD) economic development tools
   Phase II: 300K Sq Ft premium retail, 50K Sq Ft entertainment, 50K Sq Ft restaurant space
   Phase III: 589 apartment units, 200K Sq Ft mixed use commercial space
- **Community Events**: Utilization of Hotel Occupancy Tax funds to support enhanced special events attracting new visitors, yielding increased occupancy rates and improving city branding/image

Brigadier General, Ret., Assistant Adjutant General, Nevada Air National Guard (City Manager)

Dual hat: Air National Guard Assistant to the Director Logistics, Installation & Force Protection, Air Force

(Top Secret Security Clearance)

1984-2022

1,200 Airmen serving 3.1M Nevada citizens: Leadership, government administration and catalyst for all policies, vision, programs and plans affecting/influencing members and state during critical events, Federal missions to achieve goals

\$100M Annual budget, \$200M Infrastructure, \$270M Aircraft: Stewardship/asset management

- Commander, led federal and state missions, built partnership between National Guard Bureau/Nevada
- Collaborative, motivated; team-oriented lead in formation of Nevada Guard 2035 Strategic Plan, ensure relevancy, alignment with federal, Department of Defense strategies and mission sets
- Coordinate operations, manage personnel training/intelligence/readiness, personnel centric
- Foster organizational structure transparency, through transformational positive culture
- Initiated first national resiliency counseling programming across guard, state veteran's services and civilian non-profit agency to include establishment of grant for mental health services
- Instills trust, honesty, responsibility and accountability of units in 2 locations, emphasizing team building
- Modernize retention and career programs, ensuring opportunities through talent management, delegation
- Reorganized Diversity/Inclusion Council to promote recruiting, retention, maximized community outreach
- **Guard Advisor:** Air Force Headquarters, Pentagon, regarding leadership, management, integrational readiness, budgets, including: Civil Engineering and Security Forces, create and set organization policy

**Commander**, 152d Mission Support Group (Deputy City Manager)

- Proactive/consistent mentorship of diverse population, 450 personnel, develop 1/5 year strategic planning
- Command: Security, Engineering, Personnel, Logistics, Communications, coordinate Contracting/Finance
- Operational integration with three associated divisions; Maintenance, Operations and Medical
- Advanced written and verbal communication skills, presentations to 450 air personnel
- Monitor work flow, Capital Improvement Projects (CIP)/facility management, procurement, inventory/maintenance of 95 vehicle fleet
- Identified inconsistencies in support, reduced response times, improved customer service levels

#### **Director of Staff – Air**, Nevada Headquarters (Assistant City Manager)

- Hand selected to lead change management, ethical development of diverse, inclusive, transparent culture
- Delegate authority/implementation of strategic initiatives/policies, impacting 4 units, 1,200 airmen
- Prepare/present reports on performance evaluations for recruitment/hiring/retention, ensuring integrity
- Lead corporate creative restructure supporting expansion, public administration, succession planning
- Streamlined communication program with National Guard Bureau, congressional representatives

### Commander/Base Civil Engineer/Fire Marshal, 152d Civil Engineer Squadron (Director of Public Works)

- Leadership/coaching of 120 employees, seven skilled trades, support services, construction management
- Emergency Management Operations Center lead for organization and statewide civilian support efforts
- \$11M fire station, secured funding, 35% design, LEED Silver, three-year completion timeline, EPA actions
- \$10M operations building, led final design, interactions with internal/external stakeholders, LEED Silver
- \$9M hangar remodel/landscaping project, monitored completion, watermain/sanitary/stormwater utility
- \$500K secured for improvements, Executive Order-Promoting Energy Independence & Economic Growth, LED conversion, design and programming, \$250K first year savings
- Advance Capital Improvement Program, budget forecasts/preparation/risk management, mentor airmen
- Programming, maintenance/improvements for 401,000 sf/60 acre campus, utilize Automated Civil Engineer System (ACES) management system for federal facilities/maintenance tracking
- Congressional interaction for projects, maintenance, funding, formulate 1 and 5 year budgets/plans

## **Manpower, Personnel & Services,** Nevada Headquarters (Director of Human Resources) **Exercise/Engagement Officer**, US Embassy – Kuwait

- Encouraging cross-functional partnerships: US & Kuwait, responsible for policy updates, processes
- Critical liaison, US/Kuwait forces, expanded training opportunities with National Defense University
- Multi-jurisdictional/multi-country integration/planning for Kuwait Liberation Day Anniversary Celebration

## City of Reno | Reno, NV | Assistant Director of Public Works/Environmental Engineering

2019

- Interim Management of Environmental Engineering Division, coordination of North Valley activities
- Implement Director's vision, execution of policies, objectives, identify priorities for assigned programs
- Conduct review of studies, construction specifications/contract documents, prepare grant applications
- Emotional intelligence: proven track record of responding/resolving difficult, sensitive citizen concerns

## Mid-Valley Engineering | Reno, NV | Director of Project Management/Business Development

2005-2008

- \$35M valuation with approval of Copper Canyon Development Handbook
- Instituted plan for mapping that exceeded owner's fiscal year goals, community relations/education
- Developed Master Transportation/Sewer/Water Plans, integrated open space trail with regional parks
- Established new regional office for 1,300 acre residential, commercial, business park/retail community
- Negotiations for land coverage/open space requirements, protected visual corridors, dam design

## Lakemont Communities Nevada | Reno, NV | Senior Project Manager

2003-2005

- \$23M valuation with final map for 700 acre development, built effective teams for Top 100 Builder (2004)
- Initiated master geo-technical report, updated phase analysis, excavation costs reduced 30%
- Financial management: budgeting, strategic planning/development of construction/project scheduling
- Due diligence, cost assessment, acquisitions, negotiations, contract review, strategic direction
   Legado: Multiuse property, 2,458 single family homes, active adult community, airport expansion
   Sonterra: 4,500 acre multiuse project, realign county line, railroad extension, promote economic vitality
   Moraga of Merced: 500 unit mixed single family project, LAFCO annexation, PG & E utility easement

## Thompson-Hysell Engineers | Modesto, CA | Senior Project Manager

2003-2003

- Established section and project budgets, supervised scheduling and managed client relations
- Organizational Leadership: reorganization of professional team, procedures, expedited services
- Coordination and permitting with irrigation districts, local, state and federal agencies, including LAFCO
- **Economic Development**: revitalization & urban renewal, Stockton/Modesto infill projects, infrastructure **Crossroads:** 1,600 acre commercial/industrial complex

Mariposa Lakes: 2,600 acre residential/industrial master planned community

**Empire Ranch:** 500 acre mixed residential development

- \$32M real estate valuation with county approval of North Dayton Valley Master Plan
- Key liaison between engineering/architectural/marketing, grew sales over 200% in three years, 500+ units
- Instituted first operating budget and data analysis for Department, introduced quality control processes
- Forged external partnerships, regional cooperation with elected officials, citizens, business leaders & staff
   Northridge: Negotiated density transfer to protect views, award winning neighborhood parks
   Millennium at State Street: Zero lot line infill project, presented project at APA conference

#### Lumos and Associates, Inc. | Carson City, NV | Civil Engineering Manager

1990-2000

- Department Manager: established planning capabilities, adherence to regulations/laws, best practices
- Business professionalism and entrepreneurial strategy, operational support of team, public speaking
- Resource Management: Determined staffing, personnel management, team building, ensured profitability
- Cooperative Army Corps wetland permitting, environmental engineering, cultural resource identification College Parkway/I-580 Project: Initial design and collaboration with NDOT, Carson City, and developers Carson City Airport: Utility/site improvements, taxiway construction, FEMA coordination Carson City: Telegraph Square redesign as part of city redevelopment, Community Center Master Plan Silver Springs Airport: Aviation Master Plan, initial FAA submittal

#### **EDUCATION**

University of Nevada, Reno: Master of Business Administration University of Nevada, Reno: Bachelor of Science in Civil Engineering

#### **CERTIFICATIONS**

University of Virginia, LEAD Development
FEMA ICS 100, 200, 300, 400, 700 and 800
CALIFORNIA Professional Engineer LICENSE 056750
War College
Syracuse University, National Security Fellow
Lean Six/Sigma Greenbelt 40hr Certification
NEVADA Professional Engineer LICENSE 012945 Air
Air Command and Staff College

#### RECOGNITION

Employer Support of the Guard and Reserve Patriot Award – Live Oak, Texas

Outstanding Service and Leadership – Missouri City, Texas

Federal Energy and Water Management Award

Nevada Air National Guard Diversity Champion Award

Adjutant General's Silver Sentinel Award

Commander's Recognition of Excellence Award

Nevada Military Department Drennan Clark Order of Nevada Award

American Planning Association 2003 Convention Presenter

Elmer H. Anderson Park Excellence Award for Steinheimer Park—Neighborhood Park

Carson City Chamber of Commerce Contribution to Commerce Award—Millennium at State Street Washoe County Excellence in Environmental Design—Lake Country Estates, Incline Village

### **COMMUNITY INVOLVEMENT**

Northern Nevada Development Authority (NNDA): Construction Design Committee

Business Council of Douglas County, Vice President

Western Nevada Development District (WNDD): Associate Member National Assoc. of Home Builders, **National Director** – BAWN, **President** 

Carson City: Negotiate acquisition of V & T Right of Way expanding trail system

Citizens Ad Hoc Committee to Study Support of Public Safety Services

Utility Rate Advisory Committee

Carson City Sign Ordinance Review Committee

Board of Appeals, UBC, UFC, UPC

One Stop Committee/Building Department Fund Oversight

Zoning Ordinance Committee

Parks and Recreation Commission, Chairman

Carson High School Accreditation Steering Committee CHS Senior Project Judge Carson High School Football Boosters Carson City Pop Warner Volunteer

Live Oak: Live Oak Economic Development Corporation, Executive Director

Missouri City: 2021 Bond Committee Texas Parkway Cartwright Corridor Committee

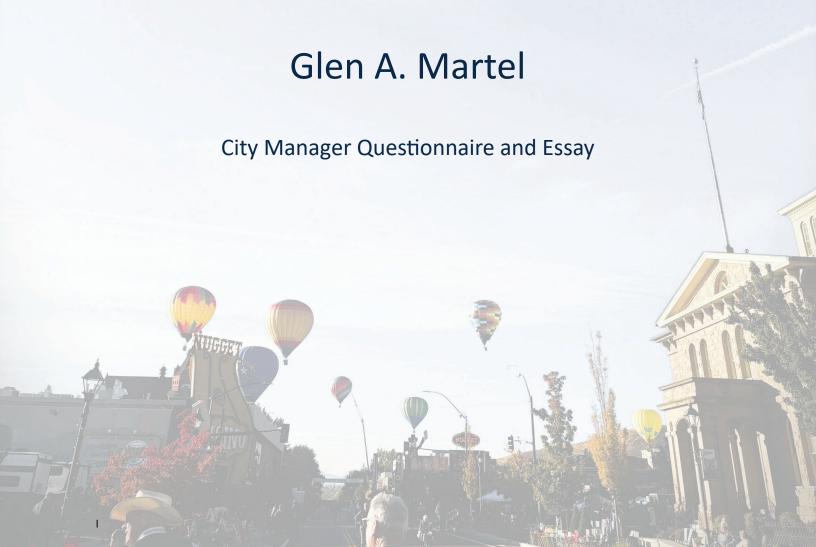
Small Business Development Committee Livable Community Committee

Military: Nevada Air National Guard Diversity Council, Chairman

Nevada Air National Guard Strategic Communications Committee, President

Lyon County: Lyon County Title 10/Title 11 Rewrite Committee





## 1. What would your current or prior staff say about you as a leader and manager?

My fellow employees would most likely list my primary strengths as sincere and thorough.

In working with various teams in municipalities, development organizations, and the US Air Force, both nationally and internationally, people have commented that I am sincere in my efforts to ensure that the team's goal is achieved. Further, my genuineness and honesty has been admired by staff and supervisors as it relates directly to employee engagement. My efforts include actively supporting personal growth and talent development of employees, sound diversity programming, and mental health service development. Additionally, my teammates have recognized that my extensive and varied background ensures a degree of thoroughness is brought to any effort.

## 2. What would elected officials you have worked with in the past say about you?

Mayor Dennis is the Mayor of Live Oak, Texas, currently serving her fourteenth year as mayor, and is past president of the Texas City Management Association an organization of 1,100 Texas cities. On numerous occasions, she complimented me on my ability to rebuild team confidence when I became city manager. Furthermore, when I left Live Oak she commented, that while I was there, the team had accomplished more, "pulled more projects off the shelf," than in the last 10 years. While I appreciate her compliment, I credit the mayor and council for providing a clear vision and standing behind the team while changes were implemented.

Live Oak Mayor Pro Tem, Bob Tullgren, was also supportive of Team Live Oak's efforts during my tenure. A fellow retired Air Force veteran, he recognized the difficulties associated with implementing change in an organization that was comfortable in its current situation. He was relieved to see that I was able to individually support team members during a period of change, where some teammates were understandably unsure of the future.

While the entire council was ultimately impressed with the results, both of these leaders were especially supportive as the senior team identified the need to restructure the building and code enforcement offices. This difficult decision was implemented by contracting the services out. This realignment resulted in demonstrably improved quality and reduced response times, as shown by the concurrently installed tracking program.

My time at Missouri City, Texas was remarkably challenging as, like the rest of the world, we were dealing with COVID. Adjusting to spacing requirements while continuing to provide public access to council and commission meetings was uniquely demanding. I worked closely with the IT department and facilities manager to develop a plan that both maintained safety and

Glen A. Martel 2 of 21

provided public access. Prior to the first council meeting, as the team was arranging the community space, challenges naturally arose. While we were adjusting the plan the mayor happened to come by and saw me engaged with the team. After the set up was complete, he complimented me on being "in the field" with the team, not directing the actions from my office upstairs. While I did not find my actions to be particularly notable, the mayor had. To me, I was supporting and empowering the team and the community which we served.

## 3. What do you think your strengths are?

I believe that my supervisors would describe my primary strengths as flexible, diligent, humble and honest.

Over my career, I have learned that things rarely go as they have been planned or anticipated, flexibility then becomes key to success. When these surprises occur, I am able to adjust tactics, reengage on expectations or timelines, and keep moving towards the goal. Once I have been assigned, or identified an end state, I am able to bring the necessary focus to bear. In some cases, this has meant running multiple lines of effort concurrently rather than waiting for serial completion. I am confident that a large part of my success has been due to my honesty. Honest communications are sometimes uncomfortable, but moving forward and finding the most effective solutions require it.

I believe that leaders should be humble, have an ability to listen more than they talk and operate transparently. Humility is key to being open to new ideas and adjusting course when new information comes to light, somebody else will inevitably have a better idea. Listening is a crucial skill; without it, there can be no progress made with a diverse team, inclusion requires listening. Supporting personal growth of your fellow employees is vital to maintaining their engagement, which provides valuable input, leading to optimal solutions and providing qualified individuals for future organizational and personal growth.

## Further my strengths include:

- A unique combination of leadership, civil engineering, economic development, and municipal management that allows differing perspectives of institutional programs and processes, providing opportunities for empowering organizational change and relevancy
- Ability to place requirements and goals for the organization and develop effective strategic policies and execution of operational programs altruistically in pursuit of operational excellence

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- Distinctive experiences in advancement and support of a diverse, transparent, inclusive culture, through exceptional and novel support, outreach programs, and enhancement of the diversity council
- Ability to harness cultural improvements and expand recruiting and retention efforts whilst promoting talent development and management

## 4. What do you think your weaknesses are?

My supervisors would likely say I need to monitor my tempo and perceived seriousness, and I would agree.

While I understand that situations change and flexibility is required, I also have to remind myself that not everything can, or should be, accomplished in the timeline I believe it should. In these instances, I remind myself to be patient and work to ensure the project remains successful. Some feedback I have received focuses on my seriousness and not taking time to "smell the roses." I am aware of this feedback and purposefully work to be personally engaged and ensure that I, and others around me, take appropriate time to celebrate our successes.

When I was Commander of the Mission Support Group, one way I encouraged "smelling the roses" was to recognize positive accomplishments in our team meetings. I asked each commander to identify extraordinary accomplishments with a little "rose" on their slide presentations, the team would then take a little extra time to recognize these achievements. While we did not always have a "rose" on the slide, we would take time to recognize upcoming promotions, school acceptance, inspection results, vacations, weddings, etc.

# 5. How do you measure performance and determine if you and your staff are meeting the organization's goals?

First and foremost, as City Manager, I must ensure that the team has a clear vision, understandable mission statement, and supporting goals, which are developed and supported by the Board.

Once these critical elements are in place it is incumbent upon me, as City Manager, to work with the team leads, directors, chief's, etc. to develop measurable department goals and tasks that support the Board's intent. Subsequently, each department lead is then responsible for developing measurable section and individual tasks and goals, that in turn, support department goals.

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After this process is complete, it comes down to regular review of the measurements, ensuring that goals and any associated timelines, are being met. Regular review allows for early identification of problem areas and subsequent timely corrective action. Likewise, the process allows for identification of areas that are exceeding expectations, providing a learning experience.

In either case, the team continues to improve and, ideally, a culture of continuous improvement develops.

#### 6. What has been your biggest achievement in your career?

A. In my city management career, my proudest achievement is the expansion of park space and the concurrent extension of walkable trails in Live Oak. When I arrived, the city was looking to identify ARPA fund expenditures, one of the areas that was identified was expansion of access to open space and parks to improve access to health improving exercise.

In the early days of the city, numerous "paper lot subdivisions" had been created, with a lot of them having not been developed due to a lack of access to infrastructure. Over time, one of these subdivisions had become particularly isolated, surrounded by a newer subdivision, Woodcrest Park and a non-usable right of way, that had been cut off on either end. Live Oak was already having challenges with these subdivisions as most of the owners were absentee and were not aware of the constraints to develop of their parcels. Team Live Oak, in coordination with the Council and Economic Development Corporation, set out to acquire these lots to expand the open space component of Woodcrest Park. To date, the program has acquired 14 of the 21 lots adding over 5 acres to the city's open space. The addition was a huge boon for the community as the City of Live Oak is only 4.7 square miles in area. This effort, in addition to the trail extension highlighted elsewhere in this paper, expanded, simplified, and improved Live Oak resident's access to health improving exercise.

B. In my civilian career, my proudest accomplishment is the approval of the Planned Unit Development (PUD) Corte Reale. For this project, I had developed the concept, contacted the property owner, assembled the team and led the process through to the satisfaction of all stakeholders.

The property was an 80-acre parcel, the larger part of which was above the Carson City's open space view shed, on top of a hill. Complicating the matter, an historic V & T Railroad right of way crossed the property and was identified by the city as part of its future open space/trail system. I arranged a tour of the property for any concerned parties, provided updated mapping and

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presented the initial concept while asking for feedback. Taking the feedback into account, we moved forward with a layout and proposed design features for the homes.

With permission from another project developer with a similar hillside development in the city, we utilized their architect and same stepped approach the city had previously approved, while adjusting the architectural theming to the owner's vision.

Negotiations continued through initial design and plan submittal, as well as discussions with neighboring property owners. At the end of the process, all of the developable rights were transferred to the lower three acres, plus a bonus for the PUD. As a result of the agreement, the city received all of the property from the railroad grade up the slope, including the view shed on top of the hill, approximately 77 acres.

This is my proudest moment because it was the definition of a win/win. By parceling, the property owner was able to identify the upper parcel as a donation to the city while maintaining ownership of a developable parcel. The city took ownership of the viewshed and the higher density complimented the adjacent residential neighborhood and nearby Carson Tahoe Hospital and medical complexes. Further, the trail was extended utilizing the railroad grade and is part of the extensive Carson City trail system that promotes tourism and is enjoyed by the entire community.

C. My proudest professional moment in my military career is my confirmation by the US Senate to be promoted to Brigadier General. After more than 35 years of military service, this was the consummate recognition of my ability to effectively lead change within a diverse, complex organization while ensuring inclusion and transparency. The promotion led to my assumption of Command, Nevada Air National Guard. These experiences were, and still are, truly humbling.

#### 7. What has been your biggest mistake in your career and what did you learn from it?

Years ago, as a Major in the Nevada Air National Guard, I was put on military orders to backfill the engineering staff that was deployed overseas. During the seven months I was in the position, senior executives in the contracting and finance office changed, and new policies and procedures were implemented. While this had minimal impact on me as I did not regularly interact with these offices or processes, it was going to be disruptive when the full-time staff returned, as their past experiences were no longer valid. Upon their return, the employee and I took a walk around the base and reviewed the status of various projects. I began a discussion about the changes. The conversation did not go well, we ended up in a rather heated discussion and without resolution.

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Sometime later, we were able to revisit the conversation. I realized I had approached the topic very directly and without being completely sensitive to the many challenges that occur when returning from a deployment. However, the employee did admit that I was correct in my observations that his operational arena had changed.

In the years to come, we developed a stronger working relationship due to that conversation and the follow up. My personal effort on seeking to understand why we were not able to come to an understanding led to us both being able to discuss an uncomfortable time of change. The ability for both of us to have the difficult conversation advanced our professional and personal relationships.

#### 8. Describe your experience leading and managing in the local government setting?

My experiences in leading and managing are varied and comprehensive, spanning federal, state, and private arenas. Below is a brief look at some of these numerous, varied involvements.

As the City Of Live Oak's City Manager, I worked extensively with finance staff, bond companies, attorneys, and auditors in the preparation and management of the city's budget. This included monthly reviews of financials, coordinated reporting to various committees, and staff feedback which provided near real time opportunities to respond to unforeseen circumstances.

Each budget cycle included a comprehensive review of council's goals, previous challenges and successes, as well as staff roundtables to ensure that funding was directed to areas of greatest need. I conducted detailed analysis of prior expenditures, projections, and emergency fund balances while collaborating with department heads to ensure clarity and transparency in the budget process. Finalization included public hearings and briefings with council to confirm alignment and understanding. In one such alignment check, we identified the need to reallocate two staff positions to better support council priorities and improve service outcomes.

Ongoing budget management was maintained through regular meetings with finance and departmental directors, ensuring expenditures were closely tracked and amendments executed in a timely manner.

As City Manager, I also oversaw major projects including:

 An \$18M street bond program: Led development of public informational materials, hosted open houses, and upon passage, finalized financing and engaged the design team that subsequently funded two additional phases through judicial prioritization of resources and repairs

Glen A. Martel 7 of 21

- Park expansion efforts: Oversaw the acquisition of 5.5 acres, executed the purchase of lots from an abandoned "paper subdivision," and initiated cleanup of adjacent right of way to extend the city's trail system
- A \$1.2M trail extension project: Utilized ARPA funds to launch the initiative and leveraged economic development funds to expand paved trail system, using existing drainage corridors as connectors
- A citywide review of pay and benefits: this initiative resulted in an across-the-board pay increase, ensuring Live Oak remained competitive in attracting and retaining highly qualified team members

As Assistant City Manager, I managed over \$330M in infrastructure, with an \$20M annual budget. I was also responsible for \$40M in bond scheduling and sales. During my tenure, I monitored multiple large scale projects across budget cycles including:

- \$14M, 10MGD Surface Water Treatment Plant
- \$10M, .5MGD Wastewater Treatment Plant expansion, including initiation of City's first Construction Management at Risk program
- \$4M street/sidewalk expanded repair program, included coordination with TX DOT partners for median landscaping expansion
- \$5.7M fire station, coordination of land acquisition, plan development, bidding and construction
- \$6M road extension final design, coordination with city council and legal team for right of way acquisition
- Led Development Services process improvement, restructure in support of customer service, realized 83% time savings for constituents

Additionally, I oversaw the analyses on permitting processes, ensuring that fees were recouping the percentage of cost identified by council. Studies indicated that the city's fee structure had not kept pace with cost and fees were raised after consultation with council. Subsequently, a review was conducted and it was determined that the city was still not recouping costs in some areas, and staff recommended additional changes in fee structure for the new fiscal year.

As a part of the City reviewing its internal processes, my fellow assistant city manager and I led an analysis of existing pay and incentives to ensure reflection of the current labor market. This effort resulted in a conversion from a merit-based pay system to a defined progression program.

I was integral in implementing a continuous process improvement program based on Lean Six Sigma. In its initial collaboration, the program identified numerous areas for improvement, cost and time savings, within the permitting process involving planning, engineering and the fire

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department. Efforts were then begun to prioritize the solutions with staff input, implementation was then initiated.

My budget execution experience includes working with federal contracting and the US Property and Fiscal Officer, ensuring all expenditures met federal guidelines. Further, for project identification/planning and maintenance programs, I have interfaced directly with congressional members and National Guard Bureau Headquarters for funding, and development of 1 and 5 year budgets and plans.

With federal budgets, I have vital experience ensuring accountability of staff and adherence to procurement policies. As the Base Civil Engineer, I was the Assistant US Property and Fiscal Officer, responsible for property accountability while assisting in implementing procedures and maintaining federal property records outlined in Air Force and Air National Guard directives. This responsibility also included working with the US Property and Fiscal Officer on contract management, ensuring compliance with all laws and regulations, while looking out for, and identifying irregularities.

On the federal level for the State of Nevada, I have directed and managed over \$200M in infrastructure, \$270M in aircraft, a \$100M annual budget and asset management. Federal budgets include future years' defense programming initiative in support of military construction, as well as the execution of yearly budget appropriations for personnel, operations and maintenance. Some highlights include:

- \$11M fire station, secured funding, led the 35% design, three-year completion timeline, coordinated EPA actions to monitor groundwater contamination, LEED Silver
- \$10M operations building, led final design, supporting interactions with internal/external stakeholders, LEED Silver
- \$9M hangar remodel/landscaping project, monitored watermain/sanitary/stormwater utility completion
- \$500K secured for improvements thru Executive Order-Promoting Energy Independence
   & Economic Growth, LED conversion, efforts included design and programming and
   yielded \$250K in first year savings

Additionally, I served as an Advisor to the US Air Force – Pentagon regarding budgeting and management of logistics, installation and force protection. In this role I was responsible for supporting and advising the Deputy Chief of Staff in leadership, management and integration of Air Force logistics readiness, aircraft, munitions and missile maintenance, civil engineering and security forces. This support included working to set policy and preparing budget estimates that reflected enhancements to productivity, combat readiness and quality of life for Airmen.

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In the private sector, I implemented due diligence and cost/benefit analysis processes to vet projects. I have also negotiated contracts with sub-contractors and established project budgets. Finally, I have supervised scheduling and reviewed internal controls and authorization protocols to guarantee accuracy of expenditures.

These distinct and broad range of projects have addressed water and wastewater treatment facility location, identification, funding streams, design and construction from the perspective of both private and public entities and stakeholders; arterial location review, permitting, design and construction; reclaimed water line extension design and funding review.

In addition to the experiences described above, my background includes some unique economic development efforts, including projects such as:

### Live Oak, TX

- \$300K water rights purchase in support of the city's economic development program encouraging new businesses to locate in Live Oak
- Visioning, planning and execution of entry point improvement, coordination of private, TX DOT and city design elements, right of way acquisition
- Updating/expansion of City's Visual Improvements Program, encouraging the enhancement of exterior improvements around businesses

#### Missouri City, TX:

- Amazon Distribution Center: expedited permit process attracting 1M Sq Ft warehouse, creating more than 1,000 full-time jobs
- Fort Bend Town Center II & III: develop/negotiate utilizing Tax Increment Reinvestment Zone (TIRZ) and Municipal Management District (MMD) economic development tools

Phase II: 300K Sq Ft premium retail, 50K Sq Ft entertainment, 50K Sq Ft restaurant space

Phase III: 589 apartment units, 200K Sq Ft mixed use commercial space

- Hotel Occupancy Tax events/projects; TIRZ project analysis, agreements, extensions; identification of projects for CDBG grant assistance; property tax abatement process and reviews
- Community Events: Utilization of funds to support enhanced special events attracting new visitors, yielding increased occupancy rates and improving city branding/image

I am deeply committed to the communities I serve and strive to contribute to, and foster positive growth. Some unique, regionally impactful projects I have been a part of are highlighted here:

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- Carson City, NV: Community Center Masterplan and Aquatic Facility.
- Two airport master plans: Carson City Airport and Silver Springs Airport, including grant requests, construction plans and construction of drainage, runway and taxiway improvements
- Rail extensions, preliminary design of an overpass and rail yard to support a free trade zone in the city of Fernley, included coordination with Union Pacific and NDOT

For decades, I have personally made it a practice of embracing policies and standards for development projects and programming that are economically sound while advancing community desires and environmental goals. Some of these local highlights include:

- Identification of cultural resources and work with local tribal nations for development of
  a commercial project. Initiated archeological study in cooperation with tribal
  representatives to establish relevancy and appropriate land management options. Site
  was left undisturbed at request of the tribe in support of tribal customs and best
  practices. Coordinated with Army Corps Engineers to identify protected areas, trails and
  open space, and obtained appropriate wetland permitting.
- Carson City Trail Expansion: Corte Real, V & T, PUD property transfer
- Northridge Subdivision. Negotiated density transfer to protect viewsheds, increasing open space in subdivision. Provided trailhead and open space for citizens and visitor enjoyment. Developed award winning neighborhood parks
- Millennium Terrace: Spearheaded American Planning Association Recognized Affordable Housing Project. Established a quaint mid-town neighborhood within walking distance of retail, community center, aquatic facility and library

Additionally, I have been involved with redevelopment of some distinctive historic structures and districts:

- Carson City, NV: Downtown Curry/Telegraph St. redevelopment, including: beautification planters, landscaping, traffic calming, pedestrian improvements, safety and drainage enhancements supporting redevelopment, improving walkability and restaurant/retail experiences
- Eureka, NV: Redevelopment of downtown and revitalization of Opera House, maintain architecturally significant historic structure, promote tourism, utilization of CDBG grants.
- Stockton/Modesto, CA: Infill projects: revitalization & urban renewal of old downtown areas, programmatic planning, and identification infrastructure requirements

As commander of the Nevada Air National Guard, I led the reorganization of the Diversity and Inclusion Council to promote recruiting, retention, development of diverse culture through innovative outreach programs. This team of experts analyzed and modified matrices to reflect

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population demographics, and adjusted recruiting and retention methods and goals. After identifying opportunities for improvement, the recruiting team reorganized to interact with target groups, implementing member outreach initiatives to engage at a peer level.

Moreover, the retention team modernized retention and career programs, ensuring opportunities through talent management and member mentoring. These team efforts yielded the highest increases in recruiting and retention numbers in Nevada Air National Guard history.

In response to national trends of veterans facing unique personal challenges, I was instrumental in developing the first national resiliency counseling programming across Nevada National Guard and state Veteran's Services with a civilian non-profit agency. The team allocated existing resources for identifying and developing a program for Nevada, cultivating best practices. These efforts also included established a grant for mental health services.

## 9. What were the titles of the employees you directly supervised?

## Assistant Adjutant General - Nevada Air National Guard (Civilian Equivalent: City Manager)

- Chief of Staff (Deputy City Manager)
- Commander, Airlift Wing (Assistant City Manager)
- Commander, Intel Squadron (Director)
- Commander, Combat Training Squadron (Director)

#### City Manager: City of Live Oak, Texas

- Assistant City Manager
- Fire Chief
- Police Chief
- Finance Director
- Director of Public Works
- Economic Development Manager
- City Secretary

#### Assistant City Manager: City of Missouri City, Texas

- Director of Public Works, City Engineer
- Director of Parks and Recreation
- Director of Development Services
- Director of IT

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10. What was the largest organization in which you were a leader and/or manager? How many total employees worked for that organization?

Assistant Adjutant General - Nevada Air National Guard (Civilian Equivalent: City Manager)

3.1M Nevadans

1,200 Employees

City Manager: City of Live Oak, Texas

18,000 Population: Located in San Antonio MSA

124 Employees

Assistant City Manager: City of Missouri City, Texas

100,000 Population: City Limits plus 20,000 Sienna Master Plan Community: Located in Houston

MSA

350 Employees

#### 11. Describe your experience working with unions and collective bargaining agreements?

As Commander of the Civil Engineer Squadron, as the Base Civil Engineer, I acted in a support role for the Adjutant General's Negotiation team. During this time, there was a lot focus on energy usage as a result of President Obama's Recovery Act, especially in the Department of Defense. Some of conversations to facilitate contract modifications focused on employee work schedules. I collected data from other military bases that had implemented various work schedules, compared the programming to Nevada's current program, and prepared projected energy usage for the team. The early result was an interim switch to a 4/10 schedule, after a few months of data collection, utility bills, it was determined that the switch actually increased energy usage and changes were made to ensure that the work schedule supported the energy mandates. Ultimately, the base settled on a 4/5/9 cycle that allowed the base to meet its energy reduction goals while still providing flexibility.

Also, during this period as the Commander, I worked to support the fire fighters assigned to the base. Headquarters at National Guard Bureau had identified what they interpreted as a misuse of work schedules, vacation and overtime. Over an extended period, I worked with the fire fighters and my commander to collect and present data and documentation to headquarters

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that detailed and explained our interpretation of the agreement, the historical usage, and modeling supporting the execution in support of mission accomplishment. After months of back and forth negotiations, it was apparent that discussions over email and phone calls was hindering forward progress. It was decided that we would host an in person meeting. This meeting would allow all of the concerned parties to be in the same room to review, discuss, and hopefully resolve the issue. While sometimes uncomfortable, these conversations allowed all participants to express their concerns and ideas, ultimately agreeing to collect the notes from the conversation and make a final decision. Interestingly, in the end, no changes were made to the policy and no punitive actions were taken. Conversely, changes were made to documentation and reporting to clarify time and programs used.

In both of these cases, I remain convinced that the key to the outcome and ability to continue to improve mission accomplishment was due to the building of relationships and willingness to sit in the same room. This process allowed all parties to express concerns, detail actions, and answer questions in real time, expediting understanding.

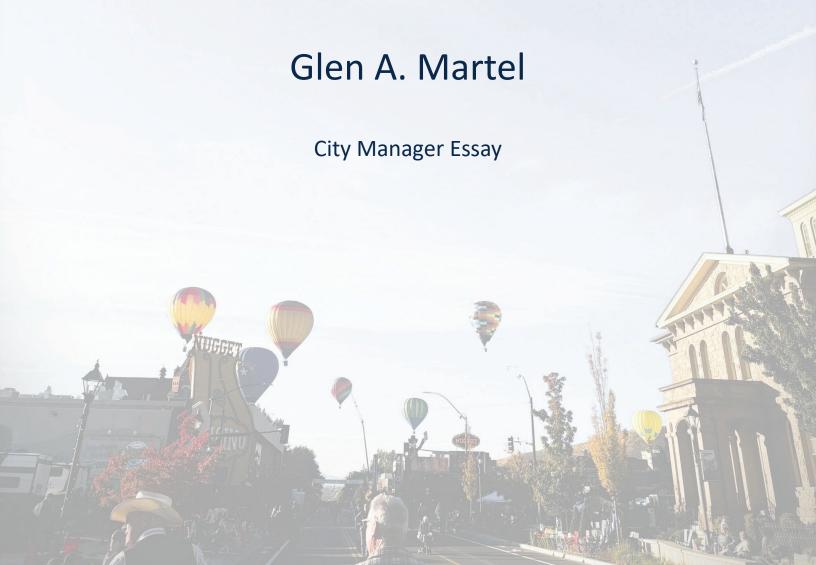
#### 12. What is significant about the 1969 consolidation of Carson City?

It was the first and, so far, only consolidation in the state, officially consolidating the operations of Ormsby County and Carson City. Requiring approval by a vote of the residents of Nevada, it created, in my opinion, a more efficient structure that has served the capital well over the last 56 years. Interesting sidebar, as a result, the historical hamlet of New Empire became a neighborhood of Carson City.

One unique result is that Carson City is the only city in the state that requires state legislative approval for any changes to its charter.

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#### Home Means...

Carson City has been my Home since middle school. That is not a typo! "Home" when referring to Carson City should always be capitalized, in my opinion. In 1977, my family moved here. Dad was offered a position as a truck driver for Im-Pruv-All, which some of you might remember. At 13, I got a job in the new tire warehouse slinging tires. Because of my age, Mom had to sign for a work permit for me.

From there, I went on to a career in food service as a busboy at the Carson Nugget! After high school, I joined the Air Force. Once again, Mom had to sign papers because I was only 17. My time in active duty service taught me a lot. Despite the old adage "never volunteer for anything," with the guidance of some fantastic mentors, I consistently accepted opportunities to learn, whether through tasks or further education, and I never declined the chance to expand my service. In the mid-eighties, I had no idea where this amazing path would take me.

When I left active duty military service, I joined the Air National Guard, initially in California. After returning Home, I got a job at Lumos and Associates, and graduated from the University of Nevada, Reno with a Bachelor of Science in Civil Engineering. Woven in this timeline, Josie, my high school girlfriend, and I were married and are quickly approaching our 36th wedding anniversary. We still reside in the Carson City home we built in 1991, and together we have two stellar children, both of which serve in their own right. Tasha provides healthcare services to Northern Nevada communities, while Tristan is currently serving in the US Navy as a naval aviator.

My experiences in engineering, primarily focused on large scale land development which led our family to Central Valley, California for a short time. but Home Means... When I was approached by the president of the company to return Home and manage the Northern Nevada projects...we did! Unfortunately, a few years later the "Great Recession" occurred, and development went away almost overnight.

I was still in the Nevada Air National Guard and had considered retiring a few years earlier. I had held off because my commander requested that I serve a while longer to develop our succession plans and address a few special projects. As fate would have it, when the recession hit and I was out of my civilian job, the Nevada Air National Guard was quick to call with a full-time position. This turn of events ultimately led me to be a Brigadier General and Assistant Adjutant General for the Nevada Air National Guard. This accomplishment is the most humbling and biggest honor of my career.

The promotion took us on a new path. To accept the promotion, you lose the full-time position, and you revert to a traditional guard position and civilian career.

This turn of events, had me explore new civilian career opportunities that allowed me to still commit to public service. To make this happen, my wife and I embarked on a little journey to Texas. We call it our "Adventure." This was an opportunity to learn new things, and meet new

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people. While in Texas, I served as an Assistant City Manager for Missouri City, Texas and City Manager for Live Oak, Texas.

Live Oak turned out to be an outstanding experience and one of my favorite positions. Why did I leave you ask? Well, I was asked to come Home and serve for the Nevada Builders Alliance (NBA). More importantly, we had a new grand baby, and found it difficult being away from family, and the timing could not have more perfect for us. (Josie pretty much told me it was time to come Home.)

I thoroughly enjoy my current position with NBA, but, once again, I was approached and asked if I would consider serving my Hometown. Absolutely! and, with the full blessing of the NBA Board of Directors. I truly believe things happen for a reason. I also believe that I am the best candidate for City Manager of my Hometown. While serving in this pinnacle role and quite possibly my sunset position, I can think of no better way to finish my career path than serving my Hometown. I am passionate about this city, and excited by the opportunity of utilizing my proficiencies in achieving its vision and serving my fellow citizens.

I am confident that my skills and experiences in the military, private industry and public service, will support my efforts of elevating Carson City to be a leader among cities. My complex work across the country and around the world make me distinctively qualified to lead the team that will guarantee Carson City is an innovator in economic development, provider of exemplary customer services and public safety, and proponent of cultural diversity, ensuring its uniqueness and character thrives.

The cumulation of my career, serving in both the private and public arenas concurrently, has provided me with many diverse opportunities; thus, giving me an intimate look at the complexities of the varied sides of the strategic arena. I understand the unique challenges and needs of businesses, the municipality and the community as a whole. I work to find common ground, provide innovative solutions and unite all stakeholders towards a prosperous future. I believe all of these experiences make me unequally qualified to be an effective, impactful, efficient, influential City Manager for our city.

Further, in both the private and military sectors, I started at the very bottom of the career path and was able to learn, grow and support the needs of the organization or community.

In the private sector, at Lumos and Associates, I started working in the lab maintaining the vehicles, while learning the basics of lab testing. After graduating with my degree in civil engineering, I was hired as a staff engineer and obtained my professional licensing in both California and Nevada. After some time of learning project budgeting, scheduling and design, I was identified to be a liaison with some of the company's clients. I was chosen for this role as I had an ability to communicate and translate the engineering requirements more easily than other engineers. While daunting, this change allowed me to expand my proficiencies as I had to improve my public presentation skills. One of the most important things I learned about

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presenting projects was to listen to all of the concerned parties such as owners, permitting jurisdiction and the public. By listening, and then addressing any concerns, we were very successful at entitling projects that were broadly beneficial.

In my military career, I enlisted in open electronics, and after being assigned as an electronic warfare technician started in the cleaning room, literally cleaning aircraft parts during routine maintenance cycles. From this start, I moved up to shift leader, where I learned to monitor my team for safety and accuracy while ensuring training and documentation requirements were met. After graduating college, in the midst of a mission change for the Nevada Air National Guard, I interviewed for and was selected to be an engineering officer. In my role as an engineering officer, I was responsible for four shops: structural, HVAC, electrical and plumbing. During my time in this role, I ensured members were trained in their basic tasks, while being prepared for higher headquarters inspections. Additionally, I was the officer in charge for overseas training deployments and flyaway operational exercises.

From these beginnings, I rose to Commander, 152d Mission Support Group for the Nevada Air National Guard. Here, I led and mentored a diverse population of 450 employees amongst five main areas of command responsibility (Security, Engineering, Personnel, Logistics, Communications) and Contracting, and collaborated with three associated divisions (Maintenance, Operations and Medical). For the over 60 acre campus, I managed all aspects of the organization's facilities, infrastructure and vehicle maintenance as well as a budget of more than \$10M per annum, capital improvement projects of more than \$35M, and developed one and five year strategic plans. The culmination of my miliary career was in 2019 with my promotion to Brigadier General, and tenure as Assistant Adjutant General, leading 1,200 personnel and programs at the state level, as well as concurrent duties in a federal guard advisory position with Air Force Headquarters-The Pentagon.

#### **Influential Leadership**

I believe that leadership is often misidentified as management.

#### To me:

Leadership is the integration of processes in order to improve the efficiencies of an operation by inspiring, motivating and supporting team members to achieve a common vision or goal.

Management is the day-to-day monitoring of a process, isolated from the rest of an operation.

By starting at the entry level in my parallel career paths, I have learned that every level of an organization must be operating efficiently in order for it to be successful. These early involvements also taught me to respect each position for the contribution it brings to the process. I have worked for supervisors that did not respect certain roles, which made accomplishing tasks very difficult. Unfortunately, even later in my career, I have found those archaic beliefs still in play with various organizations.

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My greatest strength as a leader is that I know when to lead the organization and when to manage processes or individuals. I have worked to become an effective leader based on these lessons; I take the time to understand how the various experts support success. With this understanding, I then work to remove any obstacles, the "big rocks," out of the way so that every member of the team has the greatest chance for success. These obstacles range from outdated processes, to old equipment, to a lack of understanding of their role in organizational success.

Influential Leadership is not about the power, nor perceived power, of your position over subordinates. Rather, it is about creating an empowering environment for individuals to thrive. My encounters have solidified my belief that to become an influential leader you must have a set of VALUES that you live by, and your team understands!

For me, my personal and organizational values align and are an integral part of who I am as a person and which I use to lead my team by example. The first three are of course the Air Force Core Values, followed by two that I find to be equally as significant for an effective, influential leader:

*Integrity (First)* - Integrity must always guide our decisions as public servants. If we lose our integrity, we lose the faith of those we serve, and that is unacceptable.

Service (Before Self) – True heartfelt dedication and commitment to the Service of others.

*Excellence (In All We Do)* – Everything we do as representatives must be of the highest quality, whether it be construction, correspondence with citizens or strategic planning. To achieve excellence, team members must be accountable and responsible for their particular role in the processes with a collective commitment to organizational success.

*Transparency* – In order to develop trust and efficiencies; goals, intentions and requirements must be clearly communicated and reinforced.

*Inclusion* – All of my success has come from the support, guidance and corrections from a larger team; this team must be diverse and inclusive to ensure its ultimate success. The input from ALL members is relevant. By fostering a collaborative environment, team members are empowered to contribute to the overall success of the organization.

Further, militarily and in my civilian career, I have been recognized for my efforts as an influential leader for engaging with diverse teams and evolving culture of the organizations I served. These efforts included ensuring that transparency was maintained, and team members were informed and included in executing programs and accomplishing goals.

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#### 90 Day Game Plan

In developing this 90 day Game Plan, a number of important issues were assessed and addressed. From management flow to monetary expectations, the new City Manager will have limited time to develop competency on all city projects. I hope this outlook serves as a basis for the Board, Mayor, and staff to begin understanding my thought process and approach to diverse, multifaceted projects.

The first 30 days will be most critical for me as the new City Manager of Carson City. In this period, I will not only become further acquainted with Carson City, but will also develop an understanding of the City's expectations of me. My initial goal will be to work on building successful relationships with my fellow teammates, Mayor and Board, citizens, and stakeholders. Developing trust and encouraging openness will be achieved incrementally starting with one-on-one conversations and engagement with all players. These efforts will allow me to gain essential knowledge about the current status of Carson City, as well as its future opportunities.

Not interrupting the processes, nor timelines, of ongoing necessary programs or projects will be one of my main focuses during this educational period. Rather, I believe this time is best utilized becoming familiar with the current culture, flow of information and ongoing projects in Carson City, solidifying my foundational knowledge.

## 30 Day Program

Meet with teammates.

Initial meetings to develop trust, understanding, set foundation for transparent communications. Learn their expectations, establish mine. Recognize how I can best serve the team.

Meet with Mayor/Board.

Meet individually with Board members and Mayor. Begin the foundation for our relationship. Learn challenges and opportunities as seen by the Board.

Meet with citizens.

Introduce myself, my philosophies and learn about Carson City from their perspective.

Attend all Council, board and committee meetings as way of introduction.

Initial SWOT analysis by department, request department heads to self-assess their team in order to facilitate discussion.

Engage with EOC staff to ensure readiness and preparedness.

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Following a productive introductory period, we will adapt the 60 and 90 day schedule accordingly in order to address critical findings and developments that were highlighted in the first 30 days. Flexibility and agility will allow for integration of feedback.

## **60 Day Program**

Have pointed team conversations with Mayor/Board.

Prioritize initiatives amongst the six strategic goals to "preserve and enhance the quality of life and heritage of Carson City." This confirmation exercise will help align staff efforts behind the Board's intent.

I see the following efforts as a part of an ongoing, evolving marketing effort for Carson City:

Discussions and preliminary planning for social media update and presence expansion to encourage citizen cooperation and engagement in City processes.

Engage with existing partners, Quad Counties, State of Nevada, NDOT, NNDA, WNDD, etc.

Attend any board or committee meetings I was not able to attend in the first 30 days.

## 90 Day Program

The main intent of the first 90 day program is to ensure efficient communications and mutual priorities are established. As aforementioned, it is crucial for me to not only clearly communicate my expectations to the team, but also for the team to set their expectations for me. This foundational exercise will empower Team Carson City as the City steps into the future.

## One City, One Team

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