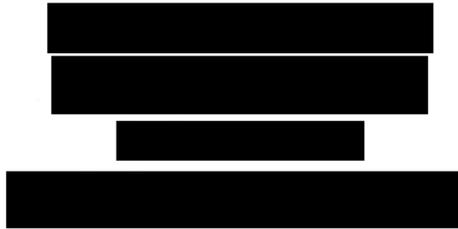


Eric P Brown



May 14, 2019

Washoe County
Human Resources Department
1001 E. Ninth Street, Building A
Reno, NV 89512

Regarding: Washoe County Manager Position

To the Washoe County Commissioners,

This provides my application to apply for the Washoe County Manager position. I am seeking an opportunity to serve Washoe County by leveraging my leadership and management skills that have been developed over 20 years of successfully serving in senior leadership positions in a variety of organizational settings. I have consistently excelled in leadership settings that require maintaining effective working relationships with multiple government and private business entities and would like the opportunity to serve as your next County Manager.

I look forward to hearing more about the position and the selection process. Please feel free to contact me at the contact email address or phone number provided above.

Sincerely,

A handwritten signature in cursive script that reads "Eric P. Brown".

Eric Brown

ERIC P. BROWN

EXPERIENCED AND INNOVATIVE ORGANIZATIONAL LEADER

Results-oriented and respected executive with a unique combination of strategic, financial and operational skills looking to transition to a new leadership position after successfully merging my current organization into a similarly missioned organization for sustainability. Executive leadership experience in multiple industries including health care, telecommunications, consumer packaged goods, television and digital media.

- Demonstrated leadership and team building skills effectively used to develop and manage organizations of all sizes to achieve organizational objectives.
- Strong written and verbal communications skills with experience utilizing social media as an organizational communications tool. Confident and accomplished public speaker.
- Demonstrated competency managing board governed organizations and managing board relationships.
- Maintains active working relationships with multiple federal and state policy stakeholders. Recognized as a leader with sound values and commitment to organizational success.
- Actively networks with health care and telecommunications policy makers from multiple states to share best practices to monitor and impact policy and regulatory matters.

PROFESSIONAL EXPERIENCE

California Telehealth Network • Sacramento, California • 2010 - Present

- As President & CEO, developed this non-profit organization from concept to the largest FCC funded statewide telehealth network in the U.S. serving over 300 clinics and hospitals in rural and medically underserved urban California communities.
- Collaborated with other California safety net stakeholders on the successful development and implementation of State legislation (AB415) which allowed doctors to be compensated for telemedicine patient consultations on the same basis as in person visits.
- Raised over \$7 million in operating capital over 5 years to fund operations.
- Maintains ongoing professional relationships with representatives from the Federal Communications Commission, California Public Utilities Commission, California Broadband Council, municipal government leaders as well as representatives from statewide education and telehealth networks from other states.
- Primary point of contact to recruit new health care clinics and hospitals to participate in the FCC funded Universal Service Fund programs.
- Developed and implemented the strategic plan that broadened CTN service offerings to include the federally funded California Telehealth Resource Center which provides telehealth training, implementation and technical assistance to over 1,200 California health care providers annually.
- In May 2017 obtained CTN Board approval to merge CTN with OCHIN, a larger national non-profit health information network to ensure long term sustainability of CTN. Currently serve as President of CTN reporting to the President & CEO of OCHIN.

WealthTV • San Diego, California • 2009 – 2010

- As Executive Vice President, collaborated with the owning family on programming enhancements and promotion campaign that helped drive +160% increase in viewership of the network as measured by set top box viewing data.
- Established and maintained affiliate relationships with major U.S. cable and satellite providers with an emphasis on DIRECTV and DISH Network.

The Africa Channel • North Hollywood, California • 2007- 2009

- Executive Vice President Sales and Marketing, led the marketing and affiliate relations team that doubled U.S. distribution from 1.5 million to over 3.0 million households within the first 12 months on the job, achieving distribution in major markets including New York City, Los Angeles, and Chicago.

CHARTER COMMUNICATIONS • Long Beach, California • 2003 - 2007

- Executive Vice President Operations, launched the cable industry's first all digital cable system in Long Beach, CA. This contributed to Charter being named "Operator of the Year" by *Cable World* magazine for 2004.

TIME WARNER CABLE • Minneapolis, Minnesota • 2000 - 2003

- Minnesota Division President, drove operational enhancements that improved customer service performance by reducing non-sales-related call center volume by 15% and field service calls by 30% which helped reverse subscriber declines, reduced field technician expenses and delivered record cash flow growth.
- Consistently achieved triple digit commercial services revenue and cash flow growth by prioritizing speed to market, building broadband networks to meet the needs of medium and small businesses.

LANDMARK EDUCATION SERVICES • Norfolk, Virginia

- Launched and became President of a division that provided post secondary career school education

CABASON INC. • San Diego, California

- Co-Founder of the firm that provided international fisheries consulting for developing nations

BUMBLE BEE SEAFOODS, INC. • San Diego, California

- Vice President Sales and Marketing

STARKIST SEAFOODS • Long Beach, California

- Product Manager, 9Lives Dry Cat Food

THE PROCTER & GAMBLE COMPANY • Cincinnati, Ohio

- Assistant Brand Manager, Pampers Disposable Diapers

EDUCATION

Master of Business Administration

University of Virginia, Colgate Darden School of Business • Charlottesville, Virginia

Bachelor of Science in Political Science

University of California Los Angeles • Los Angeles, California

PROFESSIONAL AWARDS AND BOARD MEMBERSHIPS

2018 To Present – California Teleconnect Fund Administrative Committee

2016 – Awarded CENIC Innovation in Networking Award for Broadband Applications

2016 – Awarded California Technology Champion of the Year, California State Fair

2013 To Present – Board Director, Schools, Healthcare and Libraries (SHLB) Coalition

2013 To 2016 – Board Director, Universal Service Administrative Corporation (USAC)

2004 To 2014– Board Director Bend Broadband and Central Oregon Cable Advertising

2004 Vanguard Award Recipient, Excellence in System Operations – National Cable Television Association

Jon Hager
[REDACTED]
[REDACTED]
[REDACTED]

August 14, 2019

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

Dear Ms. Renschler,

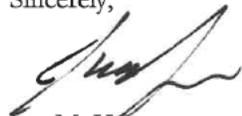
The purpose of this letter is to express my interest in the Washoe County Manager position in Washoe County, Nevada. I am confident you will find that my experience in both government and private industry will be the perfect fit for this role. This experience includes demonstrated leadership at multiple levels of government, consensus building, and hiring and developing a great team.

As a graduate of the U.S. Naval Academy, I have been a student of leadership my entire career. Whether as a Patrol Plan Commander, a CFO, the Director of the Silver State Health Insurance Exchange or in my current role, I have never shied away from the tough decisions and have never been afraid to tell my leader the hard truth. I have amassed an understanding of regulations, politics and real world experience that allows me to rely on my gut instinct when decisions must be made quickly with limited data. However, I am also not afraid to delay that decision when time allows and more information is needed.

In my role as the Director of the Silver State Health Insurance Exchange, I led a combined team of 500 people toward the common goal of decreasing the uninsured rate in Nevada. I also gained an understanding of the state and federal regulatory process that allows me to find ways to achieve success for my organization. My government experience combined with my understanding of the market allow me to see solutions that elude my peers and even my leaders. That experience has been relied on by my current employer, Hometown Health, to come up with new products that have significantly expanded its market share and improved its brand.

I am very proud of my accomplishments that have improved the Navy, the State of Nevada and Hometown Health. I look forward to helping you accomplishing more with the Public Employees' Retirement System of Nevada.

Sincerely,



Jon M. Hager

Cc: Tina Leiss

Jon M. Hager, MBA, CHIE

Leader • Government Relations • Consensus Builder • Negotiator
Product Development • Process Improvement • Performance Monitoring

PROFILE

Adept, results-oriented executive and leader focused on improving products and programs through metric based data and process owner buy-in. Provides long-term big-picture vision and leadership to seniors, peers and subordinates while understanding the smallest of details necessary to implement organizational goals. Recognized as a national expert on the Affordable Care Act, Association Health Plans and other insurance matters. Consistently sought out as the expert in compliance and regulatory matters.

- Communicator – Illustrates and translates vision into business needs for all operators, including IT so that all parties understand the general direction of each project as well as the details necessary for success.
- Expert – Delves into all projects to ensure all aspects of each issue are inspected, contemplated and appropriate to accomplish goals.
- Motivator – Positive, follow-me attitude encourages the best from all team members.

PROFESSIONAL EXPERIENCE

HOMETOWN HEALTH, RENO, NEVADA

Director, *Planning and Performance, 2014 – Present*

Planning and Performance helps its sister departments and Hometown Health excel by providing consultative services to ensure zero defect business implementation, product development, continuous improvement through assessment and analysis, process flow, strategic direction, training, evaluation and measurement, and improved profitability through risk assessment and product alignment.

- Provided critical advice regarding strategic direction, product, processes and personnel to CEO, CFO and directors. Led the implementation of several IT systems, including the development of a mobile app, to improve enrollment, authorization and appeals processes as well as member, broker, client and provider communication. Recommended and led review of department responsibilities to eliminate duplication of effort. Recommended compliance be a stand-alone department. Aided multiple directors in conflict management. Recommended and implemented a standalone risk adjustment unit resulting in several million dollars of increased revenue per year.
- Provided vision for design and implementation of new products. Created Association Health Plans for the Builders Association of Northern Nevada, the Better Business Bureau, Nevada Realtors and various chambers of commerce with premiums up to 35% lower than conventional plans. Led all aspects of their development, marketing, IT and operations to ensure smooth roll-out and profitability. Provided guidance for the creation of HometownRx, Hometown Health's new pharmacy benefit management service serving 52,000 members. Implemented limited pharmacy network reducing drug claims by 5%.
- Product Improvement. Improved Small Group and Individual plan designs resulting in a 500% increase in small group membership and 1100% increase in individual membership in 24 months. Standardized plan documents resulting in elimination of errors, and a better understanding of plan designs by staff, brokers and customers. Led and facilitated process improvement efforts for sale and enrollment of all products. Improved policy development processes to ensure proper review and creation for URAC accreditation. Improved TPA contracts.
- Responsible for all product regulatory filings. Developed Delivery Service Intermediary, Health Services and Shared Savings Program contracts for Renown Accountable Care and pushed them through the DOI approval process. Navigated DOI review of commercial reinsurance contracts. Responsible for implementation of new ACA requirements including edge server enrollment and claims data transfers for risk adjustment and 1095B tax reporting. Identified audit vendor at one-fourth the cost of competitors saving \$100,000. Identified temporary tax decrease (\$5 million industry wide credit for Tesla tax implementation) to domestically domiciled insurers.



- Regulatory expert. Provided input and answers for sales and underwriting staff regarding ERISA, HIPAA, the ACA and other state and federal rules and regulations. Trained sales and underwriting staff regarding plan designs and laws. Provided presentations to brokers regarding plan designs, anticipated changes to the insurance industry and the political climate affecting insurance. Negotiated the lease of Hometown Health's ERISA employer network with commercial insurers subject to Title 45 of the federal regulations.
- Policy review. Reviewed and made recommendations to CEO and lobbyists regarding dozens of bills during the 2015, 2017 and 2019 legislative sessions. Provided input to the CEO and DOI regarding formulary, network adequacy and stop-loss regulations.

STATE OF NEVADA, CARSON CITY, NEVADA, 2006-2014

Executive Director, *Silver State Health Insurance Exchange, 2012 – 2014*

- Responsible for all aspects of the implementation of the Silver State Health Insurance Exchange, Nevada's version of a state based exchange required pursuant to the Patient Protection and Affordable Care Act, resulting in a 26% decrease in the number of uninsured residents in Nevada. Built the agency from one employee to 12 employees, half a dozen consulting, marketing, IT and call center vendors and a \$17 million annual budget. Led the Board and staff through 70+ publicly noticed Board and Advisory Committee meetings, consistent with Nevada's Open Meeting Law, to create policies balancing regulatory and service requirements. Spearheaded the national policy discussion regarding sustainability, navigators, standalone dental plans and network adequacy. Forged consensus and relationships with hundreds of stakeholders from insurance companies, consumer advocates, brokers, providers, elected officials and state agencies. Keynote speaker at Nevada's Exchange Summit with an audience exceeding 1,000. Negotiated regulatory requirements, grant funding and messaging with multiple federal agencies and the White House. Vice-chair of the State Exchange Leadership Network of directors of state based exchanges throughout the nation. Empowered staff to make decisions necessary to help consumers, lead technology teams, develop messaging and negotiate with other state and federal agencies.

Chief Financial Officer, *Public Employees' Benefits Program, 2006 – 2012*

- Responsible for forecasting, reporting and accounting for a \$476 million annual budget. Accountable for 71,000 covered members and 140 state and local government employer groups. Cut biennial budget from \$1.11 billion to \$914 million; cut state subsidy requirements from \$611.2 million to \$500.0 million. Improved quarterly utilization reports and financials for better decision making. Calculated, refined and presented rates for plan years 2008-2012; increased transparency in rate setting process. Multiple presentations to Governor's staff, elected officials, boards, bond rating agencies, lobbyists, vendors, NGFOA and NACO. Oversaw financial aspects of contracts including cost forecasts, payments, penalties and improvement of contract guarantees. Led the implementation of new accounting and enrollment software.

U.S. NAVY, 1997 –2006, HONORABLE DISCHARGE

- Assistant Operations Officer – Implemented new student tracking system managing multiple contractors and navy units. Directed complex plans with 14,000 flights (\$18,600,000 budget).
- Aviation Safety Officer – Responsible for risk management of all squadron aircraft. Led cross-functional teams that investigated and analyzed hazards and mishaps. Organized safety campaigns.
- Aircraft Division Officer – Managed 94 personnel in the maintenance of engine, airframe and life support systems on ten squadron aircraft (P-3C Orion valued at \$30-60 million each).
- Instructor Pilot – Responsible for training multiple student pilots and instructors in basic flight maneuvers, take off, landing, aerobatics, out-of-control flight recovery and emergency procedures.
- Mission Commander; Pilot – Responsible for tactical application, safety of flight for a P-3C Orion and 11 aircrew during Operation Enduring Freedom, Operation Enduring Freedom - Philippines.



EDUCATION

America's Health Insurance Plans, Executive Leadership Program, Certified Health Insurance Executive
Texas A&M University, Corpus Christi, Master of Business Administration
Naval Postgraduate School, Aviation Safety
United States Naval Academy, Bachelor of Science, Physics

COMMUNITY INVOLVEMENT

AYSO Region 140 Commissioner
Director, Comstock Shootout Tournament
AYSO and Carson Futbol Club Soccer Coach
Junior Achievement Instructor at Libby Booth Elementary at-risk School and Fritsch Elementary School

AWARDS AND RECOGNITION

Member, Nevada Insurance Commissioner's Network Adequacy Advisory Council
Member, Nevada Insurance Commissioner's Life and Health Advisory Committee
Chair, Hometown Health Delegation Oversight Task Force
Nominated 2015 & 2016 Renown Director of the Year
Vegas Seven 2014 Intriguing People
Vice-chair State Exchange Leadership Group (2012-2014)
Navy Commendation Medal
Navy Achievement Medal (3 awards)

Washoe County Commission
1001 E. 9th Street
Reno, Nevada 89520-0027

May 3, 2019

Washoe County Commissioners,

I am pleased to submit this formal letter of interest for the position of Washoe County Manager and offer to you my experience and successes which are closely aligned with your ideal candidate criteria.

My interest in this position began even before I joined the organization as I witnessed Washoe County's professional staff and forward-thinking solutions to regional issues. I continue to be impressed at the organization's integrity, quality work, and exemplary customer service and look forward to working together in moving the county forward during this time of unrepresented growth.

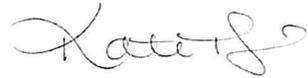
Throughout my 20+ year career in government, I have been part of executive level teams that oversee a broad range of high-level functions in city, state, and county government. From that experience I have gained a robust knowledge of budget and finance operations, strategic planning, collaboration with elected officials at all levels, and effective team building. I have enjoyed success working towards organizational culture and wellness realizing that attracting and retaining a talented workforce offers a multitude of benefits to the workplace. I look forward to making Washoe County the number one choice for progressive thought leaders in local government.

I have exhibited a high level of ethical integrity in working with fellow department heads and elected officers and will work to advance communication throughout the entire organization. I will continue to support critical projects such as the transition of populations from the Community Assistance Center to the Northern Nevada Adult Mental Health Services campus and work with the Second District Judicial Court on the INSPIRES system providing coordinated case management. Washoe County is taking public safety, human services, and regional planning to the next level and as the 80th session of the Nevada Legislature concludes, I will continue to monitor legislative action and implement legislative policy for Washoe County.

Having worked in Northern Nevada for more than 15 years, I am uniquely positioned to facilitate regional collaboration and foster relationships with our many community partners towards strategic economic and community development. I understand the political and geographical uniqueness of our region and the importance of quality of life for those that live in Washoe County. I look forward to increasing Washoe County's role in growing the arts and continuing partnerships to provide quality regional events.

I thank you for this opportunity to be considered to represent the 2,724 employees of Washoe County as the next Washoe County Manger.

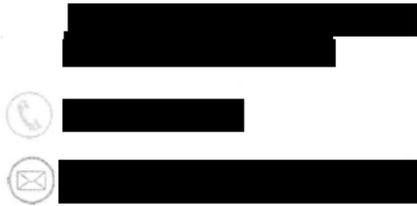
Sincerely,

A handwritten signature in cursive script, appearing to read "Kate Thomas".

Kate Thomas

Kate L. Thomas

PROFILE



HIGHLIGHTS

- Experienced local government executive
- Collaborative team-builder
- Innovative leader
- Creative problem solver
- Respected community partner
- Visionary strategic planner
- Customer service centric
- Experienced facilitator
- Crisis management
- Solution-focused
- Technologically astute
- Strong task completion record
- Budget experience
- Analytical and organized writer

EDUCATION

Michigan State University
East Lansing, MI | 1994
Bachelor of Science
Resource Development

University of Phoenix
Ventura County, CA | 2001
Master in Business
Administration (MBA)

PROFESSIONAL SUMMARY

Government professional with 23 years' experience in County, City, and State executive level management. Excellent communicator in public and private settings including work with elected officials. Highly ethical leader dedicated to a successful team approach in accomplishing projects.

PROFESSIONAL EXPERIENCE

WASHOE COUNTY, NEVADA

Assistant County Manager

July 2017 - present

Responsible for major service and operation functions of Washoe County including the Human Services Agency, Public Defender, Alternate Public Defender, Alternative Sentencing, Medical Examiner, Public Guardian, emergency management, legislative relations; strategic liaison to Second Judicial District and Justice Courts, Public Administrator, Juvenile Services, and Incline Constable.

- Collaborative project work leading to cost-savings and efficiencies: appointed conflict counsel work - \$100,000, CrossRoads public safety staffing - \$75,000, specialty court/Sober24 drug testing combination
- Revised appointed conflict counsel process, facilitated national conference including sponsorship oversight, implemented affordable housing trust fund ordinance, managed hiring of Public Defender and Public Guardian positions, extensive work on regional homelessness efforts, established Washoe County Substance Abuse Task Force
- Contract work includes Lakes Crossing contract revision with State of Nevada, Waste Management Franchise Agreement, bike share franchise agreement, Washoe Legal Services contract, Affordable Housing Trust Fund incorporating documents and Sun Valley General Improvement District interlocal agreement

CITY OF RENO, NEVADA

Assistant City Manager

January, 2015 - July 2017

Oversight of various areas of City Management including Parks, Recreation, and Community Services Department, Office of Communications and Community Engagement, Legislative Relations, City Council agenda management, office of policy and strategic planning, sustainability program, Arts and Events program, and City Manager support.

- Developed strategic planning process and city-wide performance management and promoted measurable, data-driven, organizational goals and objectives. Facilitated Urban Land Institute work on Virginia Street Corridor Plan. Coordinated public art purchase and program retool. Achieved American Heart Association prestigious workplace wellness award.

Kate L. Thomas

PROFESSIONAL EXPERIENCE

CITY OF RENO, NEVADA

Director, Office of Management and Budget

October 2011 - January 2015

Responsibilities included planning and organizing all activities relating to the City's \$350 million budget including budget development and monitoring, fiscal analytical services, financial planning, franchise fee audits, revenue forecasting and performance measurement. Retooled departmental budget presentation and notification process; developed strategic budget guiding principles document.

STATE OF NEVADA

Deputy Secretary of State

January 2007 – October 2011

Provided Operations Division executive leadership over all internal-facing office operations - accounting, finance, information technology and human resources functions. Responsible for \$20 million budget and more than \$100 million in annual revenue, allocation of resources, accountability, compliance with State budgeting/accounting principles and practices; administered all expenditures and ensured efficient allocation of funds. Represented the office at the Legislature preparing all fiscal notes and testified on behalf of issues. Developed and maintained the Registry of Domestic Partnerships and Advanced Directives Registry. Developed SilverFlume Nevada Business Portal and served as election liaison to Washoe County. Served on the Tahoe Regional Planning Agency Governing Board on behalf of Secretary of State Miller.

CITY OF RENO, NEVADA

Assistant to the City Manager

April 2004 - January 2007

Performed various analytical, project management and policy tasks in City Manager's Office including restructuring of the City-wide special events program and coordination of railroad quiet zone. Served as interim Human Services Manager in Redevelopment Agency resulting in \$1million budget savings. Worked on legislative issues including public safety community centers and sales tax initiative. Member of executive staff and liaison to the City Manager's Business Impact Roundtable.

CITY OF THOUSAND OAKS, CALIFORNIA

Management Analyst

August 1997 - January 2004

Responsibilities included project management, forecasting and analyzing program budgets and data, City Council presentations, detailed financial analysis of solid waste fee reporting process for AB 939, and serving as City representative to various state and local agencies. Special project liaison cross-departmentally for various initiatives. Developed and implemented Arbor Earth Day event (still occurring), promoted and facilitated residential waste-reduction and used oil recycling programs.

PROFESSIONAL SERVICE & RECOGNITION

- ♦ Sierra Arts Foundation and Assistance League Advisory Council (2019)
- ♦ Triumphant Women nominee (2016)
- ♦ Woman of Achievement Nominee (2016)
- ♦ Keep Truckee Meadow's Beautiful Board Member and two-times Board President (2004 - current)
- ♦ Leadership Reno-Sparks Program Graduate (2006); Current Distinguished Alumni
- ♦ Toastmaster's International Club President and Vice President of Education (2005)
- ♦ Municipal Management Assn. of Southern California Board member & Program Chair (2000 - 2004)
- ♦ Ventura Hillside Conservancy Inaugural Membership & Volunteer Coordinator (2003)