

**GARDNERVILLE TOWN MANAGER
INTERVIEW QUESTIONS
April 29, 2019**

1. Candidate Presentation (10 minute maximum) - With your experience, what contributions do you believe that you will make to the Town if selected for this position?
2. What is your long-range career objective and why are you interested in this position?
3. In your role as Town Manager how will you strive to protect the community's quality of life while pro-actively preparing for the future?
4. An unexpected storm with high winds and heavy rain hits Gardnerville after business hours. As a result, high winds downed trees and power lines, flooding has occurred in several locations across town. How would you respond?
5. Tell us about a budget process you have experience with including the budget amount you originated and implemented?
6. Tell us about a project you were passionate about during your career. Describe what went well with it and would you have improved it for a better outcome?
7. Tell us about a time when you had to deal with, what you thought, was an unreasonable customer request, and how did you handle the resolution of that customer request even through you thought it was unreasonable?
8. If you were selected for this position, what are your salary expectations?
9. This concludes our questions for you. Do you have any questions, or closing comments for the Board?

Experience and Contributions

Lisa Granahan
Presentation to the
Gardnerville Town Board
April 29, 2019

Experience

Project Implementation

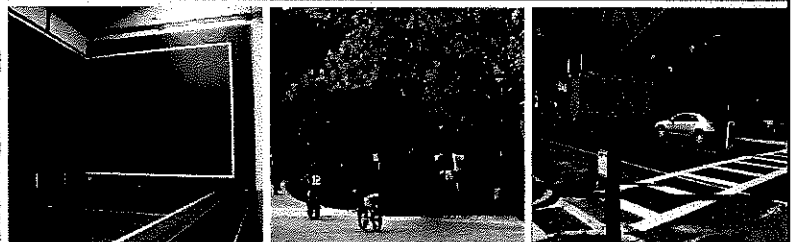
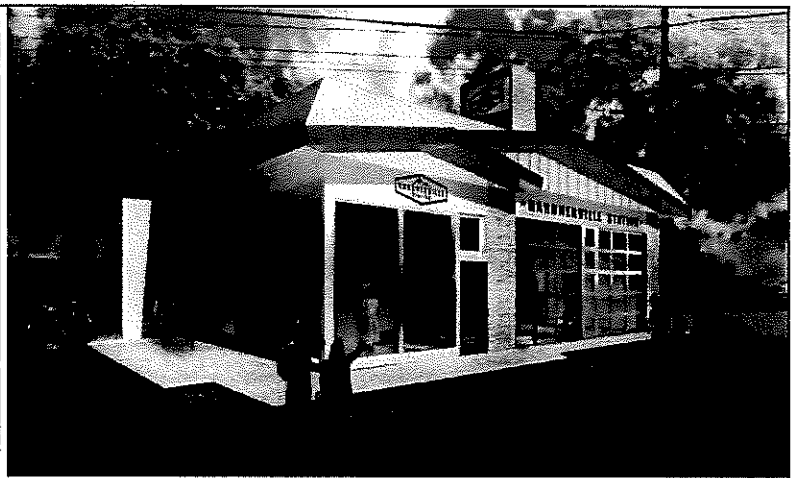
Grants

Economic Development

Local Government Management

Project Implementation

- ▶ Building Partnerships
- ▶ Engaging the Right Stakeholders
- ▶ Being Solution Oriented
- ▶ Establishing timelines
- ▶ Communicating progress



Grants - Leveraging Funds

- ▶ Identifying funding source
- ▶ Developing strong relationships with funders
- ▶ Leveraging funding partners

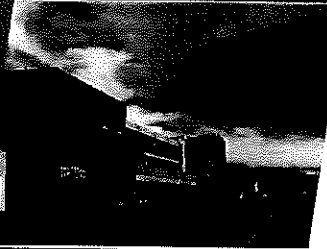


Economic Development

- ▶ Main Street Gardnerville
- ▶ Downtown Revitalization
- ▶ Attracting Private Investment
- ▶ “Business Friendly Environment”

December 2010

Minden and Gardnerville Plan for Prosperity



Local Government Management

- ▶ Working with an Elected Board & staff
- ▶ Budget development & administration
- ▶ Strategic Planning
- ▶ Communication with stakeholders
- ▶ Events

Priorities

Experience

Straight Ahead

Achieving Your Vision

Greg Severance

Candidate for Town Manager

Education

- Master's Degree in Public Administration from the University of Colorado, Boulder – 1995 – 4.0 GPA. Emphasis– Managing American Cities/ Government Budgeting
- Bachelor of Science in Business Administration from the Colorado State University – Pueblo – 1985
- Continuing education units – Northwestern University, Evanston, Illinois – Traffic Engineering 1986-1992

Experience

- 30 years of experience in public administration
- 18 Years – Executive level leadership
 - Director of Public Works – Pueblo, Colorado
 - City Traffic Engineer – Pueblo, Colorado
 - Director of Transportation – Pikes Peak Area Council of Governments – Colorado Springs, Colorado
 - Director of Public Works – Cripple Creek, Colorado

Responsible For

- Roads and bridges
- Facilities (32 buildings)
- Civil engineering
- Traffic engineering
- Fleet management
- Parks & recreation
- Major youth sports complex
- Public golf course
- Public transit
- Renewable energy & energy efficiency

Responsible For

- Storm drainage/Flood control
- Water distribution
- Renewable energy/Energy efficiency
- Local, State & Federal transportation planning
- Strategic planning
- Public policy development & implementation
- Legislative affairs
- Economic development

Responsible For

- Supervision of 175 team members – Seven public works divisions
- Construction Management
 - Road & bridge projects
 - Public facility upgrades and maintenance
 - New public buildings
- Parks & recreation maintenance and capital improvements
- Renewable energy & energy efficiency projects
- Water wells and water distribution systems

The Budget

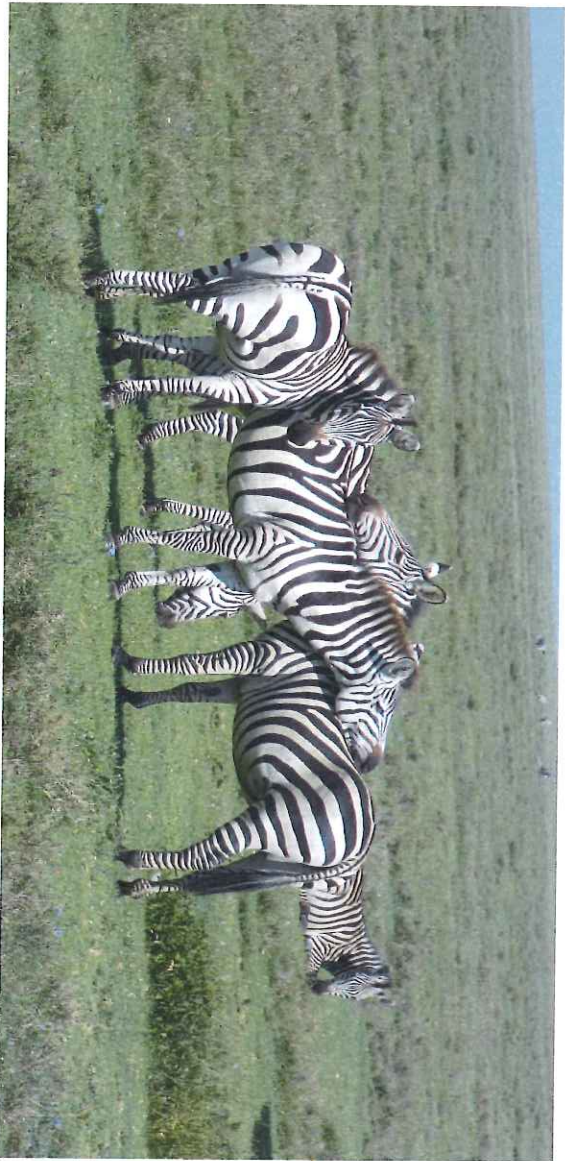
- Created as a reflection of the community needs, priorities, and goals of the Town Board
- Expertise in creating, managing, amending (as necessary) and implementing annual budget
- Should include a healthy reserve – Emergencies, contingencies, grant match
- Safeguards the citizens existing quality of life and strategically plans for the future sustainability of the Town of Gardnerville

The Budget

- My experience in creating, implementing and overseeing annual budgets:
- Includes 12 years as Public Works Director - \$25 to \$44 Million annual budget
- Dozens of multimillion dollar MPO short and long-range transportation improvement plans

Professional Staff Relationships

- A real open-door policy
- Be available at all times
- Regular staff meetings
- Develop a team approach to problem solving
- Implementation with staff of a cost effective, efficient and proactive approach and process to provide delivery of services to the citizens of the Town of Gardnerville



Protecting the citizens quality of
life” & always having each other’s
back

Relationship With The Town Board

- Must establish a trustworthy, open, and transparent relationship
- Honesty (painfully honest)
- Weekly written updates
- Be available – at all times
- Friday morning meetings
- Efficiently implement the Town Board's directives
- Conduct professional Town Board meetings

Delight Our Citizens

- Proven process I would implement with staff:
 - Document the concern (not complaint). All requests for services are viewed as an opportunity to show the citizen who we are
 - Follow-up with citizen within 24 hours
 - Solution offered and schedule of when concern will be resolved or explain the “no” answer
 - Creative thinking – How can we exceed expectations?
 - Map all concerns and if possible find permanent solutions
 - Measure success by the reduction of calls for service annually

Grants & Formula Funds – Notable Achievements

- Obtained \$6M grant for environmental, engineering and scientific investigation studies for a 300 mega-watt geothermal project from the Geothermal Risk Management Facility based in Nairobi, Kenya.
- Obtained \$88M in funding from federal, state and private funding agencies for highway, interstate, local roadways, public transit, and bike trails
- Obtained \$500,000 grant from the FHWA/CDOT Congestion Management & Air Quality Fund to add natural gas fueling pumps, infrastructure and other equipment to a partnering private fueling station owner

Grants & Formula Funds – Notable Achievements

- Obtained \$150,000 grant from The Kaiser Permanente Foundation to provide bicycles and exercise equipment for Pueblo's Senior Resource Development Agency
- Obtained \$7M in grants and through negotiations with CDOT to construct road safety improvements, a new **Main Street** for Cripple Creek, Colorado.
- Obtained \$23,000,000 in US military Defense Access Road funding from the US Department of Defense to construct an alternative access road through an industrial park to the Army chemical weapon storage site

Grants & Formula Funds – Notable Achievements

- Led Pueblo County in negotiating all SB1041 terms, conditions, and contracts with Colorado Springs Utilities (CSU) for the complex, high-cost and media scrutinized Southern Delivery Water System project. Obtained \$50,000,000 for water quality and flood mitigation through negotiations with CSU.
- Obtained \$2,000,000 in state Great Outdoors Colorado and Department of Local Affairs funding to construct a new youth baseball field and concession building at the Runyon Sports Complex.
- Secured \$1,000,000 in federal highway funds to build a Veterans bridge across the Historic Arkansas Riverpark. More than 4,000 veterans attended the ribbon-cutting.

Obtaining Grants & Other Funding to Meet Unfunded Capital Improvement Program

- Meet with Town Board & staff to identify grant and other sources of funding.
- Consistently submit grants and obtain fair share funding for the Town of Gardnerville

Final Keys to Success

- Town Manager cannot be an absentee manager (Relocate to Gardnerville)
- Be active and available to the Board and citizens – walk the streets
- Proactive in seeking citizen and business concerns
- Attend functions – Veterans meetings & events, Chamber, other civic organizations
- Build and maintain great working relationships with Douglas County, Minden, Genoa, state and federal agencies and our legislative delegation

Thank You



Future Contributions as the Gardnerville Town Manager

JENNI CARTWRIGHT

Education

- Bachelor of Science in Business Administration
(Univ. of Auckland)
- Master of Business Administration
(Univ. of Nevada – Reno)
- Certificate in Supervisory Management (UNR)
- NDOT Leadership Academy – Exemplary Leadership



Experience

- 20+ years management
- 12 years effective Public Administration
- State budgeting
- Governmental accounting
- Rate setting
- The Nevada Legislative process
- Planning, developing, organizing and directing



Training

- Project management
- Software implementation
- Federal & State regulations and compliance
- Governmental accounting and budgeting
- The Nevada Legislative process
- Capital Improvement Projects

It is necessary but not sufficient to learn and then work.
You must learn from the work and learn while you work

Characteristics

- ✓ Effective Leader
- ✓ Personable
- ✓ Build Strong Relationships
- ✓ Decisive
- ✓ Act with Integrity
- ✓ Good Steward of Public Resources

Talent sets the floor
Character sets the ceiling

Kouzes & Posner's Five Exemplary Leadership Practices



Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.



Inspire a Shared Vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.



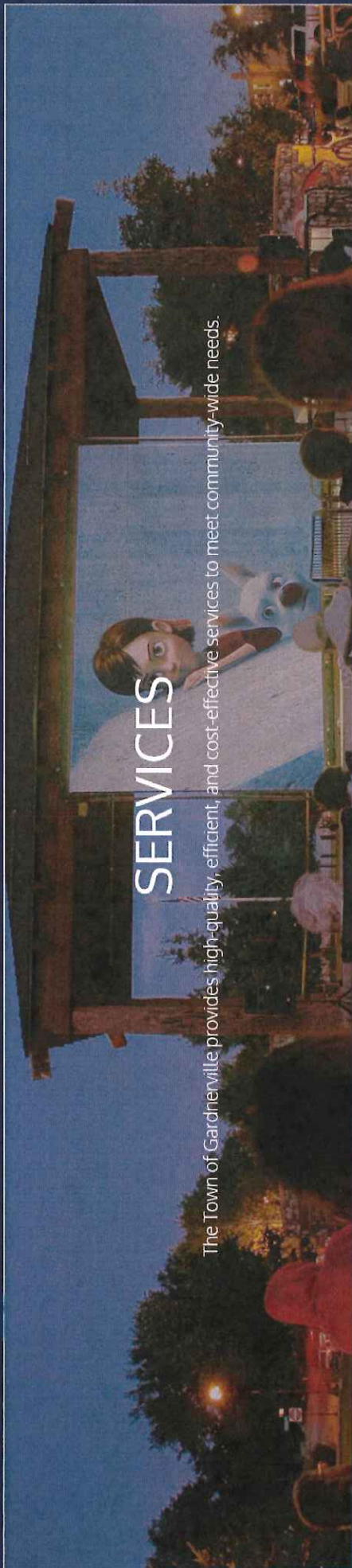
Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.



Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.



SERVICES

The Town of Gardnerville provides high-quality, efficient, and cost-effective services to meet community-wide needs.

- Public Works
- Maintenance
- Trash Service
- Parks
- Visitor Information

- ✓ High quality
- ✓ Efficient
- ✓ Cost-effective
- ✓ Community-wide

Strategic Plan

Transparency

Economic vitality

Efficiency

Accountability

Strong sense of community

- Board
- Staff
- Budget
- Strategic Plan
- _____ is going well

What we have

What we want

- Continue what's going well
- Improve _____
- Secure resources

- Communicate
- Strategic Plan
- Manage resources
- Lead with integrity

How we get there

Infrastructure that attributes to a safe & healthy community

Plan for Prosperity

Guidance for growth, economic prosperity, overall quality of life, & community character

- Unifying Framework
- Economic Wellbeing
- Land Use/Community Facilities
- Transportation
- Community Character
- **Implementation**



December 2018

Minden and Gardnerville Plan for Prosperity





Mission Statement

The Town of Gardnerville provides high-quality services based upon community needs in a cost-effective and efficient manner. We will strive to protect the community's quality of life while pro-actively preparing for the future. We will be accessible and fully accountable to our community.

Core Values

- ✓ We are proud of our historical, environmental, and cultural heritage, and will strive to project an improved community awareness.
- ✓ Our community is our number 1 priority. We will strive to meet the needs of all while balancing our services to meet community-wide needs.
- ✓ The Town values honesty, integrity, and ethics. As community representatives, we strive to treat our staff, customers, and suppliers as we would want to be treated.
- ✓ The Town values our employees, and strives to foster an atmosphere of teamwork and cooperation.
- ✓ The Town operates as an open government which is accessible and fully accountable to our community.
- ✓ The Town is always open to new ideas and treats all ideas fairly.

As your next Town Manager

I will contribute:

Expertise

Leadership

Strategic Direction

Communication, Cooperation, Diligence

Skilled Management

Leading the Town into its brightest future

JENNI CARTWRIGHT



STEVE SISOLAK
Governor

STATE OF NEVADA
DEPARTMENT OF TRANSPORTATION
1263 S. Stewart Street
Carson City, Nevada 89712

March 22, 2019

KRISTINA L. SWALLOW, P.E., Director

In Reply, Refer to:

Reference Letter

Sharon Foerschler
Nevada Department of Transportation
1263 So. Stewart St.
Carson City, NV 89712

To Whom it May Concern:

I am very pleased to recommend Jenni Cartwright for the position of Town Manager for Gardnerville. I had the pleasure of working with Jenni at the Nevada Department of Transportation for over six years where she was instrumental in implementing streamlined processes and effectively managing the Department's Administrative Services Division. I would like to express my support for Jenni knowing that she would do an outstanding job in assuming the duties of this critical position for the town of Gardnerville.

Jenni is effective at building teams, manages her staff appropriately and leads by example. She is responsive, supportive, reasonable and has a high level of integrity. She is levelheaded and maintains a good working relationship with staff. Jenni has excellent organizational and communication skills which proved to be instrumental in her ability to implement change within the Department.

Jenni planned, developed and implemented procedures to streamline the execution and oversight of the Department's contractor/consultant agreements and capital improvement and emergency contracts. Jenni also initiated and implemented updated work flows for the Department's External Civil Rights group including generating their Contract Compliance Manual. Both improvements were required to meet federal requirements which Jenni is intimately familiar with.

Jenni has an amiable and patient nature making her able to work well with others of varying personalities and backgrounds. She is fully capable of overcoming adversity. I have found her to be professional and efficient at not only carrying out her usual day-to-day duties smoothly and efficiently, but also in finding solutions to unusual issues that crop up and require resourcefulness and quick thinking.

Jenni not only gained the respect of those who worked for her but those of her peers in other Divisions of NDOT, contractors and consultants. She sees the big picture and works well with all those involved to resolve issues.

I am confident that Jenni is the perfect candidate for the Gardnerville Town Manager and you will be completely pleased with her integrity, ingenuity, her willingness to work hard and her ability to quickly learn and rise to challenges.

Sincerely,

Sharon Foerschler, P.E.
Chief Construction Engineer



PATRICK CATES

4235 Partridge Ln, Washoe Valley NV 89704
pcatesnv@outlook.com · (775) 813-0112

Gardnerville Town Board
1407 Highway 395 N
Gardnerville, NV 89410

April 25, 2019

Dear Board Members,

I am pleased to recommend Jenni Cartwright for the position of Gardnerville Town Manager. I have been privileged to know Jenni for several years and find her conduct exemplary.

During my tenure as Director of the Nevada Department of Administration, Jenni reported to me as the Administrator of the Administrative Services Division. In this capacity, she demonstrated skill managing one of the most complex financial operations in State government. This included responsibility for numerous budgets with a variety of complex financing models for multiple agencies across State government. She was also responsible for the development of internal service fund rates and cost allocations as well as fiscal management of the State's Capital Improvement Program.

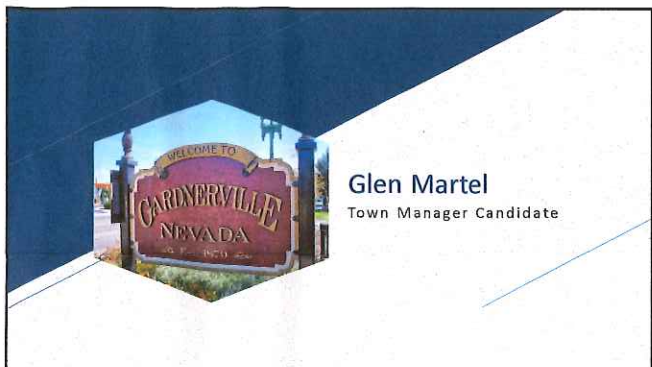
In addition to strong financial skills, Jenni has truly exceptional interpersonal skills. She is a clear communicator and knows how to bring out the best in a workforce. She is adept at bringing people together to solve difficult problems. She is also a skilled public speaker with experience before the Nevada Legislature and the Nevada Boards of Examiners and Transportation.

I believe Jenni Cartwright will provide excellent service to the Gardnerville Town Board.

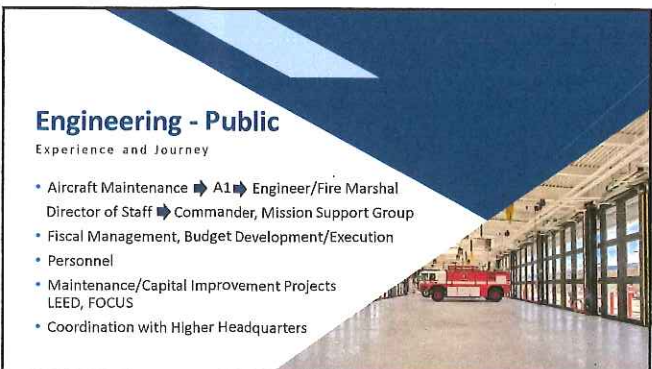
Sincerely



Patrick Cates









Engineering - Private
Experience and Journey

- Construction → Lab → Engineer → Project Manager/Developer
- Award Winning Parks and Projects
- Redevelopment/Economic Development
- Resource and Cultural Sensitivity
- Sustainable Community Relationships

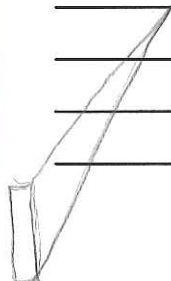


Leadership
Excellence In All We Do

- Civil Engineering → Director of Staff → Mission Support Group → Brigadier General
- Global Leadership, Build Diverse Teams
- Lead/Mentor 450 Personnel
- Manage >\$300M in Infrastructure
- 1 and 5 Year Budgets/Succession Planning
- Develop Effective Strategic Policies/Procedures
- Evolving Culture – Diversity/Inclusion

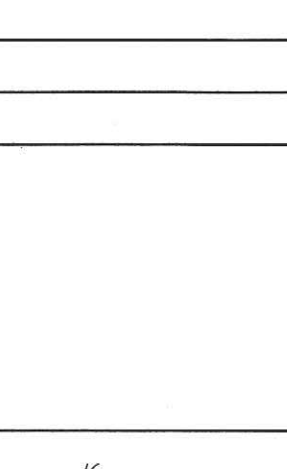


60 Acres \$300M



Community
Service Before Self

- Serve the Community with Integrity and Excellence
- Build Sustainable Relationships with All Members
- Community Involvement
- Public Safety, NIMS
- Listen to the Needs of the Community
- Good Steward of Resources
- Create Win-Win Situations/Outcomes




Parks & Rec Commission
Cameron City



Core Values
Integrity
Service
Excellence

Transparency
Inclusion




Continue to Serve

NVANG
Fellow Nevadans

Consensus
Team Building

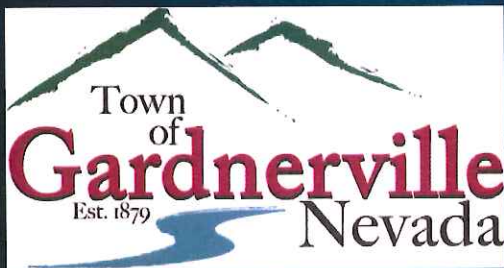
How?

- Be Humble and Listen
- Build Trust, Respect
- Accountability
- Innovation and Introspection
- Empower Individual Growth





WHAT CONTRIBUTIONS CAN I MAKE TO THE TOWN OF GARDNERVILLE?



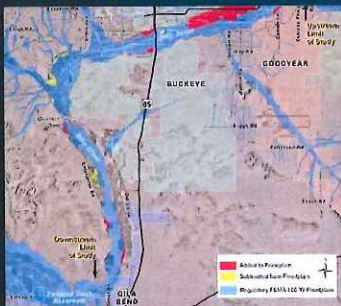
Erik Nilssen, P.E., C.F.M.

April 29, 2019

Board Agenda Item No. 2

FLOOD CONTROL DISTRICT OF MARICOPA COUNTY

- Area Drainage Master Planning
- Private Development Drainage Review
- Floodplain Studies
- FEMA Coordination & Processes



Directly Applicable to Plan for Prosperity:

- P1.17 Adapting to Flooding
- P1.20 Joint-Use Flood Facilities
- P3.42 Flood Resilient Planning

CITY OF MESA – BUILDING SAFETY DIVISION

All Aspects of Municipal Engineering

- Water Systems
- Wastewater Systems
- Public Street Improvements
- Storm Water Improvements
- Natural Gas Systems
- City Owned Electric Utility
- Public Street Lighting/Traffic Signal Review
- Solid Waste Review



CITY OF MESA – ENGINEERING DIVISION

Cradle To Grave Project Management

- Project Scoping & Budgeting
- Consultant Selection
- Contract Negotiation
- Design Plans and Specifications
- Public Bid or Contractor Selection
- Construction Inspection and Management
- Change Orders/Field Directives
- Contractor Payment
- Project Acceptance



CITY OF MESA – ENGINEERING DIVISION

- Annual Capital Budget \$80-\$120 Million
- 138 Square Miles
- 450,000 Residents
- Personally Managed Over 50 Projects
 - \$15.1 Million in Water Projects
 - \$4.2 Million in Wastewater Projects
 - \$6.7 Million in Transportation Projects
 - \$3.4 Million in Parks, Recreation and Commercial Facilities



EXAMPLE PROJECT– MESA PD TRAINING BUILDING

- Cost \$750,000
- Challenges
 - Removal of old septic, connection to sewer
 - Constructed on old landfill
 - 24 Piers – 25-35 Feet Deep
 - Sound proof room
 - Background checks and clearances for contractors
 - Evidence contamination
 - Audio visual equipping



EXAMPLE PROJECT- POOL REPLASTER

- Cost \$350,000 (Three Projects Total)
- Challenges
 - Virginia Graham Baker Act
 - Hydraulic balance of drains
 - Coordination with school district
 - Summer programs



EXAMPLE PROJECT- WATER PLANT SOUND WALLS

- Cost \$45,000
- Challenges
 - Noise study
 - Dimensions
 - Wall aesthetics
 - Plant operations
 - Building codes compliance

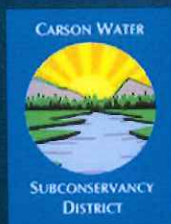


DOUGLAS COUNTY – COUNTY ENGINEER

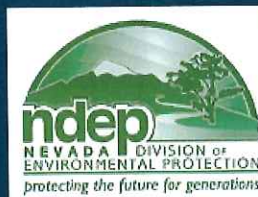
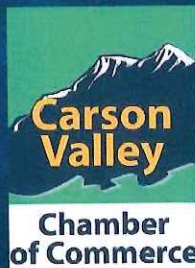
- Interactions with Boards
 - Board of County Commissioners
 - Planning Commission
 - Technical Advisor to Water Conveyance Advisory Committee
- Supervise Staff (currently six)
- Wrote Policy, Procedure & County Code
- Oversaw Engineering Division's Budget
- Requests for Proposals




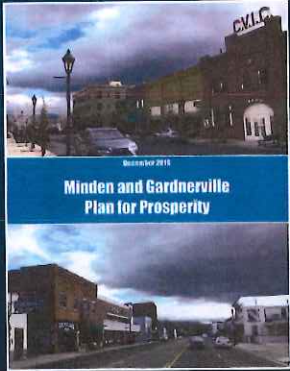

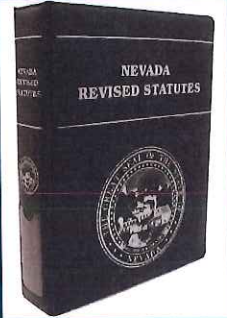

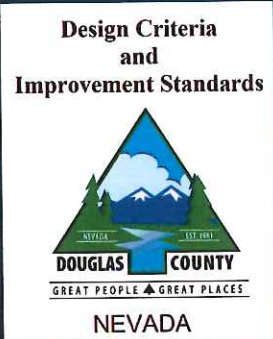
Virginia Allerman Canal Company



CONTINUITY



CONTINUITY



Design Criteria and Improvement Standards

DOUGLAS COUNTY
NEVADA

DOUGLAS COUNTY
DISTRICT ATTORNEY

NEVADA
REVISED STATUTES


County Code

Minden and Gardnerville
Plan for Prosperity

NEOGOV

MASTERS IN PUBLIC ADMINISTRATION

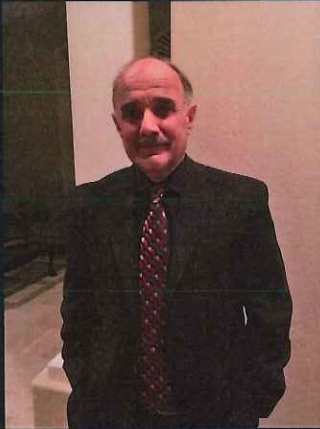
- Seminar in Public Policy
- Public Policy Analysis
- Governmental Budgeting
- Human Resource Management
- Public Administration
- Environmental Law
- Leadership in Public Organizations



NEVADA

REFERENCES

Fred Rustham, Deputy City Engineer – City of Mesa



“Erik is our hardest working civil engineer.”

REFERENCES

Steve Mokrohiski, Former Douglas County Manager



“I think you are the best County Engineer in the history of Douglas County.”

REFERENCES

Greg Lynn, Former Douglas County Commissioner



“Finally a public official we can live with.”

**WHAT CONTRIBUTIONS CAN I MAKE TO
THE TOWN OF GARDNERVILLE?**

This is a statement from your Chairman:

There is a very real probability that this Board will NOT reach a unanimous decision on a new Manager and in many ways I hope that this is what takes place, because the citizens of Gardnerville have selected the five (5) members of this Board to represent them as free thinking individuals.

I am sure the Board, in exercising their free thoughts WILL come together 100% in supporting whoever is selected.

There have been innuendos of bias voiced in this process, so I ask the Board to control their hidden agendas and judge each and every applicant on their qualifications and presentation equally and to be free of any prejudice.