

Robert C. Nellis

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February 14, 2020

Agency HR Services
Attention: Gennie Hudson
400 W. King Street, Suite 406
Carson City, NV 89703

RE: Letter of Interest, PEBP's Executive Officer

Dear Ms. Hudson:

I am pleased to submit this letter of interest for the PEBP Executive Officer position. Over my 16 years of State of Nevada experience, I have worked with diverse stakeholder groups across Nevada including rural and urban communities in my role as a Supervisory Land Agent, Energy Program Director and Assistant Director of Administration for the Department of Transportation.

In my role as Assistant Director I supervised the Accounting Division responsible for managing the payroll for over 1800 Nevada employees. I have regularly testified before the Transportation Board of Directors, the State Legislature and several other Boards, including the Board of Finance and Board of Examiners.

My communication style with executive management team members and other professional staff is to first listen to them before offering any advice or counsel. I will always ask first if they would like my opinion or observations and if there is an openness to listen to me, I will offer a couple of options that may help them with their dilemma or problem they are facing.

When communicating with a Board of Directors, elected officials and other consistencies, I also take the approach of listening then providing them with all the options and potential consequences and benefits of each option. Communicating respectfully to everyone regardless of their position is natural for me which leads to building long-term trusting relationships.

As Assistant Director of Administration, I oversaw both the Accounting Division and Financial Management division with a biennial budget of over \$1.8 billion. I was responsible for presenting the budget to the Nevada Legislature each biennium as well as testifying before the Interim Finance Committee on a regular basis. I am very comfortable doing both.

The approach I would take in working with the PEBP board to establish plan design priorities is to first take into consideration the forecasted claims cost for the self-insured plan, the forecasted

premium costs for the fully insured plan, the forecasted fixed expenses from plan administrative vendors, the forecasted PEBP internal administrative expenses, the forecasted required adjustments to reserves, and finally, any consideration of material demographic changes.

Working with staff as well as outside consultants would be ideal to ensure the PEBP board is getting the best advice possible from internal and external sources. With this information in hand the PEBP board would then be better equipped to identify the priorities for plan design and potential necessary changes that may include scope of benefits offered by the plan and/or cost sharing methodologies between the Program and its participants.

My leadership style is to build a working environment of trust. Trust is established through frequent open and honest communication so that staff, board members and plan participants feel fully informed about the mission and direction of the PEBP. Every person within an organization must be treated with dignity and respect or they will leave for other employment opportunities. When employees and stakeholders feel they are trusted and respected, they are more productive.

Over the last two years I had the opportunity to work directly with staff on a managerial issue I was facing in one of my divisions. After a strong Division Chief left, the Assistant Chief was creating an unpleasant work environment. After two Section Heads left, I was approached by two remaining Section Heads to inform me they were applying for other jobs and were about to leave. I asked them to trust me and allow me some time to get to the bottom of the issue before leaving.

I decided that I would move my office to be within the division that was facing the difficulties. As my presence was made known on a daily basis, staff felt comfortable approaching me for advice. Within a short amount of time a collaborative environment was created and the Assistant Chief was counseled on how to treat staff better. As a result, the division stabilized and staffed back up to become a highly productive division with little turnover.

I strongly believe in mentoring staff to take my place one day and have been fortunate to have my staff refer to me as their mentor. There is no greater compliment than that as far as I am concerned. My philosophy is that regardless of position, staff members, including the boss, need to work together as a team that supports one another. I have had much success with this approach over the last two years and created a line of succession four levels below me.

Thank you for the opportunity to apply for this position. I believe my experience within the state is both broad and deep enough to enable me to succeed in the position of Executive Officer. It would be a privilege to serve the PEBP board and my fellow employees in this capacity. I believe this letter of interest and attached resume highlight my demonstrated experiences that will lead the PEBP to success. I look forward to the opportunity to interview for the position.

Please let me know if you have any questions.

Sincerely,

Robert C. Nellis

Robert C. Nellis, MBA, CPM

ROBERT C. NELLIS

CHIEF FINANCIAL OFFICER

Chief Financial Officer • Assistant Director Administration • Transportation Finance • Public-Private Partnerships • Bond Sales • Creative Financing Solutions • Legislation • Public Bank Administration • Jobs Creator • Procedural Efficiencies • Collaborator • Effective Communicator • Executive Leader • Champion of Staff

WORK EXPERIENCE

Nevada Department of Transportation, Carson City, NV
Chief Financial Officer/Assistant Director-Administration

Aug 2013 – Feb 2020

- Chief Financial Officer of biennial budget of \$1.8 billion; Presented budgets to the Transportation Board, Governor's Finance Office, and the Legislature; Testified regularly.
- Grew a healthy highway fund balance within the \$1.3 billion Capital Improvement Program.
- Directed five divisions with 150 employees: Administration Services, Accounting, Financial Management, Information Technology and Flight Operations; Trained, motivated, evaluated, and corrected deficiencies as needed; Advised director on department-wide projects.
- Analyzed fiscal projects for director, board, and legislature; Reviewed revenue projections; Recommended long-range project funding; Ensured programs were fully financed.
- Ensured successful operations during volatile economic times.
- Saved the state \$1 billion in bonding options over 40 years and \$14.7 in bond refunding.
- Achieved AAA bond rating from Standard and Poor's for responsible bonding program.
- Liaised with auditors from the legislature, executive branch and federal government.
- Built strong relationships with legislators to improve department's budget.
- Passed new legislation with RTC to create a State Infrastructure Bank (SIB).
- Advised Transportation Board Members individually and publicly; Oversaw monthly Transportation Board meeting agenda items, staff reports and presentations; Presented contracts and agreements to board comprised of Governor, Lieutenant Governor, Controller and four Board Members; Implemented policies and procedures with best financial practices.
- Collaborated with 36 divisions to update 100 policies and procedures.
- Led internal audit to develop and recommend operational efficiencies over 10 task areas.
- Added a new Management Analyst section in Admin Services for more efficient operations.
- Created the Total Compensation Calculator on nevadadot.com as a recruitment and retention tool.
- Modernized NDOT's procurement and financial systems.

- Contributed to SMART 21 statewide ERP IT project.
- Championed the Customer Service and Communication teams for strategic plan.
- Communicated with key stakeholders, experts and solution providers.
- Resolved difficult and sensitive issues within government, outside agencies and the media.

Nevada Governor’s Office of Energy
Energy Programs Manager

Dec 2009 - Aug 2013

- Implemented the \$35 million American Recovery and Reinvestment Act (ARRA) program.
- Led multidisciplinary team; Program recognized as a “Top 10” State.
- Acquired new federal grants for additional programs and staff funding beyond ARRA.

Nevada Division of State Lands
Supervisory State Land Agent

Jan 2004 – Dec 2009

- Reduced staff attrition by upgrading the State Land Agent Series with collaborative effort.
- Created the State Lands Information Management System.
- Developed strategic plan with Budget Division; Authored mission statement; Prepared revenue projections and budgets; Wrote legislation; Amended bills; Testified.

Brent Rowlands and Associates, PLC
Business Manager

Sept 1999 – Dec 2003

- Generated revenue through new fee structure and collection process.

Spring Lane Group, LLC
Project Manager

Sept 1993 – Aug 1999

- Added \$1 million in home sale profits through detailed analysis.

EDUCATION

University of Nevada, Reno **2017**
Master of Business Administration

Regent University, Virginia Beach, VA **1993**
Master of Arts in Communication

San Jose State University, San Jose, CA **1991**
BS of Business Administration

AWARDS AND CERTIFICATIONS



Awards: Eagle Scout Award, National Eagle Scout Association. ARRA Top 10 State.

Certifications: Certified Public Manager, Nevada Division of Human Resource Management.

Robert C. Nellis