



Carson Water Subconservancy District Board of Directors & Carson River Watershed Committee

NOTICE OF PUBLIC MEETING

*A healthy watershed
that meets the water
needs of all users*

SPECIAL MEETING

DATE: January 5, 2026
TIME: 8 am
LOCATION: Carson City Community Center, Sierra Room
851 E. William Street Carson City, NV 89701

CWSD encourages Board members to attend in person, but virtual attendance is available via [Zoom](#). Call (669)900-9128 if you prefer to phone in. Meeting ID: 859 4834 1639; Passcode: 337430

AGENDA

Please Note: The Carson Water Subconservancy District (CWSD) Board may: 1) take agenda items out of order; 2) combine two or more items for consideration; and/or 3) remove an item from the agenda or delay discussion related to an item at any time. All votes will be conducted by the CWSD Board of Directors. Reasonable efforts will be made to assist and accommodate individuals with limited ability to speak, write, or understand English or those with disabilities who wish to join the meeting. Please contact Catrina Schambra at (775)887-7450 or email: catrina@cwsd.org at least 3 business days in advance so that arrangements can be made.

1. Call to Order the CWSD Board of Directors/Carson River Watershed Committee
2. Roll Call
3. Pledge of Allegiance
4. For Discussion Only: Public Comment *(Public Comment will be taken at the beginning and end of the meeting and may be taken at the discretion of the Chair on agenda items listed for possible action. Action may not be taken on any matter brought up under public comment until scheduled for action at a later meeting. Public comment during meetings is limited to three minutes for each speaker.)*
5. For Possible Action: Approval of Agenda
6. For Possible Action: Applicant Interviews & Selection of General Manager
7. For Discussion Only: Public Comment *(Public Comment will be taken at the beginning and end of the meeting and may be taken at the discretion of the Chair on agenda items listed for possible action. Action may not be taken on any matter brought up under public comment until scheduled for action at a later meeting. Public comment during meetings is limited to three minutes for each speaker.)*
8. Adjournment

Supporting material for this meeting may be requested from Catrina Schambra at 775-887-7450 (catrina@cwsd.org) and is available on the CWSD website at <https://www.cwsd.org>

To promote cooperative actions with communities to protect the Carson River Watershed.

AFFIDAVIT OF POSTING

The undersigned affirms that on or before 9 am on December 29, 2025, a copy of the *Notice of Public Meeting and Agenda* for the January 5, 2026, SPECIAL MEETING of the Carson Water Subconservancy District Board of Directors, per NRS 241.020 was posted at the following locations: Carson Water Subconservancy District, 777 E. William St, Ste 209, Carson City, NV 89701; CWSD Website: <https://www.cwsd.org>; and Nevada Public Notice Website: <https://notice.nv.gov/>



Catrina Schambra, CWSD Office Manager

December 29, 2025, 9 am

Date & Time of Posting

AGENDA ITEM #6

CARSON WATER SUBCONSERVANCY DISTRICT

TO: Board of Directors

FROM: Edwin James

DATE: January 5, 2026

SUBJECT: Agenda Item #6 – For Possible Action: Applicant Interviews & Selection of General Manager

DISCUSSION: Attached are the top four applications for General Manager position. The Board will interview the applicants and select their number one and two. The top applicant will be offered the position and arrangements will be made to meet with the Chair and CWSD's attorney to negotiate an employment contract. Below is the interview process:

INTERVIEW PROCESS

1. **Introductions**
 - a. Board Members
2. **Interview Procedure**
 - a. Each applicant will provide a brief opening statement.
 - b. The Chairperson and Vice Chairperson will ask a set of predetermined questions.
 - c. After all the questions have been answered, each Board Member may ask one follow-up question.
 - d. Each applicant will provide a closing statement.
3. **Board Deliberation**

The Board will discuss and determine which applicant to hire.

STAFF RECOMMENDATION: Interview and select the new General Manager.

CWSD Board of Directors

General Manager Applications Review Packet

Note: The attached four applications selected for interviews are in alphabetical order and separated by paper inserts.

EMPLOYMENT APPLICATION

Consolidated Municipality of Carson City
201 North Carson Street, Suite 4

Carson City, Nevada - 89701-4289
<http://www.carson.org> (<http://www.carson.org>)

Bishop, Bunny, L
General Manager - Carson Water Subconservancy District

Received: 11/14/25, 1:14 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION**POSITION TITLE:**

General Manager - Carson Water Subconservancy District

Job Number:

245_10/2025

NAME: (Last, First, Middle)

Bishop, Bunny, L

PERSON ID:

28019243

Former Last Name:

Souza

Date And Month Of Birth:

05/29

ADDRESS: (Street, City, State, Zip Code)**HOME PHONE:****EMAIL ADDRESS:****NOTIFICATION PREFERENCE:**

Email

DRIVER'S LICENSE:

Yes

State: NV Number: 3*****8

LEGAL RIGHT TO WORK IN THE UNITED STATES?:

☒ Yes ☐ No

HIGHEST LEVEL OF EDUCATION:

Master's Degree

PREFERENCES**SHIFTS YOU WILL ACCEPT:****EDUCATION****DATES:**

from August/2000 to August/2007

SCHOOL NAME:

University of Nevada, Reno

LOCATION:(City , State)

Reno, NV

DID YOU GRADUATE?

☒ Yes ☐ No

DEGREE RECEIVED:

Master's

MAJOR/MINOR:

Geography

| | | |
|---|---|---------------------------------------|
| DATES: from August/1991 to April/1997 | SCHOOL NAME: Eastern Michigan University | |
| LOCATION:(City , State) Ypsilanti, MI | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Bachelor's |
| MAJOR/MINOR: Geography/ Urban & Regional Planning | | |

| |
|------------------------|
| WORK EXPERIENCE |
|------------------------|

| | | |
|--|--|---|
| DATES: from November/2024 to October/2025 | EMPLOYER: J&M GLOBAL SOLUTIONS | POSITION TITLE: SENIOR REGIONAL PROGRAM MANAGEMENT LEAD |
| ADDRESS: (Street, City, State, Zip Code): 413 N. Lee St. Alexandria, VA 22314 | | COMPANY URL: j-mglobal.com |
| PHONE NUMBER: 703-853-9479 | SUPERVISOR: Shelley Rappaport - Vice President, Program Delivery | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

| |
|------------------------------|
| HOURS PER WEEK: 40 |
|------------------------------|

| |
|---|
| DUTIES: <p>As part of the J&M Program Management Team, I provided regional program management support to our client by managing the regional Risk Mapping, Assessment, and Planning (Risk MAP) program portfolio. Scheduling and cost performance are key metrics for the program and managing and analyzing these performance indicators was a priority for the client.</p> <p>Managed and maintained several record systems including the Mapping Information Platform (MIP), Project Planning & Purchasing Portal (P4), Key Decision Points (KDP), and the Cooperating Technical Partners (CTP) Performance Measures Tool.</p> <p>Managed a regional Flood Risk Mapping projects portfolio with a total value of approximately \$54M with more than 90 mapping projects.</p> <p>Monitored the performance of projects based on the scope of work for schedule and budget using Earned Value Management. Managed and provided reports on regional metrics.</p> <p>Provided support to the regional CTP program by assisting with annual grant cycle preparation activities and coordination for training and meetings.</p> <p>Participated in regular meetings with regional staff and the Production and Technical Services (PTS) contractor to stay up to date on project progress and identify potential needs for MIP portfolio management.</p> <p>Provided support to the regional J&M PM Team as a mentor and a Zonal Coordinator.</p> <p>Provided meeting coordination and support for the Two-Dimensional Integrated Performance Team (2D IPT) General, Leads, and Subgroup meetings.</p> |
|---|

| |
|--|
| REASON FOR LEAVING: Laid Off |
|--|

| | | |
|--|--|--|
| DATES: from December/2019 to November/2024 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: CHIEF, WATER PLANNING AND DROUGHT RESILIENCY |
|--|--|--|

| | | |
|---|--|---|
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St., Suite 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: 775-684-2800 | SUPERVISOR: Kelly McGowan - Deputy Administrator | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | # OF EMPLOYEES SUPERVISED: 4 | |
| DUTIES: <p>When this section at Nevada Division of Water Resources (NDWR) was established in 2019, I stepped up to lead the way. This involved developing new programs, setting program goals, and coordinating interagency teams aimed at tackling complex water resource management issues and developing long-range planning objectives for water planning, drought resilience, and floodplain management.</p> <p>Established the State Water Plan Stakeholder Advisory Group (SAG) to provide input and feedback on the update of the Nevada state water plan.</p> <p>Managed program activities aimed at improving state resilience to flooding, drought, and water resource issues including risk identification, planning, mitigation, response, and outreach.</p> <p>Participated in the Nevada Resilience Advisory Committee coordinated by the Nevada Division of Emergency Management (NDEM).</p> <p>Coordinated with NDEM on strategic planning for drought and flood hazard mitigation including the update of the Nevada Enhanced Hazard Mitigation Plan in 2018 and 2023.</p> <p>Provided policy and legislative support to NDWR leadership.</p> <p>Coordinated meetings for the Nevada Drought Response Committee (DRC) and the Drought Working Group (DWG). Supported DRC activities for drought response including monitoring current drought conditions, collecting and analyzing drought impact data, overseeing intergovernmental coordination, and providing drought reports and recommendations to decision makers.</p> <p>Supervised the state floodplain management program in the administration of the National Flood Insurance Program (NFIP) including performance reporting and budget tracking for federal grants.</p> <p>Provided monthly reports to NDWR leadership on program activities and the status of projects.</p> <p>Coordinated and participated in outreach events for education and training for water planning, floodplain management, and drought resiliency.</p> | | |
| REASON FOR LEAVING: New Position | | |
| | | |
| DATES: from January/2017 to December/2019 | EMPLOYER: NEVADA DIVISION OF WATER RESOURCES | POSITION TITLE: STATE FLOODPLAIN MANAGER/NFIP COORDINATOR |
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St., Suite 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: 775-684-2800 | SUPERVISOR: Chris Thorson - Deputy Administrator | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | # OF EMPLOYEES SUPERVISED: 2 | |

DUTIES:

The NDWR floodplain management program is responsible for the administration of NFIP and acts as a liaison between local, state, and federal partners in ensuring Nevada NFIP participating communities comply with federal regulations. As the Community Assistance Program - State Support Services Element (CAP-SSSE) grant transitioned to the Tiered State Framework (TSF) as a grant management and metric tool, it was crucial to ensure the NDWR flood program tracked metrics to maintain Nevada's Proficient status.

Performed advanced-level grants management for the CAP-SSSE grant by developing applications, executing the scope of work, budget tracking, metric tracking, and submission of quarterly performance progress reports.

Conducted NFIP community assistance visits to assess community compliance with the NFIP.

Supported local floodplain managers through flood hazard mapping coordination, technical assistance training, workshops, and outreach activities.

Participated in the NDEM State Assessment and Response Team (START) to perform Preliminary Damage Assessments (PDA) after the 2017 flood disasters.

Provided flood hazard and floodplain management information through public outreach activities, public meetings, open house events, training, and education activities to increase knowledge of floodplain management, watershed planning, disaster response, and FEMA Region IX programs.

REASON FOR LEAVING:

Promotion

DATES:

from April/2015 to January/2017

EMPLOYER:

Nevada Division of Water Resources

POSITION TITLE:

State Floodplain Mapping Coordinator

ADDRESS: (Street, City, State, Zip Code):

901 S. Stewart St., Suite 2002
Carson City, NV 89701

COMPANY URL:

water.nv.gov

PHONE NUMBER:

775-684-2800

SUPERVISOR:

Eddy Quaglieri - Chief, Dam Safety

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

NDWR is a Cooperating Technical Partner (CTP) for the Federal Emergency Management Agency (FEMA) Risk MAP program. The NDWR CTP program facilitates coordination between FEMA Region IX and participating Nevada NFIP communities for FEMA flood mapping activities throughout the state. During this time, I participated in the newly established CTP Community of Practice (CoP) Steering Committee.

Performed advanced-level grants management for the CTP grant by developing applications, executing the scope of work, budget tracking, metric tracking, and submission of quarterly performance progress reports.

Provided general technical assistance to NFIP communities by providing Risk MAP information and explaining policies and procedures of the NFIP and Federal Insurance Rate Maps (FIRMs).

Coordinated with FEMA Region IX to create a network for acquiring needed information related to the NFIP, floodplain management, and floodplain mapping.

Provided flood hazard and floodplain management information through public outreach activities, public meetings, open house events, training, and education activities to increase knowledge of floodplain management, watershed planning, disaster response, and FEMA Region IX programs.

REASON FOR LEAVING:

Promotion

| | | |
|---|--|---|
| DATES: from June/2013 to April/2015 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: Water Commissioner |
| ADDRESS: (Street, City, State, Zip Code): Carson City, NV | | |
| PHONE NUMBER: 775-684-2800 | SUPERVISOR: Matt Dillon - Water Resource Specialist 2 | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |
| DUTIES: During this time, NDWR was developing a database in a Geographic Information System (GIS) environment for water right points of diversion (POD) and places of use (POU) data for use in managing and displaying water rights information. Reviewed existing data for quality assurance purposes and migrated data to a GIS format. Used knowledge of NDWR records and publications for use in the analysis and compilation of data gathered from fieldwork into tables and charts to be used in annual pumpage inventory reports. Analysis and input of groundwater level measurements and stream discharge data into the NDWR Well Net database. Tracked reported monitoring plan data required as part of the terms of water right permits issued by the State Engineer. Provided support for map table review of water rights applications. Performed fieldwork collecting water level measurements for well net and pumpage inventory data. | | |
| REASON FOR LEAVING: Promoted to Floodplain Mapping Coordinator Position. | | |

CERTIFICATES AND LICENSES

| | | | |
|--|--------------------------------------|-------------------------------|---|
| TYPE: Certified Floodplain Manager (CFM) | | | |
| DATE ISSUED: July 2017 | EXPIRATION DATE: July 2027 | NUMBER: US-17-09788 | ISSUING AGENCY: Association of State Floodplain Managers (ASFPM) |

SKILLS

| |
|---|
| OFFICE SKILLS: Nothing Entered For This Section |
| OTHER SKILLS: Nothing Entered For This Section |
| LANGUAGE(S): Nothing Entered For This Section |

SUPPLEMENTAL INFORMATION

Nothing Entered For This Section

REFERENCES**REFERENCE TYPE:**

Professional

NAME:

Chris Thorson

POSITION:

Deputy Administrator

ADDRESS: (Street, City, State, Zip Code)**EMAIL ADDRESS:****PHONE NUMBER:****REFERENCE TYPE:**

Professional

NAME:

Michael Hornick

POSITION:Retired FEMA Region IX INatural
Hazards Program
Specialist/Building Science
Coordinator**ADDRESS:** (Street, City, State, Zip Code)**EMAIL ADDRESS:****PHONE NUMBER:****REFERENCE TYPE:**

Professional

NAME:

Jeanne Ruefer

POSITION:

Senior Advisor

ADDRESS: (Street, City, State, Zip Code)**EMAIL ADDRESS:****PHONE NUMBER:****Agency - Wide Questions**

1. Have you been previously employed by Carson City?
No
2. 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.
NA
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?
Yes
7. 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

QUESTIONS

1. *Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process?*

During my time at the Nevada Division of Water Resources (NDWR), I developed and implemented the planning process and outreach strategy for engagement with the public and stakeholders representing diverse interests and regions across the state of Nevada for the update of the state water plan. The planning process began with the development of an outreach plan that included a public survey, the creation of the Stakeholder Advisory Group (SAG), site visits, and a SAG workshop with diverse stakeholders. The goal of this integrated approach was to identify priorities, issues, and concerns from a broad range of viewpoints on water resource management issues.

The goal of the public survey was to gain an understanding of the public's current views, concerns, priorities, and perceptions on water related issues to provide a context for the update of the state water plan. The survey was distributed widely via press release, social media, and by email from NDWR and partner agencies' distribution lists. The survey was completed by over 1,100 participants including Nevadans from all Nevada counties. A survey summary and the comprehensive results were posted on the NDWR website to share the results with the public. The results can be viewed on the NDWR website at <https://water.nv.gov/programs/water-planning/state-water-plan>. The development of the public survey was a combined effort between NDWR and NOAA's California Nevada Applications Program/Regional Integrated Sciences and Assessments Program.

The purpose of the SAG was to represent a diverse set of interests to advise me, the Chief on water resource planning in Nevada. Each member represented a unique interest group and brought topical and/or geographic diversity. Specific charges to the SAG were to work collaboratively to provide recommendations for the update of the State Water Plan. The stakeholders on the SAG included representatives from mining, agriculture, regional water/planning commission, conservancy districts, water authorities, county, tribal, water networks, utilities, irrigation districts, and a research institute. SAG representatives had the opportunity to review draft chapters of the state water plan and provide comments and ask questions. All comments and questions were shared with the SAG as well as decisions that were made to ensure transparency, fairness, and effective decision-making in the state water plan update process. All meetings of the SAG were subject to the Nevada Open Meeting Law contained in Chapter 241 of the Nevada Revised Statutes.

The site visits and the SAG workshop were efforts to promote discussions between the NDWR water planning team and stakeholders. These engagements allowed NDWR staff to develop a deeper understanding of the concerns and issues stakeholders had specific to their priorities. After the site visits, the NDWR planning team prepared a presentation for the SAG to provide an overview and results of this outreach effort.

The feedback and comments received from the public and stakeholders from this integrated planning process were analyzed to identify common themes and concerns that were a priority for the stakeholders. The results of the analysis were shared with all stakeholders to ensure transparency and prompt further discussion on possible recommendations and solutions. While stakeholders might have conflicting priorities, identifying common ground and interests allows the development of recommendations and solutions somewhere in the middle that everyone can live with to promote fairness and gain cooperation through discussion and common understanding. Having open discussions with stakeholders and documenting discussions and findings is a valuable process/tool for building consensus and moving towards effective decision making.

In the role of General Manager for the Carson Water Subconservancy District (CWSD), I would employ a similar process of engagement and outreach with stakeholders in the Carson River Watershed, as I did at the state level. Other avenues of engagement I would use include posting important updates in the CWSD Newsletter and website, ensuring relevant topics are scheduled on the CWSD Board Meeting agenda and on local government meeting agendas, making presentations to appropriate groups to keep stakeholders aware of significant events and projects in the watershed.

2. *Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome.*

When I was the Nevada Division of Water Resources (NDWR) state floodplain manager and National Flood Insurance Program coordinator, I led the planning of the Northern Nevada Flood Awareness Week (FAW) held annually in November. FAW week is an interagency collaboration supported by the Nevada Silver Jackets Team which consists of many agencies including the U. S. Army Corps of Engineers (USACE), Nevada Division of Water Resources (NDWR), Nevada Division of Emergency Management (NDEM), Carson Water Subconservancy District (CWSD), National Weather Service (NWS), as well as local floodplain managers. The goal of Flood Awareness Week is to raise flood risk awareness in Nevada's communities and promote flood preparedness and response activities.

One of the challenges FAW faced was getting Nevadans to attend our outreach and education events. We made several attempts to engage the community including holding events at local community centers and at shopping centers, but interest was light. The solution to our light engagement problem was to conduct our FAW outreach activities in combination with other natural resources and emergency management outreach and education messaging like the High-Water Mark Campaign. We increased our interagency coordination and combined flood outreach and education efforts with partner agencies who had similar goals like conservation education. It was also important to invite local schools to attend these events. The schools were very interested in having us talk to students about flooding and would coordinate with the FAW team to get students to these events. Over time, FAW evolved to include interagency public events with many school events as well as news ads, press release, billboards, and a social media outreach campaign. Our outreach efforts soared. Learning these lessons and altering our engagement strategy really helped to increase the effectiveness of our flood risk outreach efforts. While FAW was still hosted annually in November, flood risk outreach and education eventually evolved into year-round outreach and education in Nevada schools and at community events.

3. *As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work?*

Organizational Effectiveness:

For organizational effectiveness at the administrative level, I would regularly review and analyze any proposed legislation and administrative regulations that may impact CWSD operations. Based on my analysis, I would develop a report of findings for the Board on the potential impacts of any proposed legislation and make recommendations for follow-up on legislative activities. Based on feedback and direction from the board, I would develop oral and/or written testimony or a report to present to the appropriate bodies.

Assisting the Board with strategic planning would involve regularly reviewing the CWSD strategic plan to evaluate current performance in the achievement of goals and identifying areas for improvement if needed. The plan would also be evaluated for any potential updates to short-term and long-term plans based on any changes to capital and resource needs. Findings would be captured in a report along with recommendations for the Board to consider and comment on if needs have changed.

The strategy I would use to ensure organizational effectiveness in directing, motivating, and managing the CWSD team would start with learning about and listening to the team and understanding their roles and the work activities they perform to support the CWSD mission. Being eager to support their work and efforts and to build a good relationship with them. One of the most important strategies for organizational effectiveness is having a good relationship with and building trust with your team. I would also conduct routine staff meetings to discuss the progress of ongoing projects and activities and to receive updates regarding any concerns or challenges. I would also promote an open-door policy on concerns and risk identification on projects.

Financial Stewardship:

Financial stewardship is about responsible management of CWSD's funding in a wise and ethical manner that promotes the long-term goals and mission of the organization. Good financial stewardship begins with understanding the budget of CWSD. I would develop a detailed understanding of funding types and sources, assets, expenses, and the projects currently being funded by CWSD. For example, understanding what portion of CWSDs budget that currently comes from federal sources is important for long term risk identification as some federal funding sources might be impacted by recent policy changes at the federal level. To the extent possible, I would adopt the current General Manager's financial programs and procedures as a starting point.

To help ensure financial health of the CWSD, I would apply for grants and ensure they are managed well. Managing grants involves understanding the scope of work, what expenses are allowed, and reporting requirements for the budget and project completion. I have experience with procurement at the state level for projects funded by grants that required developing and posting a Request for Proposals (RFP) to employ contractors to support the project scope of work.

Public Trust:

For an agency like CWSD, public trust is very important because of regulatory compliance and the necessity of maintaining accountability to a governing board and the public. To effectively engage stakeholders and foster an atmosphere of collaboration between diverse stakeholders, a good working relationship is imperative, and trust underlies the foundation of all those relationships. Public trust would be maintained by being transparent, fair, responsive to concerns, accountable for actions, communicating clearly and in a timely manner while demonstrating professional and ethical behavior in all interactions with stakeholders and the public. Strategies for maintaining public trust include posting important information, notices, agendas, and plans on the CSWD or other relevant websites in a timely manner. Responding to stakeholder questions, calls, or emails in a timely manner. Maintaining accountability to the governing board and the public by posting monthly reports for the governing board and presentations for the public and stakeholders.

November 14, 2025

Carson Water Subconservancy District
201 North Carson Street, Suite 4
Carson City, Nevada, 89701-4289

Dear Hiring Committee,

It is my pleasure to apply for the General Manager position for the Carson Water Subconservancy District (CWSD) to perform work overseeing the activities and operations of CWSD. After reviewing the job description, I am excited to share my qualifications and the potential to serve in this role.

With over 10 years in water resource management, my range of experience has allowed me to work with all levels of government and the private sector on complex water resource planning, mitigation, sustainability, and management issues. My skill set of effective stakeholder communication, data compilation and analysis, and program implementation has allowed me to act as a liaison between federal, community, and private partners to effectively support collaboration and promote an integrated approach to addressing complex water resource management issues.

Supporting communities with projects related to water planning, drought, and floodplain management is work I am passionate about and that I did as the Chief of Water Planning and Drought Resiliency for the Nevada Division of Water Resources. In 2019, I developed and implemented the state water planning and drought resiliency program by establishing working groups with stakeholders and leading the State Water Plan Stakeholder Advisory Group, Nevada Drought Response Committee, and the Drought Working Group. In the recent past, I effectively supported collaboration between the Nevada Division of Water Resources and the Desert Research Institute (DRI) to support water planning for Nevada communities in updating their water plans with available funding. I also have experience with developing requests for proposal (RFP) documents, grant writing, and successfully applying for and managing federal grants. I excel at identifying and facilitating networking opportunities between federal, state, regional stakeholders, and local communities and assisting them in recognizing mutual interests and goals in water planning. Promoting interagency collaboration increases efficiency in use of resources and alignment of plans at all levels of government.

Over the years, I have been a big proponent of outreach and education to communities and stakeholders throughout Nevada to help them recognize and understand their water resource issues and to inform them about the tools and resources available to address and mitigate their issues and risks. My active involvement in outreach and communication has empowered communities to make informed decisions about water resource actions. Providing subject matter expertise, technical assistance, and training on topics related to water planning, drought resilience, and floodplain management is work I enjoy. I believe my efforts to support communities by identifying needs and potential solutions have made an impact on people's lives by encouraging planning and preparedness. These efforts have resulted in the mitigation of potential losses to life and property.

As Chief of the Nevada Division of Water Resources Planning, Drought Resiliency, and Flood Management program, I mentored staff to develop their skills to enhance their performance and to bring them personal value in the mission of our work. Recently, as senior regional program management lead and a zonal coordinator supporting FEMA Region 10, I was a leader in my role, providing support to the regional program management team in the areas of organizing effective meetings and establishing a collaborative relationship with the client. This was beneficial to the program management team as well as the clients in identifying needs and risks in the program and collaborating on steps to address or resolve these issues.

I also served as a regional director on the Association State Floodplain Managers (ASFPM) Board of Directors at the national level. Currently, I participate in the ASFPM Arid Regions and International Committees. At the regional

Bunny L. Bishop

level, I served as the Nevada Representative for the Floodplain Management Association (FMA). I was also the state lead for the Nevada Silver Jackets team where I helped facilitate interagency coordination and team building to coordinate flood risk awareness and preparedness for the benefit of Nevada's people and communities.

I am excellent at coordinating and communicating with working groups and teams to support common goals and activities and I have experience doing this for water planning, drought, and floodplain management. I have given many presentations to a wide variety of audiences. Stakeholder engagement is critical in identifying, analyzing, and addressing comments and concerns regarding complex issues and projects. Through my interactions with stakeholders at all levels, I have come to appreciate the importance of establishing connections within the community to gain insights into their concerns, identifying what is important to them, and understanding their goals and priorities.

I am very excited about this opportunity to be part of the CWSD mission to promote cooperative actions between municipal, agricultural, and environmental stakeholders to balance the needs of watershed partners while also promoting the goals of a sustainable, healthy Carson River Watershed. I look forward to the opportunity to support the mission of the CWSD.

If you have any questions, please feel free to contact me. I would be happy to discuss in more detail the contribution I can make to the CWSD.

Thank you in advance for your time and consideration.

Sincerely,

Bunny L. Bishop

PROFESSIONAL EXPERIENCE

SENIOR REGIONAL PROGRAM MANAGEMENT LEAD, J&M GLOBAL SOLUTIONS (11/2024 – 10/2025)

413 N. Lee St., Alexandria, VA

As part of the J&M Program Management Team, I provided regional program management support to our client by managing the regional Risk Mapping, Assessment, and Planning (Risk MAP) program portfolio. Scheduling and cost performance are key metrics for the program and managing and analyzing these performance indicators was a priority for the client.

- Managed and maintained several record systems including the Mapping Information Platform (MIP), Project Planning & Purchasing Portal (P4), Key Decision Points (KDP), and the Cooperating Technical Partners (CTP) Performance Measures Tool.
- Managed a regional Flood Risk Mapping projects portfolio with a total value of approximately \$54M with more than 90 mapping projects.
- Monitored the performance of projects based on the scope of work for schedule and budget using Earned Value Management. Managed and provided reports on regional metrics.
- Provided support to the regional CTP program by assisting with annual grant cycle preparation activities and coordination for training and meetings.
- Participated in regular meetings with regional staff and the Production and Technical Services (PTS) contractor to stay up to date on project progress and identify potential needs for MIP portfolio management.
- Provided support to the regional J&M PM Team as a mentor and a Zonal Coordinator.
- Provided meeting coordination and support for the Two-Dimensional Integrated Performance Team (2D IPT) General, Leads, and Subgroup meetings.

CHIEF, WATER PLANNING AND DROUGHT RESILIENCY, NEVADA DIVISION OF WATER RESOURCES (12/2019 – 11/2024)

901 S. Stewart St., Suite 2002, Carson City, NV

When this section at Nevada Division of Water Resources (NDWR) was established in 2019, I stepped up to lead the way. This involved developing new programs, setting program goals, and coordinating interagency teams aimed at tackling complex water resource management issues and developing long-range planning objectives for water planning, drought resilience, and floodplain management.

- Established the State Water Plan Stakeholder Advisory Group (SAG) to provide input and feedback on the update of the Nevada state water plan.
- Managed program activities aimed at improving state resilience to flooding, drought, and water resource issues including risk identification, planning, mitigation, response, and outreach.
- Participated in the Nevada Resilience Advisory Committee coordinated by the Nevada Division of Emergency Management (NDEM).
- Coordinated with NDEM on strategic planning for drought and flood hazard mitigation including the update of the Nevada Enhanced Hazard Mitigation Plan in 2018 and 2023.
- Provided policy and legislative support to NDWR leadership.
- Coordinated meetings for the Nevada Drought Response Committee (DRC) and the Drought Working Group (DWG). Supported DRC activities for drought response including monitoring current drought conditions, collecting and analyzing drought impact data, overseeing intergovernmental coordination, and providing drought reports and recommendations to decision makers.
- Supervised the state floodplain management program in the administration of the National Flood Insurance Program (NFIP) including performance reporting and budget tracking for federal grants.
- Provided monthly reports to NDWR leadership on program activities and the status of projects.

- Coordinated and participated in outreach events for education and training for water planning, floodplain management, and drought resiliency.

STATE FLOODPLAIN MANAGER/NFIP COORDINATOR, NEVADA DIVISION OF WATER RESOURCES (1/2017 – 12/2019)

901 S. Stewart St., Suite 2002, Carson City, NV

The NDWR floodplain management program is responsible for the administration of NFIP and acts as a liaison between local, state, and federal partners in ensuring Nevada NFIP participating communities comply with federal regulations. As the Community Assistance Program - State Support Services Element (CAP-SSSE) grant transitioned to the Tiered State Framework (TSF) as a grant management and metric tool, it was crucial to ensure the NDWR flood program tracked metrics to maintain Nevada's Proficient status.

- Performed advanced-level grants management for the CAP-SSSE grant by developing applications, executing the scope of work, budget tracking, metric tracking, and submission of quarterly performance progress reports.
- Conducted NFIP community assistance visits to assess community compliance with the NFIP.
- Supported local floodplain managers through flood hazard mapping coordination, technical assistance training, workshops, and outreach activities.
- Participated in the NDEM State Assessment and Response Team (START) to perform Preliminary Damage Assessments (PDA) after the 2017 flood disasters.
- Provided flood hazard and floodplain management information through public outreach activities, public meetings, open house events, training, and education activities to increase knowledge of floodplain management, watershed planning, disaster response, and FEMA Region IX programs.

FLOODPLAIN MAPPING COORDINATOR, NEVADA DIVISION OF WATER RESOURCES (4/2015 – 1/2017)

901 S. Stewart St., Suite 2002, Carson City, NV

NDWR is a Cooperating Technical Partner (CTP) for the Federal Emergency Management Agency (FEMA) Risk MAP program. The NDWR CTP program facilitates coordination between FEMA Region IX and participating Nevada NFIP communities for FEMA flood mapping activities throughout the state. During this time, I participated in the newly established CTP Community of Practice (CoP) Steering Committee.

- Performed advanced-level grants management for the CTP grant by developing applications, executing the scope of work, budget tracking, metric tracking, and submission of quarterly performance progress reports.
- Provided general technical assistance to NFIP communities by providing Risk MAP information and explaining policies and procedures of the NFIP and Federal Insurance Rate Maps (FIRMs).
- Coordinated with FEMA Region IX to create a network for acquiring needed information related to the NFIP, floodplain management, and floodplain mapping.
- Provided flood hazard and floodplain management information through public outreach activities, public meetings, open house events, training, and education activities to increase knowledge of floodplain management, watershed planning, disaster response, and FEMA Region IX programs.

WATER COMMISSIONER, NEVADA DIVISION OF WATER RESOURCES (6/2013 – 4/2015)

901 S. Stewart St., Suite 2002, Carson City, NV

During this time, NDWR was developing a database in a Geographic Information System (GIS) environment for water right points of diversion (POD) and places of use (POU) data for use in managing and displaying water rights information.

- Reviewed existing data for quality assurance purposes and migrated data to a GIS format.

- Used knowledge of NDWR records and publications for use in the analysis and compilation of data gathered from fieldwork into tables and charts to be used in annual pumpage inventory reports.
- Analysis and input of groundwater level measurements and stream discharge data into the NDWR Well Net database.
- Tracked reported monitoring plan data required as part of the terms of water right permits issued by the State Engineer.
- Provided support for map table review of water rights applications.
- Performed fieldwork collecting water level measurements for well net and pumpage inventory data.

EDUCATION AND TRAINING

- Degree: Master of Science in Geography, University of Nevada, Reno, 1664 N. Virginia Street, Reno, NV
- Degree: Bachelor of Science in Geography, Eastern Michigan University, 202 Welch Hall, Ypsilanti, MI

CERTIFICATIONS

- Certified Floodplain Manager (CFM), Association of State Floodplain Managers (ASFPM) 2017

SKILLS

- GIS
- Microsoft Office

AFFILIATIONS

Association of State Floodplain Managers (ASFPM) – Past Board of Directors Region IX Director
 Floodplain Management Association (FMA) – Past Nevada Advisor for Board of Directors

EMPLOYMENT APPLICATION

Consolidated Municipality of Carson City
201 North Carson Street, Suite 4

Carson City, Nevada - 89701-4289
<http://www.carson.org> (<http://www.carson.org>)

Charles, Nicholas, T.
General Manager - Carson Water Subconservancy District

Received: 11/12/25, 6:36 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION**POSITION TITLE:**

General Manager - Carson Water Subconservancy District

Job Number:

245_10/2025

NAME: (Last, First, Middle)

Charles, Nicholas, T.

PERSON ID:

48798046

Date And Month Of Birth:

11/09

ADDRESS: (Street, City, State, Zip Code)

1515 S. Carson Blvd.
Carson City, NV 89701

HOME PHONE:

(702) 888-1234

EMAIL ADDRESS:

charles@carsoncitynv.gov

NOTIFICATION PREFERENCE:

Email

DRIVER'S LICENSE:

Yes

State: NV **Number:**

0*****2

LEGAL RIGHT TO WORK IN THE UNITED STATES?:

☒ Yes ☐ No

HIGHEST LEVEL OF EDUCATION:

Master's Degree

PREFERENCES**MINIMUM COMPENSATION:**

\$155,000.00/yr

SHIFTS YOU WILL ACCEPT:

Day , Evening

OBJECTIVE:

Obtain employment as the General Manager at the Carson Subconservancy District.

EDUCATION**DATES:**

from September/2019 to October/2020

SCHOOL NAME:

Louisiana State University at Shreveport

| | | |
|--|---|--|
| LOCATION:(City , State) Shreveport, LA | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Master's |
| MAJOR/MINOR: Master of Business Administration | | UNITS COMPLETED: 30 |
| | | |
| DATES: to December/2014 | SCHOOL NAME: University of Nevada Reno | |
| LOCATION:(City , State) Reno, NV | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Certification |
| MAJOR/MINOR: Certificate - Project Management Essentials | | |
| | | |
| DATES: from September/2005 to August/2007 | SCHOOL NAME: University of Wyoming | |
| LOCATION:(City , State) Laramie, WY | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Master's |
| MAJOR/MINOR: Master of Science - Environmental Engineering | | UNITS COMPLETED: 33 |
| | | |
| DATES: from September/1997 to April/2004 | SCHOOL NAME: Brigham Young University - Idaho | |
| LOCATION:(City , State) Rexburg, ID | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Bachelor's |
| MAJOR/MINOR: Bachelor of Science - Math Education | | UNITS COMPLETED: 168 |

| WORK EXPERIENCE | | |
|---|--|---|
| | | |
| DATES: from June/2022 to Present | EMPLOYER: Douglas County, NV | POSITION TITLE: Civil Engineer Senior |
| ADDRESS: (Street, City, State, Zip Code): 1594 Esmeralda Ave. Minden, NV 89423 | | COMPANY URL: https://www.douglascountynv.gov/ |
| PHONE NUMBER: 775-782-9860 | SUPERVISOR: Rick Robillard - Deputy Public Works Director | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |

DUTIES:

As an engineer for Douglas County Public Works, I provide engineering and operational support to water operations in Carson Valley and Lake Tahoe, Nevada and wastewater operations in Carson Valley, Nevada. Douglas County water infrastructure currently includes five water treatment plants, 16 wells, 15 pump stations, 22 storage tanks, and distribution systems; wastewater infrastructure currently includes one wastewater treatment plant, 16 lift stations, and a collection system. In this role I have managed several high-profile projects including expansion of the North Valley wastewater treatment plant; upgrades to the Sierra Country Estates water system; numerous water tank replacement projects, and various improvements to the Zephyr (ozone & UV water treatment process), Cave Rock, Skyland, and Uppaway water systems. This role has required frequent interaction with and presentations to the Douglas County Board of County Commissioners, developing project budgets, regulatory compliance, coordination with other agencies, and managing consultants and contractors.

REASON FOR LEAVING:

Currently employed at Douglas County

DATES:

from November/2019 to May/2022

EMPLOYER:

Lumos & Associates

POSITION TITLE:

Senior Project Manager

ADDRESS: (Street, City, State, Zip Code):

308 N. Curry St. Suite 200
Carson City, NV 89703

COMPANY URL:

<https://www.lumosinc.com/>

PHONE NUMBER:

775-883-7077

SUPERVISOR:

Jonathan Lesperance -
Engineering Group Manager

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

OF EMPLOYEES SUPERVISED:

2

DUTIES:

At Lumos & Associates I managed projects for clients in Western Nevada and the California foothills. In this role I managed and mentored engineers, managed design teams, managed construction projects, provided project funding guidance, prepared project proposals, and helped build Lumos's client base. In this position I developed complicated water demand models and long-term regression models used to evaluate historical and future flow trends in the Carson River.

REASON FOR LEAVING:

Douglas County asked me to come back.

DATES:

from November/2018 to October/2019

EMPLOYER:

Farr West Engineering (now
DOWL Engineering)

POSITION TITLE:

Senior Engineer

ADDRESS: (Street, City, State, Zip Code):

5510 Longley Ln.
Reno, NV 89511

PHONE NUMBER:

775-851-4788

SUPERVISOR:

Damon McAlister - Principal

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

At Farr West I focused on providing technical engineering and guidance for planning water treatment processes and planning, funding, and designing wastewater treatment processes. I mentored young engineers in completing Preliminary Engineering Reports for a water and a wastewater plant and helped guide detailed wastewater process design for a wastewater treatment plant expansion.

REASON FOR LEAVING:

The position was not a good fit with my skills and employment expectations.

DATES:

from June/2012 to November/2018

EMPLOYER:

Douglas County, NV

POSITION TITLE:

Civil Engineer Senior

ADDRESS: (Street, City, State, Zip Code):

1594 Esmeralda Ave.
Minden, NV 89423

COMPANY URL:

<https://www.douglascountynv.gov/>

PHONE NUMBER:

775-782-9860

SUPERVISOR:

Ron Roman - Engineering
Manager

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

As an engineer for Douglas County Public Works, I provide engineering and operational support to water operations in Carson Valley and Lake Tahoe, Nevada and wastewater operations in Carson Valley, Nevada. Douglas County water infrastructure currently includes five water treatment plants, 16 wells, 15 pump stations, 22 storage tanks, and distribution systems; wastewater infrastructure currently includes one wastewater treatment plant, 16 lift stations, and a collection system. In this role I have managed several high-profile projects including expansion of the North Valley wastewater treatment plant; upgrades to the Sierra Country Estates water system; numerous water tank replacement projects, and various improvements to the Zephyr (ozone & UV water treatment process), Cave Rock, Skyland, and Uppaway water systems. This role has required frequent interaction with and presentations to the Douglas County Board of County Commissioners, developing project budgets, regulatory compliance, coordination with other agencies, and managing consultants and contractors.

REASON FOR LEAVING:

Recruited by consulting firm to work on the design team for a major wastewater treatment plant upgrade project.

DATES:

from August/2007 to June/2012

EMPLOYER:

Keller Associates, Inc.

POSITION TITLE:

Project Engineer

ADDRESS: (Street, City, State, Zip Code):

305 N. 3rd Ave. Suite A
Pocatello, ID 83201

COMPANY URL:

<https://www.kellerassociates.com/>

PHONE NUMBER:

208-238-2146

SUPERVISOR:

Jim Mullen - Principal/Vice
President

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

At Keller Associates I worked on numerous public works projects for public entities in Idaho and Wyoming. In this role I was involved in providing cradle to grave engineering services for municipal clients, project funding (SRF, USDA, and CDBG), cost effective engineering design, and long-term client retention. This position required frequent presentations to City Councils, Town Councils, County Commissions, and the general public (including Citizen Advisory Boards) in Idaho and Wyoming.

REASON FOR LEAVING:

Career advancement opportunity in Nevada.

CERTIFICATES AND LICENSES

TYPE:

Professional Engineer, Civil - Nevada

DATE ISSUED:

December 2012

EXPIRATION DATE:

December 2026

NUMBER:

22126

ISSUING AGENCY:

State of Nevada
Board of Professional Engineers and Land Surveyors

TYPE:

Professional Engineer, Civil - Idaho

DATE ISSUED:

December 2010

EXPIRATION DATE:

November 2027

NUMBER:

P-14474

ISSUING AGENCY:

State of Idaho Board of Licensure of Professional Engineers and Professional Land Surveyors

TYPE:

Professional Engineer, Civil - Wyoming

| | | | |
|--------------------------------------|--|----------------------------|--|
| DATE ISSUED: November 2011 | EXPIRATION DATE: December 2026 | NUMBER: PE 13304 | ISSUING AGENCY: Wyoming State Board of Registration for Professional Engineers and Professional Land Surveyors |
|--------------------------------------|--|----------------------------|--|

| |
|--|
| TYPE: Professional Engineer, Civil - Arizona |
|--|

| | | | |
|----------------------------------|---|-------------------------|--|
| DATE ISSUED: June 2020 | EXPIRATION DATE: September 2026 | NUMBER: 71596 | ISSUING AGENCY: Arizona State Board of Technical Registration |
|----------------------------------|---|-------------------------|--|

| |
|---|
| SKILLS |
| OFFICE SKILLS: Nothing Entered For This Section |
| OTHER SKILLS: Nothing Entered For This Section |
| LANGUAGE(S): English <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write |
| SUPPLEMENTAL INFORMATION Nothing Entered For This Section |

| | | |
|---|-----------------------------|---|
| REFERENCES | | |
| REFERENCE TYPE: Professional | NAME: Tim Russell | POSITION: Vice President of Strategic Partnerships at Lumos & Associates |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |

| | | |
|---|--------------------------------|--|
| REFERENCE TYPE: Professional | NAME: Mike Wilhelm | POSITION: Program Manager at JUB Engineers |
| ADDRESS: (Street, City, State, Zip Code) Reno, NV | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Rick Robillard | POSITION: Deputy Public Works Director at Douglas County |
| ADDRESS: (Street, City, State, Zip Code) Minden, NV | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |

Agency - Wide Questions

1. Have you been previously employed by Carson City?
No
2. 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.
NA
4. How did you learn of this vacancy?
Other
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?
Yes

7. 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

- 1. Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

Historically, Douglas County has taken over failing water systems within the County. One of these water systems was the private Sierra Country Estates water system. Sierra Country Estates is a small, exclusive subdivision along the foothills of the Carson Range. As a private water system, it was in violation of the Lead and Copper Rule, significantly overusing their water rights allocations, and facing lawsuits from residents. Homeowners were largely unable to sell their properties due to water systems issues. The State of Nevada encouraged Douglas County to step in and bring the system into compliance. As the project manager, I prepared a Preliminary Engineering Report that identified system deficiencies and a preferred solution to bring the system into compliance with water quality and quantity violations. Once a preferred solution was identified, I worked closely with the Douglas County Board of County Commissioners, property owners, the Homeowners Association, the NDEP-Bureau of Safe Drinking Water, the Nevada Division of Water Resources, the NDEP-Office of Financial Assistance, non-HOA property owners, the Douglas County District Attorney's Office, legal counsel representing HOA and non-HOA private property owners, an engineering design consultant, and a contractor to implement the preferred solution. Regular update meetings were held with the various stakeholders to keep them informed of the progress being made. In the end, a small water treatment plant was constructed to address water quality violations; water meters were installed, and water rates reflecting the cost of system operations were established to address water quantity violations; easements were obtained from a cattle rancher to protect the water system wellheads; a loan with principle forgiveness was issued; and the water system violations were corrected. Process transparency and fairness was obtained through frequent communication and update meetings which allowed stakeholders to voice their concerns and expectations. Although water system customers were unhappy with the failures of the private water system, they were supportive of the County's plan and approach to correct system deficiencies and violations. Effective decision making was accomplished by developing a realistic plan (preliminary engineering report) and following this plan through completion. Deviations in the plan were also clearly communicated to stakeholders through the update meetings and regular communication.

- 2. Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome. Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

As a Senior Project Manager at Lumos, I managed a project team that developed a water demand and supply model for Carson City. The model was developed in response to the Truckee Meadows Water Authority (TMWA) expressing an interest in obtaining water from Marlette Lake Water System (MLWS) to supplement their existing water supplies. Carson City desired to develop a model that would estimate future water supplies necessary to meet demand, with focus placed on the MLWS. The model considered Carson City's complex water supply including groundwater wells, induction wells, regional interconnections, and surface water supplies (Kings Creek, and Ash Creek, and the MLWS). The model considered seasonal demand fluctuations, variability in surface water supplies (quality and quantity due to variable climatic conditions), groundwater quality limitations (arsenic, uranium, manganese, iron, and fluoride), hydrogeologic conditions, hydrologic considerations, allocated water rights, and existing decrees. The model and associated report has provided Carson City with the technical background required to make long-term water planning decisions and help secure a critical water supply.

As the project manager, I managed a small team of engineers, a lean budget, and a schedule. The project had technical and managerial challenges. Technically, this project was a unique, "once in a career" evaluation that had not been completed before, and there were limited resources available to help develop the technical evaluation. Unique statistical and hydrologic analyses were used to complete the evaluation. Managerial challenges included training and mentoring young engineers while ensuring the project was completed on time, within budget, and producing a valuable product. In the end, the project was an overwhelming success that produced a product that Carson City has used for long-term planning and Lumos & Associates has used to highlight the technical capacity of the consulting firm. The project was completed on time and within budget.

- 3. As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

Integrity is at the core of who I am. For me it is critical that others know that my actions, choices, direction, and interactions with others are based on doing the right thing. Through this, trust is developed, respect is earned, and leadership is accepted.

As the CWSD General Manager, I would focus on fostering a positive work environment, ensuring effective communication, and maintaining financial transparency to ensure organizational effectiveness, financial stewardship, and public trust. Organizational effectiveness is reflected through the ability of the organization to repeatedly meet its goals and objectives. A positive work environment is critical to making this possible. Such an environment is developed when expectations are communicated clearly, recognition is given when success is achieved, training is provided when needed, and appropriate redirection is given when expectations are not met. Clear communication with board members, staff, regulators, consultants, and the public must be always maintained. At times, it can be easy to justify dismissing frivolous requests and questions from stakeholders. However, we have a public duty to attempt to address all requests and questions forthrightly. As an agency funded through public monies, financial stewardship is of the greatest importance. Budgeting and government accounting processes will be followed to ensure budgets are established based on best practices and to meet the goals and objectives of the CWSD. Clear financial policies will be followed (and developed if needed) to ensure monies are spent as intended. Checks and balances between the Board, General Manager, and staff will ensure effective financial oversight. Through maintaining a positive work environment, effective communication, and financial stewardship, public trust in the CWSD will be maintained.

Nicholas T. Charles, P.E.

November 12, 2025

Carson Water Subconservancy District
777 E William St. Suite 209
Carson City, NV 89701

SUBJECT: CWSD General Manager Opening

To Whom It May Concern:

I was excited to see the CWSD General Manager position advertised and believe I am a strong candidate for this position. I am a Professional Engineer (Nevada License # 022126) with a Master's Degree (MS) in Environmental Engineering and a Master of Business Administration (MBA) in Data Analytics. My professional work experience is in water, wastewater, and public works. Since 2012, this experience has been working in Western Nevada and the Tahoe Basin for Douglas County (Public Works) and for engineering consultants. My experience makes me uniquely qualified to excel in this position. I have firsthand understanding of the unique opportunities and challenges in the Carson River Watershed and with the Carson Water Subconservancy District (CWSD). Not only have I worked extensively in the Carson River Watershed on water projects in the Carson, Eagle, and Dayton Valleys, I have also worked directly with the CWSD on a Water Marketing Study.

I have significant experience in municipal operations including finance, budgeting, public interaction, and working with elected boards. I have made dozens of presentations to elected boards, advisory boards, and citizen groups in Nevada, California, Idaho, and Wyoming. These presentations have ranged from simple status updates to awarding multi-million-dollar construction contracts and even to discussing politically charged capital improvements. Through my experience, I have worked closely and effectively with my professional colleagues, governmental regulators, funding agencies, local government leaders and staff, the public, and other stakeholders.

In the late 1990's I worked as a summer intern for a public works department in Wyoming. In this role I rebuilt several hundred water service meters, ran a sewer jetter, and even constructed a small concrete dam. As a student at the University of Wyoming I worked on research projects investigating conveyance losses on the Bear River in Wyoming and subsurface agricultural irrigation. Since moving to western Nevada, in addition to my professional work, I have spent extensive time exploring the Carson River Watershed from climbing Sonora Peak and rafting Brunswick Canyon, to enjoying Stillwater National Wildlife Refuge.

I look forward to the opportunity to discuss how I may support the goals and objectives of CWSD. You can reach me at the contact information above. Thank you for your time and consideration.

Sincerely,



Nicholas T. Charles, P.E.

Nicholas T. Charles, P.E.

Qualifications

I am a motivated, licensed Professional Civil Engineer with experience in Public Works and all aspects of municipal water and wastewater funding, design, construction, and operations. I thrive on being efficient and accurate, continually striving to improve professionally and personally, and providing support and mentoring to my colleagues. My core competencies include:

- Municipal Governance
 - ♦ Finance & Budgeting
 - ♦ Public Education & Communication
 - ♦ Presentations to Elected Boards & Officials
- Project and Construction Management
- Geographic Information Systems (GIS)
- Water & Wastewater
 - ♦ Planning & Design
 - ♦ Treatment Processes & Pumping
 - ♦ Operation & Maintenance

Relevant Work Experience

Civil Engineer Senior ♦ June 2012 – November 2018 and June 2022 – Current

Douglas County, NV Public Works ♦ Minden, Nevada ♦ douglascountynv.gov

As an engineer for Douglas County Public Works, I provide engineering and operational support to water operations in Carson Valley and Lake Tahoe, Nevada and wastewater operations in Carson Valley, Nevada. Douglas County water infrastructure currently includes five water treatment plants, 16 wells, 15 pump stations, 22 storage tanks, and distribution systems; wastewater infrastructure currently includes one wastewater treatment plant, 16 lift stations, and a collection system. In this role I have managed several high-profile projects including expansion of the North Valley wastewater treatment plant; upgrades to the Sierra Country Estates water system; numerous water tank replacement projects, and various improvements to the Zephyr (ozone & UV water treatment process), Cave Rock, Skyland, and Uppaway water systems. This role has required frequent interaction with and presentations to the Douglas County Board of County Commissioners, developing project budgets, regulatory compliance, coordination with other agencies, and managing consultants and contractors.

Senior Project Manager ♦ November 2019 – May 2022

Lumos & Associates ♦ Carson City, Nevada ♦ lumosinc.com

At Lumos & Associates I managed projects for clients in Western Nevada and the California foothills. In this role I managed and mentored engineers, managed design teams, managed construction projects, provided project funding guidance, prepared project proposals, and helped build Lumos's client base. In this position I developed complicated water demand models and long-term regression models used to evaluate historical and future flow trends in the Carson River.

Senior Engineer ♦ November 2018 – October 2019

Farr West Engineering (acquired by DOWL Engineering) ♦ Reno, Nevada ♦ dowl.com

At Farr West I provided technical engineering and guidance for planning water treatment processes and planning, funding, and designing wastewater treatment processes. I managed and mentored engineers in completing Preliminary Engineering Reports and helped guide wastewater process design for a wastewater treatment plant expansion.

Project Engineer ♦ Aug 2007 – June 2012

Keller Associates, Inc. ♦ Pocatello, Idaho ♦ kellerassociates.com

At Keller Associates I worked on numerous public works projects for public entities in Idaho and Wyoming. In this role I was involved in providing cradle to grave engineering services for municipal clients, project funding (SRF, USDA, and CDBG), cost effective engineering design, and long-term client retention. This position required frequent presentations to City Councils, Town Councils, County Commissions, and the general public (including Citizen Advisory Boards) in Idaho and Wyoming.

Education

| | |
|--|---------------|
| <i>Master of Business Administration (MBA), Data Analytics Concentration</i> Louisiana State University at Shreveport, Shreveport, LA | October 2020 |
| <i>Certificate, Project Management Essentials</i> University of Nevada Reno, Reno, Nevada | December 2014 |
| <i>Master's of Science (MS), Environmental Engineering</i> University of Wyoming, Laramie, Wyoming | December 2007 |
| <i>Bachelor of Science (BS), Mathematics Education, Minor: History Education</i> Brigham Young University – Idaho, Rexburg, Idaho | April 2004 |
| <i>Associate of Arts and Science (AAS), Emphasis in Psychology</i> Ricks College, Rexburg, Idaho | April 2001 |

Professional References

Tim Russell ♦ Vice President of Strategic Partnerships ♦ Lumos & Associates
[REDACTED]

Mike Wilhelm ♦ Program Manager ♦ JUB Engineers
[REDACTED]

Rick Robillard ♦ Deputy Public Works Director ♦ Douglas County Public Works
[REDACTED]

Licenses ♦ Affiliations

- Professional Engineer – Civil (Arizona #71596 ♦ Idaho #14474 ♦ Nevada #022126 ♦ Wyoming #13304)
- Water Environment Federation
- American Public Works Association
- NASSCO PACP, LACP, MACP (P0045908-022024)
- Nevada Water Environment Association
- Nevada Water Resources Association
- Douglas County Search & Rescue

Computer Skills & Proficiency

- ArcGIS Pro ●●○
- Microsoft Excel ●●●
- Microsoft Word ●●●
- Microsoft PowerPoint ●●○
- Microsoft Windows ●●●
- AutoCAD ●○○

Publications ♦ Conference Presentations

Nevada Rural Water Association Annual Conference; Reno, NV; Presentation Title: Sequencing Batch Reactor Design & Operations. (Presented on March 13, 2023, March 5, 2024, and March 7, 2024)

Nevada Water Resources Association Webinar; Presentation Title: The Carson River Watershed and How it is Changing. (Presented on March 15, 2022).

American Public Works Association Nevada Chapter Fall Conference; Stateline, NV; Presentation Title: The Carson River Watershed and How it is Changing. (Presented on September 30, 2021).

American Public Works Association Nevada Chapter Fall Conference; Stateline, NV; Presentation Title: Lyon County, Nevada Wastewater System Capacity Expansion Project (Presented on September 26, 2019 with Joe Carter)

American Public Works Association Nevada Chapter Fall Conference; Stateline, NV; Presentation Title: Impacts of Growth on Small Water and Wastewater Systems (Presented on September 26, 2018).

Idaho Water and Wastewater Operators Association Annual Conference; Idaho Falls, ID; Presentation Title: Pipe Rehabilitation and GIS (Presented on May 21, 2012 with Kyle Jones, EI).

Idaho Water and Wastewater Operators Association Annual Conference; Idaho Falls, ID; Presentation Title: Advanced Lagoon Wastewater Treatment (Presented on May 21, 2012 with Bryan Phinney, PE).

Idaho Water and Wastewater Operators Association Annual Conference; Pocatello, ID; Presentation Title: Geographic Information Systems: A System Management Tool (Presented on May 19, 2009).

Charles, N. T., & Johnson, D. W. (2008). The occurrence and characterization of fouling during membrane evaporative cooling. *Journal of Membrane Science*, 319 (1-2), 44-53.

Key Projects • Roll

Amador Water Agency, Sutter Creek, CA

- Pioneer Water Rehabilitation Phase 2 • Construction Manager
- Wastewater Master Plan • Project Manager

Calaveras County Water District, San Andreas, CA

- Sheep Ranch Water Master Plan • Project Manager

Carson Water Sub Conservancy District, Carson City, NV

- Water Marketing Study • Project Manager

Carson City, Nevada

- Carson City Wastewater Treatment Plant Improvements • 30% Design Value Engineering Peer Review
- Marlette Water Demand Evaluation • Project Manager
- Quill Water Treatment Plant Preliminary Engineering Report • Project Manager
- Quill Water Treatment Plant Improvements • Project Manager

Douglas County, Nevada

- Montana Well 2 Replacement • Project Manager/Construction Manager
- Montana Booster Pump Station Rehabilitation • Project Manager/Construction Manager
- Mountain View Tank Replacement • Project Manager/Construction Manager
- North County Lift Station Evaluation & Rehabilitation • Project Manager/Construction Manager
- North Valley Wastewater Treatment Plant Improvements • Project Manager/Construction Manager
- Sierra Country Estates Water System Improvements • Project Manager/Construction Manager
- Skyline Tank Expansion Project • Project Manager
- Upper Cave Rock Tank Rehabilitation • Project Manager/Construction Manager
- Walley's Lift Station Replacement • Project Manager/Construction Manager
- Walley's Well Replacement • Project Manager
- Zephyr Water Treatment Plant UV Upgrades • Project Manager/Construction Manager

Douglas County Lake Tahoe Sewer Authority, Douglas County, NV

- Wastewater Treatment Plant Improvements • 30% Design Value Engineering Peer Review

Great Basin Water Company, Pahrump, Nevada

- Bermuda Water System Master Plan • Planning Engineer
- Cold Springs Division White Lake Pipeline PER • Project Manager
- Ruby Vista Wastewater Treatment Plant • Design Peer Review

Lyon County, Nevada

- Lyon County Utilities Wastewater Treatment Preliminary Engineering Report • Planning Engineer
- Rolling A Wastewater Treatment Plant Phase 4 Expansion • Design Engineer
- Willow Creek Lift Station Evaluation & Rehabilitation • Project Manager

EMPLOYMENT APPLICATION



Consolidated Municipality of Carson City
201 North Carson Street, Suite 4

Carson City, Nevada - 89701-4289
<http://www.carson.org> (<http://www.carson.org>)
Cozens, Reed, A
General Manager - Carson Water Subconservancy District

Received: 11/11/25, 7:02 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE:

General Manager - Carson Water Subconservancy District

Job Number:

245_10/2025

NAME: (Last, First, Middle)

Cozens, Reed, A

PERSON ID:

14029014

Date And Month Of Birth:

07/27

ADDRESS: (Street, City, State, Zip Code)

HOME PHONE:

EMAIL ADDRESS:

NOTIFICATION PREFERENCE:

Email

DRIVER'S LICENSE:

Yes

State: NV Number: 0*****4

LEGAL RIGHT TO WORK IN THE UNITED STATES?:

☒ Yes ☐ No

HIGHEST LEVEL OF EDUCATION:

Bachelor's Degree

PREFERENCES

SHIFTS YOU WILL ACCEPT:

Day , Evening

OBJECTIVE:

Serve as General Manager of the Carson Water Subconservancy District. Apply over twenty years of Nevada water resources experience, board engagement, and responsible budgeting. Support CWSD's mission: Ensuring a reliable water supply, advancing sound policy, and delivering transparent, collaborative service to the communities we serve.

EDUCATION

DATES:

from September/2022 to January/2023

SCHOOL NAME:

University of Nevada Extended Studies

| | | |
|---|---|--|
| LOCATION:(City , State) Reno, NV | DID YOU GRADUATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | DEGREE RECEIVED: Certification |
| MAJOR/MINOR: Supervisory Management | | UNITS COMPLETED: 54 |
| | | |
| DATES: from June/2008 to December/2012 | SCHOOL NAME: University of Nevada, Reno | |
| LOCATION:(City , State) Reno, NV | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Bachelor's |
| MAJOR/MINOR: Civil Engineering | | UNITS COMPLETED: 132 |
| | | |
| DATES: from June/2005 to August/2008 | SCHOOL NAME: Western Nevada College | |
| LOCATION:(City , State) Carson City, NV | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Associate's |
| MAJOR/MINOR: Engineering | | UNITS COMPLETED: 80 |

| WORK EXPERIENCE | | |
|---|---|---|
| | | |
| DATES: from January/2023 to Present | EMPLOYER: DOWL, LLC | POSITION TITLE: Professional Engineer—Senior Water Rights Specialist |
| ADDRESS: (Street, City, State, Zip Code): 5510 Longley Lane Reno, NV 89511 | | COMPANY URL: https://www.dowl.com/ |
| PHONE NUMBER: (775) 851-4788 | SUPERVISOR: Laine Christman - Water Resources Manager | MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |

DUTIES:

DOWL LLC — Professional Engineer & Water Rights Specialist (Jan 2023 - Present)

Water supply & master planning

- Prepare water supply studies and planning reports within the public and private sectors.
- Convert findings into capital and O&M recommendations and schedules; present results to boards and staff for action.

Agency & stakeholder coordination

- Work directly with NDWR, counties, cities, and GIDs to keep projects within policy and regulatory requirements.
- Draft board/staff packets, interlocal agreements, and decision memos; manage submittal and review timelines.

Water-rights administration

- Build and QA/QC water right/use geodatabases with field verification; develop return-flow and consumptive-use accounting; reconcile meter and production data for compliance.
- Complete title research and Reports of Conveyance; file appropriations, changes, Extensions of Time, Proofs of Completion, and Proofs of Beneficial Use.

Program and portfolio management

- Manage multi-project, multi-basin programs for municipal, industrial, and agricultural clients, including scope, schedule, budget, invoicing, and team coordination.
- Integrate GIS, regulatory tracking, and accounting to maintain portfolio compliance and reduce risk.

Selected outcomes

- Utility portfolios (statewide): Ongoing management of water-rights assets for TRI General Improvement District, City of Yerington, Lovelock Meadows Water District, and others—combining title work, regulatory filings, GIS mapping, and project controls to maintain service reliability.
- Truckee River Basin (NDOT/TMWA/TRI project): Coordinated ~94 water-right claims with NDOT and TRI-GID; completed chain-of-title research and NDOT-ready abstracts; filed ROCs; drafted change applications for return-flow management; monitored permits, prepared maps, and advanced filings through NDWR review in coordination with TMWA.
- Walker Basin Conservancy: Supported acquisitions and management to increase Walker Lake inflows; prepared change applications and GIS maps; coordinated with state/federal partners and local stakeholders to align transactions with Nevada water law and program goals.
- Nevada Gold Mines (multi-basin): Maintained NDWR compliance across a large portfolio (EOTs, appropriations, changes, POCs/PBUs), performed pumpage research and meter totalization/reporting, and prepared waiver requests; provided risk mitigation and mapping support.

REASON FOR LEAVING:

N/A

DATES:

from April/2018 to January/2023

EMPLOYER:

Resource Concepts, Inc.

POSITION TITLE:

Water Rights Project Manager

ADDRESS: (Street, City, State, Zip Code):

340 N Minnesota St
Carson City, NV 89703

COMPANY URL:

rci-nv.com

PHONE NUMBER:

(775) 883-1600

SUPERVISOR:

Bruce Scott - Principal

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

Resource Concepts, Inc. (RCI) — Professional Engineer & Water Rights Surveyor (Apr 2018–Jan 2023)

Led regional water-planning and multi-agency projects for municipal, industrial, and agricultural clients. Managed technical teams, coordinated with regulators, and prepared filings and materials for hearings and board actions.

Water Supply & Master Planning

- * Prepared municipal and industrial studies covering source characterization, demand projections, and reliability/resilience assessments; translated findings into capital and O&M recommendations.
- * Presented findings in plain language to governing bodies and staff to support timely, well-documented approvals.

Agency & Stakeholder Coordination

- * Worked directly with NDWR, USBR, and county agencies to align technical work with policy and regulatory requirements.
- * Drafted board/staff packets and interlocal materials to support execution within established timelines.

Water-Rights Administration (Full Cycle)

- * Conducted title research and Reports of Conveyance; drafted and filed appropriations, change applications, Extensions of Time, Proofs of Completion, and Proofs of Beneficial Use.
- * Developed return-flow and consumptive-use accounting; reconciled production and meter data for compliance reporting.
- * Built planning-grade PPOD/PPOU/EPOU geodatabases with field verification and QA/QC; provided hearing support.

Selected Achievements

- * Chief water-rights agent for Albemarle U.S. (Clayton Valley); filed 500+ NDWR applications under an Administrative Order on Consent.
- * Admitted as an expert witness in the Diamond Valley adjudication (Office of the State Engineer and Nevada District Court) and in Washoe County District Court (historic rights, Washoe Valley).
- * Participated on the Federal Water Master's TROA scheduling team on behalf of the City of Fernley (storage/release coordination).
- * Developed a water-banking database for Fernley to track ownership, will-serve commitments, and assignable interests.
- * Prepared Conservation Plans meeting state and USBR requirements.
- * Prepared Safety of Dams Emergency Action Plans, including inundation mapping and tabletop exercises.
- * Managed 75+ active water-rights and planning projects; mentored junior staff; oversaw scope, schedule, budget, and invoicing.

REASON FOR LEAVING:

I departed RCI amicably, handing off 40 active files, to accept a broader, municipality-focused role at DOWL leading multi-basin water-rights and planning projects. The transition was planned and in alignment with my growth goals.

DATES:

from September/2014 to April/2018

EMPLOYER:

Nevada Division of Water
Resources

POSITION TITLE:

Professional Engineer

| | | |
|--|--|---|
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart Street Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: (775) 684-2800 | SUPERVISOR: Edmund Quaglieri - Manager II | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | # OF EMPLOYEES SUPERVISED: 2 | |
| DUTIES: <ul style="list-style-type: none"> •Leader of the Walker River Basin's (Mason and Smith Valleys) water right management team. •Enforced state-issued water rights throughout Nevada. •Developed and implemented multiple online Geographic Information Systems (GIS) mapping frameworks used to report real-time water usage. •Coordinated inter-agency water use meetings, including stakeholder management plan negotiation. •Managed and compiled statewide water planning data and water conservation plans. •Managed statewide channel clearance funding projects. | | |
| REASON FOR LEAVING: Left job to work with Resource Concepts, Inc. | | |
| | | |
| DATES: from January/2013 to September/2014 | EMPLOYER: Utah Division of Water Right | POSITION TITLE: Commissioner of the Weber & Ogden River Distribution Systems |
| ADDRESS: (Street, City, State, Zip Code): 1594 W N Temple St #220 Salt Lake City, UT 84116 | | COMPANY URL: https://waterrights.utah.gov/ |
| PHONE NUMBER: (801) 538-7240 | SUPERVISOR: Ben Anderson - Professional Engineer | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | # OF EMPLOYEES SUPERVISED: 8 | |
| DUTIES: <p>Core responsibilities:</p> <ul style="list-style-type: none"> • Supervised the distribution of approximately five hundred thousand acre-feet of storage located in eight reservoirs, three U.S. Bureau of Reclamation projects, and multiple private ditches and canal companies. • Managed and appointed deputy river commissioners, each responsible for the direct distribution of water within their respective districts. | | |
| REASON FOR LEAVING: Accepted the role as the Groundwater Commissioner for the Walker River Basin (State of Nevada Division of Water Resources) | | |
| | | |
| DATES: from June/2012 to August/2012 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: Well Supervisor |

| | | |
|---|--|---|
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St. Ste. 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: (775) 684-2800 | SUPERVISOR: Keith Conrad - Water Rights Specialist | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |
| DUTIES: Co-wrote the Mason Valley Groundwater Pumpage Inventory for years 2005-2011; this report documented the estimated groundwater usage in the administrative groundwater basin of Mason Valley as described by the State Engineer of Nevada. | | |
| REASON FOR LEAVING: Project completion. | | |
| | | |
| DATES: from February/2011 to January/2012 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: Engineering Technician III |
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St. Ste. 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: (775) 684-2800 | SUPERVISOR: Richard Felling - Chief Hydrologist | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |
| DUTIES: <ul style="list-style-type: none"> •Used ARCMAP GIS software to compile and analyze water right data. •Estimated annual pumpage for all permitted, certificated, and vested claims of right within Antelope and Imlay groundwater basins. •Was responsible for the production of two annual Inventory Reports using data collected from the field investigations. •Conducted quarterly and semi-annual groundwater level measurements in six hydrographic basins. •Independently performed field investigations. •Reviewed and enforced groundwater level monitoring plans. •Assisted the public with questions regarding water right and well drilling statutes, policies, and regulations. •Performed technical and statutory review of water right applications and application maps. | | |
| REASON FOR LEAVING: I went from a full-time employee/part-time student to a full-time student. | | |
| | | |
| DATES: from April/2007 to February/2011 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: Engineering Technician III |

| | | |
|---|--|---|
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St. Ste. 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: (775) 684-2800 | SUPERVISOR: Stephen Walmsley - Staff Engineer III | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |
| DUTIES: <ul style="list-style-type: none"> •Performed technical and statutory review of water right applications and application maps. •Used ARCMAP GIS software to compile and analyze water right data. •Independently performed field investigations and stream flow gaging. •Performed research required in the administration of Vested Claims of Water Right. •Managed and maintained an extensive record of water right Adjudications and Court Decrees. •Prepared materials for administrative and court hearings. •Assisted staff engineer in preparing Orders of Determination. •Assisted hearing officers during hearings. •Prepared draft orders and public notices. •Maintained water right adjudication files. •Logged and reviewed Vested Proofs of Appropriation. •Assisted water right claimants in filing Proofs of Appropriation. | | |
| REASON FOR LEAVING: Organization restructuring placed me into a different section, with a different supervisor. | | |
| DATES: from December/2005 to April/2007 | EMPLOYER: Nevada Division of Water Resources | POSITION TITLE: Well Supervisor |
| ADDRESS: (Street, City, State, Zip Code): 901 S. Stewart St. Ste. 2002 Carson City, NV 89701 | | COMPANY URL: water.nv.gov |
| PHONE NUMBER: (775) 684-2800 | SUPERVISOR: Matt Dillon - Staff Engineer II | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 40 | | |
| DUTIES: <ul style="list-style-type: none"> •Used ARCMAP GIS software to compile and analyze water right data. •Conducted annual pumpage inventories for Churchill, Dayton, and Antelope Valleys. •Conducted quarterly and semi-annual groundwater level measurements in six hydrographic basins. •Independently performed field investigations as assigned. •Reviewed Well Drilling Logs as submitted by licensed water well drillers. •Assisted the public with questions regarding water right and well drilling statutes, policies, and regulations. •Performed technical and statutory review of water right applications and application maps. | | |
| REASON FOR LEAVING: Promotion | | |

| | | |
|---|---|---|
| DATES: from August/2005 to December/2005 | EMPLOYER: Carson Water Subconservancy District | POSITION TITLE: Intern |
| ADDRESS: (Street, City, State, Zip Code): 777 William St. 110A Carson City, NV 89701 | | COMPANY URL: cwsd.org |
| PHONE NUMBER: (775) 887-7450 | SUPERVISOR: Edwin James - General Manager | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK: 25 | | |
| DUTIES: <ul style="list-style-type: none"> •Estimated pumpage for all permitted, certificated, and vested claims of right within Churchill and Dayton Valleys. •Assisted in the production of an Inventory Report using data collected from the field investigations. •Maintained and released water from Lost Lakes reservoirs at the head water of the West Fork of the Carson River. | | |
| REASON FOR LEAVING: Hired full-time with the State of Nevada | | |

| CERTIFICATES AND LICENSES | | | |
|--|--|--------------------------|---|
| TYPE: Fundamentals of Engineering (FE/EIT) | | | |
| DATE ISSUED: May 2011 | EXPIRATION DATE: No expiration | NUMBER: 0T6502 | ISSUING AGENCY: Nevada Board of Professional Engineers |
| TYPE: Professional Engineer | | | |
| DATE ISSUED: April 2017 | EXPIRATION DATE: December 2026 | NUMBER: 24427 | ISSUING AGENCY: Nevada Board of Professional Engineers |
| TYPE: State Water Rights Surveyor | | | |

| | | | |
|----------------------------------|--------------------------------------|------------------------|---|
| DATE ISSUED: June 2018 | EXPIRATION DATE: June 2023 | NUMBER: 1329 | ISSUING AGENCY: Nevada State Engineer's Office |
|----------------------------------|--------------------------------------|------------------------|---|

SKILLS

OFFICE SKILLS:

Nothing Entered For This Section

OTHER SKILLS:

Nothing Entered For This Section

LANGUAGE(S):

Nothing Entered For This Section

SUPPLEMENTAL INFORMATION

Professional Associations

As President of the Nevada Water Resources Association (NWRA), I lead a statewide, nonpartisan group of water professionals, including managers, engineers, attorneys, scientists, utilities, ranchers, tribes, and industry. I chair the Board with officers and committee chairs, and oversee the budget, sponsorships, and annual audit. I represent NWRA in meetings with state, local, and federal partners and keep the focus on education and collaboration—not advocacy. I guide our programs, including the Annual Conference, Fall Symposium, technical workshops, field tours, and student activities, and I make sure our updates are clear and easy to understand. My priorities are steady governance, transparent finances, and practical programs that help Nevada's water community plan and operate effectively.

Technical

I work with the National Judicial College's Dividing the Waters program and have trained Nevada and Western State judges on water-rights topics. I teach sessions that are approved for JLE/CLE credit by the Nevada Supreme Court's administrative office. My materials use plain language and clear visuals, including Nevada's adjudication processes, and water right permitting process. The goal is to give judges practical tools to understand technical water-rights issues and use consistent terms in their decisions.

Technical

Volunteer instructor for continuing legal/continuing education with HalfMoon Education (nonprofit), teaching courses on: the evolution of water laws and regulations; Nevada surface- and groundwater rights; the NDWR water-right application and permitting process; use of GIS for water-right data; regulatory requirements for well drilling in Nevada; and regional water planning and water-resource plan requirements.

REFERENCES

REFERENCE TYPE:

Professional

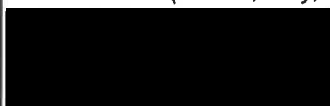
NAME:

Bert Bryan

POSITION:

General Manager—Walker River
Irrigation District

ADDRESS: (Street, City, State, Zip Code)



EMAIL ADDRESS:



PHONE NUMBER:



| | | |
|---|--|---|
| REFERENCE TYPE: Professional | NAME: Adam Sullivan, P.E. | POSITION: Nevada State Engineer |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Hon. John Schlegelmiltch | POSITION: District Judge |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Edmund Quaglieri, P.E. | POSITION: Natural Resources Manager— Truckee Meadows Water Authority |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Tina Triplett | POSITION: Executive Consultant—Nevada Water Resources Association |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Justin Huntington, PhD | POSITION: Research Professor, Hydrology, Desert Research Institute |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |

| | | |
|---|---------------------------------|------------------------------------|
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |
| | | |
| REFERENCE TYPE: Professional | NAME: Jena Huntington | POSITION: Hydrologist |
| ADDRESS: (Street, City, State, Zip Code) [REDACTED] | | |
| EMAIL ADDRESS: [REDACTED] | | PHONE NUMBER: [REDACTED] |

Agency - Wide Questions

1. **Have you been previously employed by Carson City?**
Yes

2. **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.**
I worked for the Carson Water Subconservancy District in 2005. Additionally, my wife's uncle, Terry Swanson, formerly worked for Carson City.

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?**
Yes

7. 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

1. Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.
- Please refer to attachment labeled Cozens_CWSD Question 1
2. Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome. Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.
- Please refer to attachment labeled Cozens_CWSD Question 2
3. As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.
- Please refer to attachment labeled Cozens_CWSD Question 3

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

November 9, 2025

Carson Water Subconservancy District
Board of Directors
777 East William Street, Suite 110-A
Carson City, NV 89701

Re: Application for General Manager

Dear Board of Directors,

Thank you for considering my application. I bring more than twenty years of Nevada-focused experience in water-rights administration, watershed planning, and multi-jurisdiction coordination. My work has centered on turning technical analysis into clear, decisions managing budgets, preparing agreements, and maintaining transparent reporting that partners and the public can trust.

I bring expertise in water-rights administration, watershed planning, and multi-jurisdiction coordination. Additionally, I've led drought-year groundwater administration as a basin commissioner and served on the Truckee River Operating Agreement (TROA) scheduling team, coordinating storage and releases with decreed priorities. As President of the Nevada Water Resources Association, I strengthened statewide collaboration among diverse stakeholders. Across municipal, industrial, and agricultural portfolios, I've built defensible accounting, improved meter reconciliation and compliance, while delivering projects on scope, schedule, and budget.

I have worked in every basin in the Carson River Watershed and possess in-depth knowledge of the Alpine Decree. If selected, my approach will be mission-first, neutral, and practical: align work with the Board's plan, communicate plainly, and measure results. I am particularly eager to advance CWSD's ongoing flood-risk reduction and habitat-restoration initiatives while maintaining fiscal discipline.

I would welcome the opportunity to support CWSD's next chapter and to continue serving the Carson River watershed and its communities.

With gratitude,

A handwritten signature in blue ink, appearing to read 'Reed A. Cozens', is written over a light blue circular stamp.

Reed A. Cozens, PE, WRS
Carson City, Nevada

[REDACTED]

Carson Water Subconservancy District, General Manager

Reed Cozens, PE, WRS

Question 1. Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process?

Building Consensus in Drought (Walker River Basin, 2014–2016)

Context and Role

During the 2014–2016 extreme drought, I served as Groundwater Commissioner for the Walker River Basin, responsible for administering State Engineer-issued groundwater rights in coordination with surface-water operations managed by the U.S. Board of Water Commissioners and the Walker River Irrigation District. With basin-wide groundwater curtailment under consideration and tensions high, my mandate was to function as a neutral arbiter, translating water-right requirements and hydrologic conditions into clear, lawful, day-to-day decisions.

Operating Posture

I led with three principles: neutrality, uniform application of rules, and measurement before management. Valid rights were protected; unauthorized or excess diversions were regulated. Decisions were consistent and traceable to statute, decree terms, and based on measured data.

Building a Common Fact Base

To eliminate ambiguity, I required accurate totalizing flow meters for all regulated groundwater pumping. I established an online map-based reporting system showing points of diversion, near-real-time volumes, and legal limits. Tribes, agricultural producers, municipalities, counties, environmental groups, and state and federal partners all saw the same data at the same time.

Engagement and Process

Rules and expectations were communicated in plain language. With support from field staff, we conducted frequent site visits and held regular meetings with administrators and water users, often in the field, to align policy with on-the-ground realities. Public meetings provided transparent explanations of the science, water law, and required compliance steps. While not every outcome was popular, stakeholders understood the standards and respected the fairness of the process.

Results

Across the 2014–15 and 2015–16 water years, the combination of metering, clear limits, and cooperative compliance reduced basin groundwater use by more than 30% without implementing across-the-board shutdowns. Conflicts shifted from broad disputes to specific, solvable issues because all parties worked from a shared dataset and consistent procedures.

System Improvements

Prior to 2014, the basin lacked coordinated conjunctive administration. I helped align the State Engineer's Office, the U.S. Board of Water Commissioners, and the Walker River Irrigation District

around shared data, regular communication, and synchronized decision criteria, an approach that continues to inform operations.

Relevance to CWSD

Multi-jurisdiction watersheds function best when four elements are reliable: neutral administration, transparent data, documented decisions, and steady communication. As General Manager, I would apply the same playbook in the Carson River watershed: maintaining routine field presence, providing clear public updates, and actively coordinating with partners to manage the resource wisely, lawfully, and with the best achievable outcomes for the region.

Carson Water Subconservancy District, General Manager

Reed Cozens, PE, WRS

Question 2. Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome.

Project Case Study (Truckee Meadows Water Reclamation Facility to Tahoe Reno Industrial Pipeline & Truckee River Decree Claims)

Project Overview

I served as lead water-rights engineer for the TMWRF-to-TRI reuse pipeline and pump station, a 16-mile conveyance delivering 4,000 acre-feet of treated effluent annually from the Truckee Meadows Water Reclamation Facility (TMWRF) to the Tahoe-Reno Industrial Center. This first-of-its-kind public-private effort in northern Nevada aimed to reduce nitrate loading to the Truckee River, improve water quality at Pyramid Lake for fish & wildlife, conserve in-river flows, avoid a \$25 million treatment upgrade, and support regional industrial growth.

Although the pipeline was constructed, administrative actions to convert and align existing decreed rights that allowed for the exchange of effluent water for in-stream river flow had stalled. Two prior consultants were unable to complete the work. I was retained to resolve the water-rights pathway and finish the job.

Multi-Agency Coordination

The project required coordinated action among the Truckee Meadows Water Authority (TMWA, effluent operator), NDOT (water-right owner), the Nevada Division of Water Resources (regulator), the TRI General Improvement District (end user/operator), and the TRI Master Developer (financing obligations). Historic Truckee River claims were dispersed across the Truckee Meadows and complicated by legacy deeds, split ownership, mismatched naming, and non-conforming maps. I established an organized work plan with a live project dashboard, scheduled coordination meetings, and upgraded GIS mapping to reconcile records and keep all parties aligned.

Key Challenges and How We Solved Them

NDOT capacity on water rights: NDOT's strength is land survey, easements, and rights-of-way, not water-rights administration. I developed focused review checklists and working sessions to train staff on the change applications and accounting, enabling timely, confident approvals.

Alignment with TMWA operations and accounting: TMWA's technical standards are high. We ensured each proposed change fit TMWA's accounting conventions and did not disrupt operations by using precise documentation, version-controlled maps, and regular technical reviews.

TRI-GID experience: As a newer purveyor implementing a new pipeline, TRI-GID faced a steep learning curve, compounded by earlier stalled efforts. We rebuilt trust through transparent schedules, clear deliverables, and open technical walkthroughs, elevating their ability to review, question, and improve coordination.

Execution Discipline

We maintained a reconciled database of claims, places of use, and right-of-way interactions; closed decisions with one-page memos (issue, options, decision, rationale); and held weekly calls with NDOT, TMWA, TRI-GID, and NDWR to avoid surprises. Every filing was checked against NDWR requirements and operational data before submission.

Deliverables and Outcomes

We produced complete, consistent change-application packets on decreed Truckee River rights that moved through review with minimal pushback. Reviewers at TMWA, NDOT, TRI-GID, and NDWR could open a map, trace the request, and act with confidence. The project achieved its objectives: reduced nitrate loading to the Truckee River (benefiting Pyramid Lake), avoided costly plant upgrades at TMWRF, preserved in-river flows, and enabled industrial development, supported by sound documentation, and aligned operations.

Relevance to CWSD

This is the playbook I would bring as General Manager: disciplined records and mapping, clear decision logs, routine cross-agency coordination, and filings that match on-the-ground operations. The approach keeps projects on schedule, aligns partners, makes decisions traceable to data and policy, and ties every technical step to budget discipline and long-term watershed outcomes.

Carson Water Subconservancy District, General Manager

Reed Cozens, PE, WRS

Question 3. As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work?

From Frontline Insight to Board Action: Building Trusted Leadership at CWSD

I have observed remarkable success with a leadership style known as Management by Wandering Around (MBWA). This is a hands-on leadership practice where the manager regularly visits where the work happens, offices, field sites, and partner agencies, to listen, ask brief questions, and remove roadblocks. It emphasizes trust, fast feedback, and catching small issues before they become big ones. Despite its awkward name, MBWA is taught at leading business schools, including Harvard Business School, and MIT's Sloan School of Management, because it builds trust, surfaces weak signals early, and keeps leadership decisions grounded in frontline realities. A consistent MBWA cadence builds relationships, improves coordination across programs, and keeps decisions grounded in real conditions. For an agency like CWSD, it supports transparency where concerns are logged and routed through the board of directors with clear follow-through.

In the initial months, I will prioritize continuity, honoring what works while building durable systems for the long term. With the Board's consent, I will work side-by-side with the outgoing General Manager to ensure the hand-off of critical functions and relationships, reviewing active grants, contracts, and compliance deadlines, and walking through project histories and decision criteria.

During the first 90 days, I will conduct a listening tour with each Board member and key partners, issue a one-page priorities memo aligned to CWSD's program areas. Board packets will follow a predictable cadence with brief, easy-to-understand summaries, fiscal impacts, and links to Strategic Plan objectives.

Organizational Effectiveness

The organization's effectiveness will be tied to the lessons learned during the hand-off and listening tour. However, if needed, I have observed success by introducing quarterly objectives, complemented by monthly project and operations reviews to ensure visibility of scope, schedule, risks, and compliance. Updates to standard operating procedures for procurement, grants administration, records management, and public-meeting preparation. Staff will be cross trained to enhance operational resilience and continuity. To maintain leadership engagement, I will implement a structured weekly schedule of office, field, and partner agency visits, using consistent questions to identify operational successes, obstacles, and opportunities for efficiency. Identified issues will be documented, assigned to appropriate managers for resolution, and followed up promptly to ensure visible progress.

Financial Stewardship

Budgets will be developed, program-focused, and linked to measurable outcomes. Followed by documentation of operating, capital, and grant-funded activities across the General, Regional, and Flood accounts. The Board will receive monthly financial updates summarizing budget versus

actuals, cash flow, significant variances, and corrective measures. A centralized register will track awards, match obligations, schedules, deliverables, and risks. Supported by milestone verification before payments, invoice validation, and close-out documentation. Finance Committee oversight. Will review reports monthly to enable proactive adjustments with regular oversight and ensure that the books are accurate.

Public Trust

As a non-regulatory agency, CWSD's strength depends on its reputation for neutrality, competence, and follow-through. As a result, transparency, engagement, and accountability will guide operations. Board packets will adhere to a predictable format and schedule, featuring clear summaries, options, fiscal impacts, and references to Strategic Plan objectives, compliant with Open Meeting Law. Post-meeting, a concise public summary will be posted, detailing actions, project milestones, and upcoming decisions. Performance metrics, including project status, financial summaries, compliance milestones, and service standards, will be published following Board review. Policy-related stakeholders' concerns will be channeled through standard agenda processes to ensure transparency. Periodic targeted audits or peer reviews will be supported to validate controls and refine practices.

Summary

These strategies, structured onboarding, clear objectives and routines, engaged leadership, rigorous financial oversight, transparent communication, integrated compliance, and incremental improvements, strengthen organizational performance, safeguard public resources, and uphold public confidence. They align Board priorities with staff execution, link budgets to outcomes, and ensure public input informs transparent decision-making, enabling CWSD to deliver consistent, measurable results.

To: Board of Directors

Carson Water Subconservancy District

777 East William Street, Suite 110-A

Carson City, NV 89701

Dear Members of the Board,

It is my pleasure to recommend Mr. Reed A. Cozens, PE, WRS for the position of General Manager with the Carson Water Subconservancy District. I have had the opportunity to work alongside Reed on several water resource initiatives in Nevada and have always been impressed by his depth of knowledge, practical judgment, and commitment to collaboration.

Reed's experience extends across more than twenty years of work in water rights, engineering, and hydrology. He has a proven ability to bring together diverse interests—agencies, stakeholders, and technical teams—to develop solutions that are both effective and sustainable. His thoughtful approach to problem-solving and his understanding of Nevada's complex water systems make him particularly well suited to lead an organization like CWSD.

As President of the Nevada Water Resources Association, Reed has demonstrated leadership that is both inclusive and forward-looking. He fosters open communication, builds consensus, and supports others in achieving shared goals. Those same qualities—integrity, professionalism, and a genuine respect for the people he works with—define his approach to every project and partnership.

I believe Reed would be an outstanding General Manager for CWSD. His technical skill, collaborative leadership style, and deep connection to the Carson River watershed position him to guide the District's mission with purpose and balance.

Sincerely,



Robert C. Bryan
WRID General Manager

To: Board of Directors
Carson Water Subconservancy District
777 East William Street, Suite 110-A
Carson City, NV 89701

Subject: Letter of Recommendation – Reed A. Cozens, PE, WRS

Dear Members of the Board,

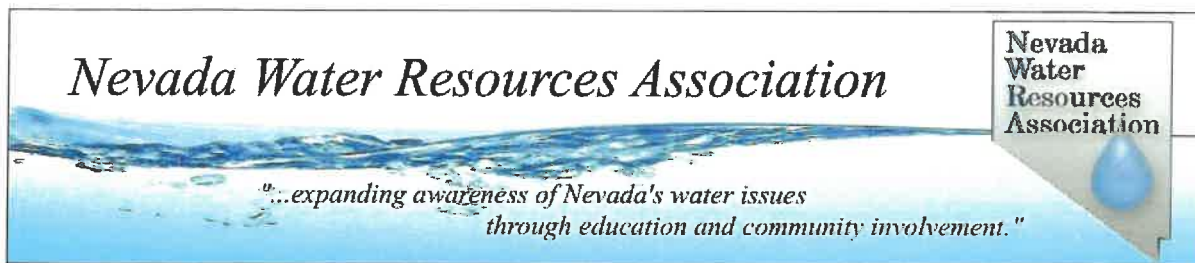
It is my pleasure to recommend **Mr. Reed A. Cozens, PE, WRS** for the position of **General Manager** with the Carson Water Subconservancy District. I have had the privilege of working with Reed in a professional capacity in many role I've had, including at the Nevada Division of Water Resources, and have observed his leadership, professionalism, and deep understanding of Nevada's water resources firsthand.

Reed possesses a rare combination of real-world field experience in water management, technical depth, collaborative approach and strategic perspective. His experience spans more than two decades in water rights, hydrology, and engineering, during which he has successfully guided multi-agency projects involving regulatory compliance, interlocal agreements, and stakeholder coordination. His ability to balance technical precision with sound policy judgment is particularly well-suited to CWSD's mission and governance structure.

As President of the Nevada Water Resources Association, Reed has demonstrated his commitment to public service and to elevating water management standards statewide. His approach to leadership is inclusive and transparent—qualities that foster trust and effective decision-making within both technical and community settings.

I am confident that Reed will bring the same integrity, professionalism, and collaborative spirit to the General Manager role that he has brought to every position throughout his career. He would be an outstanding leader for CWSD and an asset to the region.

Sincerely,
Edmund Quaglieri
Edmund Quaglieri, P.E.
Natural Resources Manager



Board of Directors
Carson Water Subconservancy District
777 East William Street, Suite 110-A
Carson City, NV 89701

Subject: Letter of Recommendation – Reed A. Cozens, PE, WRS

Dear Members of the Board,

It is my pleasure to recommend Reed A. Cozens, PE, WRS for the position of General Manager. As Executive Consultant to the Nevada Water Resources Association (NWRA), I have worked closely with Reed in his capacity as NWRA President and as an active member of our Finance Committee. In every setting, Reed models board-facing leadership with a deliberate “no-surprises” approach. He collaborates constructively with members, the Board of Trustees, Executive Committee, and external partners to keep discussions productive and solutions-oriented.

Reed’s financial stewardship is equally strong. He brings a disciplined budgeting cadence, ensures we are prepared for audits, and keeps the association’s mission of water education front and center. He communicates tradeoffs plainly, surfaces risks early, and follows through—qualities that build trust with both the Board and our stakeholders. He anchors our work in straightforward, accessible communication with plain-language updates and consistent follow-through that turns decisions into action.

Perhaps most important, Reed’s professional credibility is unquestioned. He is even-handed on complex water resources issues, reliable under pressure, and consistently professional in representing NWRA to agencies, peers, and the public. He combines technical fluency with governance savvy, which is precisely what effective watershed leadership requires.

I recommend Reed without reservation. Please feel free to contact me if I can provide additional information.

Sincerely,

A handwritten signature in black ink that reads "Tina Triplett".

Tina Triplett
Executive Consultant
Nevada Water Resources Association
PO Box 8064
Reno, Nevada 89507
tina@nvwra.org
www.nvwra.org



THIRD JUDICIAL DISTRICT COURT

DEPARTMENT I
LYON COUNTY
STATE OF NEVADA

JOHN P. SCHLEGELMILCH
DISTRICT JUDGE

911 HARVEY WAY
SECOND FLOOR
YERINGTON, NEVADA 89447
(775) 463-6571
FAX (775) 463-6575

Carson Water Subconservancy District
777 East William Street, Suite 110-A
Carson City, NV 89701

Subject: Letter of Recommendation – Reed A. Cozens, PE, WRS

Dear Members of the Board,

I am pleased to recommend Reed Cozens for the position of General Manager with the Carson Water Subconservancy District. I have had the opportunity to personally work with Reed in a professional capacity and have been consistently impressed by his technical expertise, integrity, and commitment to collaborative water management in Nevada.

Most recently, Reed and I collaborated on a judicial education module at the National Judicial College - Dividing the Waters Program in Missoula, MT. It is clear to me that his two decades worth of experience in water rights, engineering, and resource planning would be a great asset to any agency that he may work with.

Reed's leadership style is pragmatic and inclusive. He combines a deep understanding of Nevada's water law and hydrology with strong communication skills, enabling him to bridge diverse perspectives and guide complex initiatives to resolution. His long-standing involvement with the Nevada Water Resources Association, including his current role as President, underscores his commitment to the profession and to public service.

Based upon my personal experiences with Reed, I believe he would provide thoughtful, capable leadership to CWSD and strengthen the region's capacity for sustainable water management. I recommend him without reservation.

Sincerely,

A handwritten signature in blue ink, appearing to read "John P. Schlegelmilch", is written over a horizontal line.

Hon. John P. Schlegelmilch

November 7, 2025

Subject: Letter of Recommendation – Reed Cozens

To Whom It May Concern,

I'm writing to recommend Reed Cozens. I've worked with Mr. Cozens for many years, and I can attest to his technical skill, integrity, and commitment to collaborative water management.

Reed holds a high standard of pragmatism and open collaboration that I admire. He is a great communicator with both technical and non-technical audiences. He is very talented at building common ground with a focus on practical solutions. His long service in the water resources profession speaks to his dedication to professional service, education, and the public interest.

I've always enjoyed working with Reed and would be happy to discuss further if you require any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Adam Sullivan', with a stylized, flowing script.

Adam Sullivan
Nevada State Engineer

Reed A. Cozens, PE, WRS

Water Resources Professional

Water Supply & Basin Planning | Policy & Multi-Jurisdiction Collaboration

Professional Profile

Senior water-resources engineer with 20 years in Nevada and the Intermountain West, specializing in water rights, hydrology, and engineering for watershed-scale planning, portfolio administration, and multi-jurisdiction coordination. Convert technical analysis into policy-aligned action for municipal, industrial, and agricultural partners. Build defensible accounting tools for return-flow, consumptive-use, and meter-reconciliation, that improve accuracy and transparency. Manage multi-project, multi-basin programs, scope, schedule, budget, and teams. Integrating regulatory tracking and fiscal stewardship to ensure reliability and compliance. Leadership includes administering and operations as Commissioner for the Walker Basin groundwater system and the Weber & Ogden River systems, instituting real-time reporting; contributed to regional operations on the Federal Water Master's Truckee River Operating Agreements (TROA) scheduling team and routinely facilitate consensus among cities, GIDs, conservancy districts, Tribes, and industry.

Areas of Expertise

| | |
|---|---|
| Watershed-scale planning & conjunctive management | Interlocal agreements & multi-jurisdiction coordination |
| Board governance, budgeting & presentations | Project management (scopes, schedules, budgets) |
| Water-rights permitting, adjudications & administration | Data, GIS & mapping geodatabases for decision support |

Professional Accomplishments

Nevada Water Resources Association President (2023-Present): Led statewide, nonpartisan association to provide objective information, training, and education related to key issues regarding water resources in Nevada and the region; strengthened budgets, sponsorships, and cross-agency partnerships to elevate Nevada's water dialogue.

National Judicial College — Science in Water Cases (2025): Designed and delivered training for judges on Nevada water law, hydrology, and measurement/accounting, translating technical issues for judicial decision-makers.

Represented the City of Fernley on the Federal Water Master's TROA scheduling team (2018-2023): Coordinating reservoir storage and release operations to align deliveries with decreed priorities, drought contingencies, and interagency obligations.

Walker Basin Conservancy (2023-Present): Principal contributor to efforts restoring flows to Walker Lake; coordinated state, federal, agricultural, and environmental partners and supported acquisitions, change applications, and implementation.

EXPERIENCE: 20 Years

EDUCATION

University of Nevada
Civil Engineering (2012)

REGISTRATION/CERTIFICATION:

Professional Civil Engineer
NV #24427

NV State Water Right Surveyor #1329

President, Nevada Water Resources Association

SKILLS

Leadership & governance

Public speaking & meeting facilitation

Negotiation & consensus-building

Water Rights

Hydrology

Engineering

Strategic planning & program/project management

Regulatory coordination

SOFTWARE

Microsoft Office Suite

ArcGIS

Quickbooks

HEC-RAS

RiverWARE

LOCATION: Carson City, Nevada

DOWL, LLC. January 2023 – Present*Senior Water Rights Engineer**Reno, NV*

Lead water-supply studies and master-planning for public and private clients; translate findings into capital and O&M recommendations and present actionable options to boards and staff. Coordinate directly with NDWR, counties, cities, and GIDs to keep work aligned with policy and regulatory requirements; prepare board/staff packets, interlocal agreements, and decision memos while managing submittal and review timelines. Administer full-cycle water rights: build planning-grade geodatabases with field verification; develop return-flow and consumptive-use accounting; reconcile meter and production data for compliance. Manage multi-project, multi-basin programs, scope, schedule, budget, invoicing, and team coordination, integrating regulatory tracking and accounting to maintain portfolio compliance.

Representative projects include ongoing utility-portfolio management for the City of Yerington, Lovelock Meadows Water District, Kingsbury GID, and Roundhill GID; coordination of approximately 100 Truckee River Basin claims with the Truckee Meadows Water Authority, the Nevada Department of Transportation, and TRI-GID for return-flow management, permit monitoring, and NDWR coordination; support to the Walker Basin Conservancy to increase flows to Walker Lake and multi-party coordination aligned with Nevada water law and program goals; and multi-basin water right portfolio management for Nevada Gold Mines, including water use research, meter totalization/reporting, and risk-mitigation mapping.

Resource Concepts, Inc. April 2018 – January 2023*Professional Engineer & Water Right Surveyor**Carson City, NV*

Led regional water-planning and multi-agency projects for municipal, industrial, and agricultural clients. Managed technical teams, coordinated with regulators, and prepared filings and materials for hearings and board actions. This work included municipal and industrial water-supply studies, covering source characterization, demand projections, and reliability/resilience assessments, and translating those findings into capital and O&M recommendations. Worked directly with NDWR, USBR, and county agencies to align technical analyses with policy and regulatory requirements.

On the administration side, developed return-flow and consumptive-use accounting tools, reconciled production and meter data for compliance reporting, and built planning-grade geodatabases, providing hearing support as needed. A representative accomplishment includes serving on the Federal Water Master's TROA scheduling team on behalf of the City of Fernley to coordinate storage and release operations.

Nevada Division of Water Resources, Sept. 2014 – Apr. 2018*Professional Engineer**Carson City, NV*

Led groundwater rights management for the Walker River Basin, coordinated interagency water-use meetings and negotiated stakeholder management plans, developed and implemented online GIS dashboards for real-time water-use reporting, and managed statewide channel-clearance funding programs.

Utah Division of Water Rights, Jan. 2013 – Sept. 2014*Commissioner of Weber & Ogden Rivers Distribution Systems**Layton, UT*

Administered priority based water rights across 500,000 acre-feet of river flow and integrated storage and delivery, coordinating operations among multiple reservoirs and associated canals. Working closely with the Weber Basin Water Conservancy District, the Weber River Water Users Association, and the U.S. Bureau of Reclamation to align releases and deliveries with decreed priorities and project operations. Supervising day-to-day distribution, overseeing eight appointed deputy commissioners in each district, ensuring accurate accounting, real-time reporting, and compliance with the State Engineer's priority administration.



SCIENCE THAT MATTERS NOW.™

2215 Raggio Parkway, Reno, NV 89512-1095 | 775.673.7300
755 East Flamingo Road, Las Vegas, NV 89119-7363 | 702.862.5400
www.dri.edu

November 7, 2025

To: Board of Directors, Carson Water Subconservancy District
777 East William Street, Suite 110-A
Carson City, NV 89701

Subject: Letter of Recommendation – Reed A. Cozens

Dear Members of the Board,

It is my pleasure to recommend **Mr. Reed A. Cozens, PE, WRS** for the position of **General Manager** with the Carson Water Subconservancy District (CWSD). I have had the privilege of working with Reed in a professional capacity for over 18 years and have observed his leadership, professionalism, and deep understanding of Nevada's water resources firsthand.

Reed possesses a rare combination of high quality technical, leadership, and communication skills. His experience spans more than two decades in water rights, hydrology, and engineering, during which he has successfully guided multi-agency projects involving regulatory compliance, interlocal agreements, and stakeholder coordination. His ability to address and balance technical water issues with objective and sound policy judgment is particularly well-suited to CWSD's mission and governance structure.

Reed's work history at the Nevada Division of Water Resources as a Professional Engineer (PE) and Walker River Groundwater Commissioner, Resource Concepts, Inc as a PE and Water Right Surveyor, and DOWL as a Senior Water Rights Engineer, has provided him a depth of knowledge and experience that is extensive, unique, and ideal for this position. Reed has led agencies and water users through difficult negotiations and with many successes, including but not limited to community led reductions in groundwater use during drought, water use reporting, and the development of online water dashboards and GIS mapping for near real-time monitoring in the Walker River Basin, supported the Mott Creek adjudication in Carson Valley, and coordinated storage and release operations for the Truckee River Operating Agreement (TROA) for the City of Fernley. Reed's public speaking and communication skills are top-notch. His ability to bring people together, initiate dialog, and discuss complex and sensitive issues with a full spectrum of stakeholders has always impressed me. He always manages to make people feel heard, remain objective, and stay positive even in tense and sometimes heated discussions. He is an amazing communicator, negotiator, consensus builder, and people person. To top it off, he is technical, with experience using water accounting software such as RiverWare, which is used for TROA and Operating Criteria and Procedures (OCAP) analysis and management scenarios, HEC-RAS flood modeling software, and hydrology and engineering analyses. These technical skills combined with his leadership, communications, and people skills make him an ideal candidate to be General Manager of CWSD.

As President of the Nevada Water Resources Association, Reed has demonstrated his commitment to public service and to elevating water management standards statewide. His approach to leadership is participative and transparent—qualities that foster trust and effective decision-making within both technical and community settings.

I am very confident that Reed will bring the same integrity, professionalism, and collaborative spirit to the General Manager role that he has brought to every position throughout his career. If selected, he will be an outstanding leader for CWSD and an asset to the region.

Sincerely,

A handwritten signature in black ink, appearing to read "Justin L. Huntington". The signature is fluid and cursive, with the first name "Justin" and last name "Huntington" clearly distinguishable.

Justin L. Huntington, PhD
Research Professor, Hydrology
Desert Research Institute
775-750-4617
Justin.Huntington@dri.edu

November 9, 2025

To: Board of Directors, Carson Water Subconservancy District
777 East William St., Suite 110-A
Carson City, NV 89701

From: Jena M. Huntington, Hydrologist

Subject: Letter of Recommendation - Reed A. Cozens

Dear CWSD Board of Directors,

It is my pleasure to recommend **Mr. Reed A. Cozens, PE, WRS** for the position of **General Manager** with the Carson Water Subconservancy District. I have had the privilege of working with Reed in a professional capacity for over a decade and have observed his leadership, professionalism, and deep understanding of Nevada's water resources firsthand.

Reed possesses a rare combination of technical depth and strategic perspective. His experience spans more than two decades in water rights, hydrology, and engineering, during which he has successfully guided multi-agency projects involving regulatory compliance, interlocal agreements, and stakeholder coordination. Reed is an asset in every meeting. His attentiveness to all participants, thoughtful contributions, and swift ability to summarize issues and suggest a course of action is, in my opinion, unparalleled. His ability to balance technical precision with sound policy judgment is particularly well-suited to CWSD's mission and governance structure.

As President of the Nevada Water Resources Association (NWRA), Reed has demonstrated his commitment to public service and to elevating water management standards statewide. His approach to leadership is inclusive and transparent—qualities that foster trust and effective decision-making within both technical and community settings. I've had the honor of serving on the NWRA Board of Directors with Reed for several years and can attest to how his calm confidence and innovative ideas have helped move the Association to serve the water resources community better than ever before.

Reed is a calm, yet confident, leader with outstanding public speaking skills in both casual and stressful situations. With his impressive hydrologic experience in the region, he still values input from everyone, which I feel is an invaluable quality for the CWSD General Manager position. I am confident that Reed will bring the same integrity, professionalism, and collaborative spirit to the General Manager role that he has brought to every position throughout his career. He would be a knowledgeable and respected leader for CWSD and an asset to the region.

Sincerely,

Jena M. Huntington

EMPLOYMENT APPLICATION



Consolidated Municipality of Carson City
201 North Carson Street, Suite 4

Carson City, Nevada - 89701-4289

<http://www.carson.org> (<http://www.carson.org>)

McAfee, Stephanie, A

General Manager - Carson Water Subconservancy District

Received: 11/4/25,
11:37 AM

For Official Use
Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE:

General Manager - Carson Water Subconservancy District

Job Number:

245_10/2025

NAME: (Last, First, Middle)

McAfee, Stephanie, A

PERSON ID:

64929951

Date And Month Of Birth:

07/10

ADDRESS: (Street, City, State, Zip Code)

HOME PHONE:

EMAIL ADDRESS:

NOTIFICATION PREFERENCE:

Email

DRIVER'S LICENSE:

Yes

State: CA **Number:** Y*****6

**LEGAL RIGHT TO WORK IN
THE UNITED STATES?:**

☒ Yes ☐ No

HIGHEST LEVEL OF EDUCATION:

Doctorate

PREFERENCES

MINIMUM COMPENSATION:

\$160,000.00/yr

SHIFTS YOU WILL ACCEPT:

Day , Evening , Night , Weekends , On Call (as needed)

OBJECTIVE:

Applied scientist, boundary spanner, and public servant seeking to work with and support the public in collaborative, place-based natural resource management.

EDUCATION

DATES:

from August/2005 to August/2009

SCHOOL NAME:

University of Arizona

| | | |
|---|---|---------------------------------------|
| LOCATION:(City , State) Tucson, AZ | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Doctorate |
| MAJOR/MINOR: Geosciences | | |
| | | |
| DATES: from September/1999 to June/2002 | SCHOOL NAME: University of Washington | |
| LOCATION:(City , State) Seattle, WA | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Master's |
| MAJOR/MINOR: Forest Soils | | |
| | | |
| DATES: from September/1994 to June/1998 | SCHOOL NAME: Darmouth College | |
| LOCATION:(City , State) Hanover, NH | DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED: Bachelor's |
| MAJOR/MINOR: Environmental Earth Sciences | | |

| WORK EXPERIENCE | | |
|---|---|---|
| | | |
| DATES: from September/2023 to October/2025 | EMPLOYER: US Geological Survey | POSITION TITLE: Regional Administrator, Southwest Climate Adaptation Science Center |
| ADDRESS: (Street, City, State, Zip Code): Carson City, NV | | |
| SUPERVISOR: Shawn Carter - Chief Scientist and Acting Senior Administrator for the Climate Adaptation Science Centers | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | |
| HOURS PER WEEK: 40 | # OF EMPLOYEES SUPERVISED: 4 | |

DUTIES:

I serve as the director of the Southwest Climate Adaptation Science Center, leading all aspects of program development and operations.

Collaborative Leadership: Federal director of a collaborative partnership between the US Geological Survey, seven universities, and a Tribal education non-profit. Coordinated with university and non-profit leadership of the SW Climate Adaptation Science Center to support tribal engagement, research, and education. Supported cross-regional and national alignment with Climate Adaptation Science Center leadership.

Program and Budget Management: Supervised a team of 2-8 employees and research fellows, including on-boarding two federal employees. Planned and implemented a \$4m budget. Managed a portfolio of over 20 research awards, including project solicitation development, project selection and management.

Strategic Planning: Identified organizational goals and science needs for regional climate adaptation, increased internal organizational awareness of areas of over- and under-investment, and put a plan into action that increased transparency, trust, and the breadth of the science portfolio. Developed a research framework that addressed current needs and included agility to respond to emerging issues and changing priorities.

Communication: Coordinated with communications staff to identify communications strategies and high-visibility content. Currently leading a team developing communications strategies to broaden awareness of the organization and its drought work. Represented the SW Climate Adaptation Science Center at meetings and conferences.

Partnership Development: Engaged with internal and external partners to broaden the depth and diversity of relationships, including planning and standing up a regional advisory committee. Developed new organizational connections with state agencies and Tribes. Planned and facilitated virtual and in-person meetings.

Mentoring and Capacity Development: Mentored graduate students and other early career professionals through service on graduate committees, through engagement in a graduate fellowship program and attendance at meetings targeted at diverse students.

Science and Policy Awareness: Stay up-to-date with research pertinent to water resources management, hazard response, invasive species, and climate resilience in the southwestern United States. Evaluate regulatory and administrative priority changes and their impact on organizational workflows.

REASON FOR LEAVING:

Currently employed.

DATES:

from July/2013 to August/2023

EMPLOYER:

University of Nevada, Reno

POSITION TITLE:

Assistant and Associate Professor

ADDRESS: (Street, City, State, Zip Code):

Reno, NV

SUPERVISOR:

Katherine McCall - Interim Dean, College of Science

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

I served as an Assistant Professor from July 2013 - June 2019, at which time I was promoted to Associate Professor with tenure.

Climate and Climate Adaptation Research: Conducted research on climate and climate change adaptation in the western US and Alaska, with a focus on water and drought. Published over 20 peer-reviewed papers and contributed to technical reports and reviews, including the Fifth National Climate Assessment.

Fundraising and Grants Management: Collaborated on successful grant proposals totaling over \$13 million.

Extension Climate Specialist: Served as the Extension Climate Specialist from 2019 – 2021, developing public-focused science and science communication products, including factsheets on drought, weather and climate, and the use of high-tunnels for desert agriculture. Collaborated with faculty in art and the curator of the Keck Museum on an exhibit highlighting the intersection of art and science, as well the historical role of women in Nevada weather and climate research.

Program Management: Served on the Department's personnel committee for three years, including one year as committee chair, providing feedback to faculty. Served on hiring committees in Geography, Atmospheric Sciences, and the Graduate Program in Hydrological Sciences. As a member of the Curriculum Committee, evaluated courses, enrollments, and student learning objectives.

Education: Taught courses in climatology, science communication, severe weather, and climate change, including a large introductory course on climate change and its environmental impacts. Developed new and modified existing interactive activities and labs to engage students in analyzing data, contemplating severe weather management, and responding to climate change.

Mentoring: Primary mentor for seven graduate students and two undergraduate theses. Served on over ten graduate student committees.

REASON FOR LEAVING:

To accept a position with the US Geological Survey

DATES:

from July/2015 to August/2023

EMPLOYER:

University of Nevada, Reno

POSITION TITLE:

Deputy State Climatologist &
State Climatologist

ADDRESS: (Street, City, State, Zip Code):

Reno, NV

SUPERVISOR:

Katherine McCall - Interim Dean, College of
Science

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

15

DUTIES:

I served as the Deputy State Climatologist (10% appointment) from July 2015 to July 2019, at which time I was appointed State Climatologist (30% appointment). Appointments were concomitant with a faculty appointment.

Nevada Drought and Water Hazards: Served on the state's Drought Response Committee, tracking drought impacts and providing response recommendations. Regularly Engaged with the National Weather Service, Nevada Division of Water Resources and Nevada Division of Emergency Management on science and planning around Nevada's water- and weather-related hazards.

Communication: Regularly engaged with print, radio, and TV media for comments on drought, heat and extreme weather. Produced widely read and engaging climate and drought reports for the general public. Served as the state point of contact on climate, representing the University, including a presentation on climate hazards for the Nevada Silver Haired Legislative Forum.

Climate Adaptation Support: Contributed to the 2020 Nevada Climate Initiative, engaged with the City of Reno in the early development of their Climate Action Plan, updated the drought and heat sections of the State Hazard Mitigation Plan, provided technical feedback on the Clark County Climate Vulnerability Assessment, and co-authored a factsheet for communities on adaptation planning basics.

Program Management and Development: Crafted a strategic plan for the State Climate Office, outlining growth areas, leading to increased engagement and visibility. Hired and supervised several undergraduate and graduate student workers and managed a modest state budget. Served on the American Association of State Climatologists committee tasked with reviewing state climate office performance.

Collaboration: Worked closely with partners at the National Weather Service, Nevada Division of Water Resources, the Desert Research Institute, and University of Nevada Extension to understand and meet community needs for weather and climate information.

REASON FOR LEAVING:

To accept a position with the US Geological Survey

DATES:

from January/2012 to May/2013

EMPLOYER:

University of Alaska, Fairbanks

POSITION TITLE:

Postdoctoral Fellow, Scenarios Network for Alaska & Arctic Planning

ADDRESS: (Street, City, State, Zip Code):

Anchorage, AK

SUPERVISOR:

Scott Rupp - Director, Scenarios Network for Alaska and Arctic Planning

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

Climate Research and Tools Development: Developed downscaled climate projections for the state of Alaska and evaluated historical and projected changes in high-latitude water balance.

Communication: Produced fact sheets and provided general information on climate and climate change for Alaska.

REASON FOR LEAVING:

To accept a faculty position at the University of Nevada, Reno

| | | | | | | | | |
|--|--|--|---|---|--|--|--|--|
| DATES: from July/2010 to January/2012 | | | EMPLOYER: The Wilderness Society | | | POSITION TITLE: Climate Change Scientist | | |
| ADDRESS: (Street, City, State, Zip Code): Anchorage, AK | | | | | | | | |
| SUPERVISOR: Wendy Loya - Lead Ecologist | | | | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | | | | |
| HOURS PER WEEK: 37.5 | | | | | | | | |
| DUTIES: Climate Research and Tool Development: Developed downscaled evaporative demand projections for the state of Alaska and assessed precipitation trends and trend estimation methods. Contributed to research assessing climate change impacts on a south-central Alaska watershed. | | | | | | | | |
| REASON FOR LEAVING: To accept a position with with University of Alaska Fairbanks | | | | | | | | |
| DATES: from September/2009 to July/2010 | | | EMPLOYER: National Research Council | | | POSITION TITLE: Postdoctoral Research Associate at NOAA Earth System Research Laboratory | | |
| ADDRESS: (Street, City, State, Zip Code): Boulder, CO | | | | | | | | |
| SUPERVISOR: Robin Webb - Director, Physical Sciences | | | | MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | | | | |
| HOURS PER WEEK: 40 | | | | | | | | |
| DUTIES: Climate Research: Conducted research on sources of uncertainty in climate-forced vegetation models. | | | | | | | | |
| REASON FOR LEAVING: To accept a position at The Wilderness Society | | | | | | | | |
| CERTIFICATES AND LICENSES | | | | | | | | |
| Nothing Entered For This Section | | | | | | | | |
| SKILLS | | | | | | | | |
| OFFICE SKILLS: Nothing Entered For This Section | | | | | | | | |

| |
|--|
| OTHER SKILLS: R programming language - Intermediate - 15 years, 0 months Microsoft Office - Expert - 30 years, 0 months Research - Expert - 25 years, 0 months |
| LANGUAGE(S): Nothing Entered For This Section |
| SUPPLEMENTAL INFORMATION Nothing Entered For This Section |

| REFERENCES | | |
|---|----------------------------------|--|
| REFERENCE TYPE: Professional | NAME: Anne Nolin | POSITION: Professor, Department of Geography, University of Nevada, Reno |
| ADDRESS: (Street, City, State, Zip Code) | | |
| EMAIL ADDRESS: | | PHONE NUMBER: |
| REFERENCE TYPE: Professional | NAME: Tim Bardsley | POSITION: Senior Service Hydrologist, National Weather Service |
| ADDRESS: (Street, City, State, Zip Code) | | |
| EMAIL ADDRESS: | | PHONE NUMBER: |
| REFERENCE TYPE: Professional | NAME: Christine Albano | POSITION: Associate Research Professor, Desert Research Institute |
| ADDRESS: (Street, City, State, Zip Code) | | |
| EMAIL ADDRESS: | | PHONE NUMBER: |

Agency - Wide Questions

1. **Have you been previously employed by Carson City?**
No
2. **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.
N/A
4. How did you learn of this vacancy?
Other
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
7. 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

- 1. Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

Currently, one of my key responsibilities is to develop and update stakeholder-informed priorities for science funding and work activities. However, the organization's stakeholders are diverse in their needs, priorities, and resources. We serve natural and cultural resource managers broadly, and the organization covers four states with environments ranging from urban coastlines to rural rangelands. Moreover, I wanted the process of developing both long- and short-term priorities to provide space for developing and deepening relationships with the organization and among the stakeholders, in addition to being fair and transparent. To do that, I developed a strategy that provided for initial input, discussion, and iteration that attempted to address both shared and specific needs to the extent possible.

The first step in this process was identifying interested and committed partners who were geographically representative, provided perspectives on a diversity of resource management needs, and could serve on the committee (in this case, committee membership was limited to federal, Tribal and state employees). We relied to some extent on existing relationships but also attempted to broaden engagement by reaching out to leadership of all federally recognized Tribes in the region and by engaging with pertinent agencies to identify potential members.

Once we had assembled a group of partners, we described our goals and our anticipated process for developing science priorities, along with guidance about the limits within which the organization functioned. We did this in advance so that our partners would have time to reflect and prepare.

At our first (virtual), meeting we gathered initial input on management challenges anonymously, through a shared whiteboard, so that everyone could share honestly, irrespective of their comfort in speaking or concerns about raising issues that might not be widely shared. We then asked small groups to "circulate" though the comments for facilitated discussion, to identify shared concerns, and if needed, flag important challenges that they suspected were unique to their organization or location. During lunch break, my staff and I organized and summarized themes, noting concerns that appeared multiple times or that were geographically specific. We then presented our first pass through the comments to the committee at that meeting. It allowed us to gather feedback and corrections while the discussion was still fresh. After the initial meeting, we further organized input and meeting notes, sending them out to the full committee for further comment about what we may have missed or misinterpreted, as well as to get input from partners who could not attend the meeting.

There were several reasons for structuring our initial meeting this way. First, we wanted to be fair and transparent in our process for developing priorities that would shape research investments and time commitments. Second, we hoped to provide a relatively engaging environment where our partners could start developing collegial relationships and grow their understanding and appreciation of other concerns and priorities. Finally, we wanted to demonstrate our commitment to responsiveness and respectful engagement.

After receiving off-line feedback, we further organized the information we had received, identifying six management challenges and associated information needs. We sent this document to the committee and held a short virtual meeting to provide another round of comments and discussion which were incorporated in a subsequent draft, along with concise science framing. At our next (finally in person) meeting, roughly six months into the process, the committee had a final opportunity to review the science needs and address last questions about how to ensure that they offered the flexibility to address emerging needs. The structured but casual meeting format provided opportunity for discussing questions we had not anticipated addressing, such as how to present the challenges and needs so that priority rankings were not assumed.

The lengthy process, though in some ways a luxury, was also strategic. Because these priorities would shape research investments and work priorities, we wanted to ensure that they were thoughtfully developed.

Several rounds of iteration provided opportunity to identify areas of consensus and demonstrated our commitment to transparency. Repeated discussions and the collegiality we developed were particularly helpful in supporting compromise around needs that were not widely shared because committee members had the exposure to understand others' positions. The engaged process also helped ensure that everyone would benefit from the planned research and work activities.

The planning process was relatively low-stakes for most of our stakeholders—they might benefit from research but were not likely to experience direct costs. However, many of the strategies employed here can be useful in more contentious situations, as well. Being clear about boundaries and capacity sets reasonable expectations. Facilitated meetings and small group discussions helped stakeholders develop relationships that enable compromise. Providing multiple modes and times for input demonstrated respect for participants and the demands on their time. Our willingness to iterate showed how much we valued stakeholder and rightsholder input and wanted to do right by all of them, furthering trust with the organization.

2. **Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome. Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

Several years ago, I was part of a project to provide future climate information for water resource managers in the Colorado River system. The overall project goals were to better understand the impact of rising temperatures on water availability, and I was one of the scientists on the project with a leading role in developing and handling climate scenario information.

One of the first challenges we faced was understanding what kind of analyses would be most useful. Fortunately, we had already planned to work with a team of managers. At one of our project meetings, I proposed three approaches that were consistent with the scope of the project, outlining my perceptions of the strengths and weaknesses of each method. After further discussion among the managers and researchers at the meeting, we decided to go with the least commonly used approach. This would involve resampling and adjusting historical climate time series in a sensitivity testing approach. The resampling aspect provided an estimate of the range of flow variabilities that could be associated with a given future climate scenario, for example 2 °C warming and a 10% increase in winter precipitation. This approach held particular value to managers in helping them to gage the possibility of surprises, unexpectedly low or high flows for a given climate scenario.

This choice did introduce technical and resource-related difficulties. In order to accommodate the large range of plausible futures—reductions and increases in both summer and winter precipitation with no temperature change or up to 4 °C of warming under dry, moderate, or wet initial conditions—we defined 375 distinct scenarios. Resampling each scenario 500 times to characterize uncertainty further inflated the number of individual runs. Given the resources available for this particular effort, that meant having to devise a simple statistical model of flow rather than using a process-based hydrological model. While this choice did reduce interpretability of the output, particularly in light of non-stationarity in climate-hydrology relationships, it still had utility. It provided a relatively easy and low-cost way to explore both a large number of scenarios and uncertainty within them, suggesting that it might be an economical way to select scenarios that would benefit from more computationally intensive approaches.

The greatest challenge, however, was unexpected. It lay in visualizing the research results in ways that were interpretable and let us explore range of variability within and across scenarios. After exploring several graphical options, I landed on violin plots and splitting some scenarios into different graphical panels. This solution was good enough, and we were able to publish the results, so that they are accessible. I think we would all have preferred a more effective solution for visualizing the data. To that end, I wished I had explored more interactive options, like Tableau or R Shiny that would have increased users' ability to explore the output.

Keys to the success of this project included participants' willingness to be flexible try something a little unusual. There is no doubt that the relatively low costs and risks associated with this project increased the comfort with trying a less common approach. The group's shared and honest desire to better manage water resources into the future also increased the motivation to explore new ways of approaching problems. Conversely, the key challenges also arose from being flexible in trying new solutions and, for my part, not fully and accurately predicting all the detailed needs. Even something as apparently minor as graphs can require significant thought and planning, particularly with an approach that was new to the team, myself included. The need to appropriately balance flexibility with planning is now something I more explicitly consider in approaching collaborative projects like this one.

- 3. As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.**

Ensuring organizational effectiveness and trust starts with understanding needs, priorities, and preferences. If I were selected for this position, one of my first objectives would be to converse individually with each of the governing board members to understand their perspectives and to begin developing open lines of communication. As possible, I would also want to engage with the outgoing General Manager to ensure that I was conversant with the Subconservancy's current and upcoming activities. Another key priority would be to meet one-on-one with each staff member to learn more about their day-to-day work, accomplishments they are particularly proud of, and challenges they are facing at work. Finally, I would want to begin the process of meeting with key stakeholders, traveling to meet them at their offices or field sites, because my experience in rural Nevada is that showing up demonstrates respect.

Once the stage has been set for effectiveness and trust, I would take steps to ensure transparency in organizational activity and budgeting. The current CWSD staff is small enough that I would initiate or continue a weekly all-staff meeting to ensure that everyone is aware of current and upcoming activities and priorities and to provide opportunities for discussion. At least initially, I would also plan weekly or biweekly one-on-one meetings with staff to grow my awareness of their work and needs, deepen trust, and ensure good internal communications. In terms of communication with Board members, I would take cues from our early meetings about the pace and style of communication that was preferred and effective.

The existing Watershed Connections newsletter seems like a great way to communicate with the board and the public. Continuing that would be a priority. The annual reports are also effective and engaging. However, it would likely also be helpful to provide brief factsheets or presentations on activities to accompany staff reports made during monthly board meetings. This would also support interested members of the public in following the Subconservancy's activities, whether or not they could attend the public meetings. As time progressed, I would want to explore other communication avenues, such as expanding the social media coverage to emerging platforms, to ensure we were reaching more parts of the public effectively.

Thoughtful and effective use of financial resources is also critically important for organizational success and public trust. I would want to review budgets and accounting systems to confirm that they were suitable for meeting regulations, audit requirements, and grant reporting. In my experience, providing short but detailed notes for income and expenditures and the rationale behind them increases transparency. Documentation facilitates future budgeting and continuity of operations planning, while supporting the board in their review of and decisions about financial transactions.

Finally, I would want to evaluate any internal tracking systems for activities and outcomes and, if needed, develop a simple system that assisted staff in tracking deadlines and assessing the value of different efforts. For example, my current team devised methods for using the Planner feature in Microsoft Teams to coordinate on activities and also to record notes and observations. Beyond all of these specific approaches, I would want to remain flexible and responsive so that the organization could continue meet community and board needs and stay in compliance with potential changes in regulations and procedures.

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

STEPHANIE MCAFEE

November 4, 2025

Consolidated Municipality of Carson City
201 North Carson Street, Suite 4
Carson City, NV 89701

Dear Hiring Committee:

I am writing to apply for the General Manager position at the Carson Water Subconservancy District. I have long admired how the Subconservancy engages with and educates the diverse communities in the Carson River watershed to support effective management and planning. As an applied climatologist with particular expertise in western US hydroclimate and over a decade of experience in Nevada, I have significant technical familiarity with regional water resource and water hazard issues. I have also recently begun engaging with Southwestern invasive species issues and have a growing knowledge of terrestrial and aquatic invasives and their impact on regional ecosystem function, fire risk, and infrastructure.

However, I bring more than technical expertise. Currently I serve as the Regional Administrator of the USGS Southwest Climate Adaptation Science Center. In this role, I am responsible for overseeing and engaging in all aspects of organizational management from supervising a team to developing and executing a budget to engaging regional partners on science and work priorities. One of my key accomplishments in the past two years has been collaborating with partners to develop long- and short-term research priorities that effectively serve the needs of diverse natural and cultural resource managers across a four-state region.

Finally, I have extensive experience in public communication and media engagement. As the Nevada State Climatologist and as an educator, I regularly summarized technical information in engaging ways for diverse audiences. In fact, one of the State Climate Office's 2023 drought reports garnered nearly 150,000 views in less than three weeks. I also provided information to local and regional newspaper reporters and appeared on radio and television to talk about climate and water resource issues of interest to northern Nevadans.

I would be enormously excited to bring my technical expertise, management experience, and passion for engaging the community in science and management to the Carson Water Subconservancy District. Please reach out if you have any questions. Thank you for your time and consideration.

Sincerely,
Stephanie McAfee

STEPHANIE A. MCAFEE

EDUCATION

- 2009 PhD, University of Arizona, Tucson AZ
 Geosciences, minor in Global Change
- 2002 MS, University of Washington College of Forest Resources, Seattle WA
 Forest Soils
- 1998 AB, Dartmouth College, Hanover NH
 Environmental Earth Sciences

PROFESSIONAL EXPERIENCE

US Geological Survey SW Climate Adaptation Science Center, Carson City NV
Regional Administrator: 2023 - present

Collaborative Leadership: Federal director of a collaborative partnership between the US Geological Survey, seven universities, and a Tribal education non-profit. Coordinated with university and non-profit leadership of the SW Climate Adaptation Science Center to support tribal engagement, research, and education. Supported cross-regional and national alignment with Climate Adaptation Science Center leadership.

Program and Budget Management: Supervised a team of 2-8 employees and research fellows, including on-boarding two federal employees. Planned and implemented a \$4m budget. Managed a portfolio of over 20 research awards, including project solicitation development, project selection and management.

Strategic Planning: Identified organizational goals and science needs for regional climate adaptation, increased internal organizational awareness of areas of over- and under-investment, and put a plan into action that increased transparency, trust, and the breadth of the science portfolio. Developed a research framework that addressed current needs and included agility to respond to emerging issues and changing priorities.

Communication: Coordinated with communications staff to identify communications strategies and high-visibility content. Currently leading a team developing communications strategies to broaden awareness of the organization and its drought work. Represented the SW Climate Adaptation Science Center at meetings and conferences.

Partnership Development: Engaged with internal and external partners to broaden the depth and diversity of relationships, including planning and standing up a regional advisory committee. Developed new organizational connections with state agencies and Tribes. Planned and facilitated virtual and in-person meetings.

Mentoring and Capacity Development: Mentored graduate students and other early career professionals through service on graduate committees, through engagement in a graduate fellowship program and attendance at meetings targeted at diverse students.

Science and Policy Awareness: Stay up-to-date with research pertinent to water resources management, hazard response, invasive species, and climate resilience in the southwestern United States. Evaluate regulatory and administrative priority changes and their impact on organizational workflows.

University of Nevada, Reno, Reno NV

Emerita Associate Professor of Geography: 2023 – present

Assistant Professor of Geography: 2013 – 2019 & Associate Professor of Geography: 2019 – 2023

Climate and Climate Adaptation Research: Conducted research on climate and climate change adaptation in the western US and Alaska, with a focus on water and drought. Published over 20 peer-reviewed papers and contributed to technical reports and reviews, including the Fifth National Climate Assessment.

Fundraising and Grants Management: Collaborated on successful grant proposals totaling over \$13 million.

Extension Climate Specialist: Served as the Extension Climate Specialist from 2019 – 2021, developing public-focused science and science communication products, including factsheets on drought, weather and climate, and the use of high-tunnels for desert agriculture. Collaborated with faculty in art and the curator of the Keck Museum on an exhibit highlighting the intersection of art and science, as well the historical role of women in Nevada weather and climate research.

Program Management: Served on the Department's personnel committee for three years, including one year as committee chair, providing feedback to faculty. Served on hiring committees in Geography, Atmospheric Sciences, and the Graduate Program in Hydrological Sciences. As a member of the Curriculum Committee, evaluated courses, enrollments, and student learning objectives.

Education: Taught courses in climatology, science communication, severe weather, and climate change, including a large introductory course on climate change and its environmental impacts. Developed new and modified existing interactive activities and labs to engage students in analyzing data, contemplating severe weather management, and responding to climate change.

Mentoring: Primary mentor for seven graduate students and two undergraduate theses. Served on over ten graduate student committees.

Nevada Deputy State Climatologist: 2015-2019 & State Climatologist: 2019 - 2023

Nevada Drought and Water Hazards: Served on the state's Drought Response Committee, tracking drought impacts and providing response recommendations. Regularly Engaged with the National Weather Service, Nevada Division of Water Resources and Nevada Division of Emergency Management on science and planning around Nevada's water- and weather-related hazards.

Communication: Regularly engaged with print, radio, and TV media for comments on drought, heat and extreme weather. Produced widely read and engaging climate and drought reports for the general public. Served as the state point of contact on climate, representing the University, including a presentation on climate hazards for the Nevada Silver Haired Legislative Forum.

Climate Adaptation Support: Contributed to the 2020 Nevada Climate Initiative, engaged with the City of Reno in the early development of their Climate Action Plan, updated the drought and heat sections of the State Hazard Mitigation Plan, provided technical feedback on the Clark County Climate Vulnerability Assessment, and co-authored a factsheet for communities on adaptation planning basics.

Program Management and Development: Crafted a strategic plan for the State Climate Office, outlining growth areas, leading to increased engagement and visibility. Hired and supervised

several undergraduate and graduate student workers and managed a modest state budget. Served on the American Association of State Climatologists committee tasked with reviewing state climate office performance.

Collaboration: Worked closely with partners at the National Weather Service, Nevada Division of Water Resources, the Desert Research Institute, and University of Nevada Extension to understand and meet community needs for weather and climate information.

University of Alaska Fairbanks, Anchorage AK
Postdoctoral Fellow, Scenarios Network for Alaska & Arctic Planning: 2012 – 2013

Climate Research and Tools Development: Developed downscaled climate projections for the state of Alaska and evaluated historical and projected changes in high-latitude water balance.

Communication: Produced fact sheets and provided general information on climate and climate change for Alaska.

The Wilderness Society, Anchorage AK
Climate Change Scientist: 2010 – 2012

Climate Research and Tool Development: Developed downscaled evaporative demand projections for the state of Alaska and assessed precipitation trends and trend estimation methods. Contributed to research assessing climate change impacts on a south-central Alaska watershed.

National Research Council, Boulder CO
Postdoctoral Research Associate, NOAA Earth System Research Laboratory: 2009 – 2010

Climate Research: Conducted research on sources of uncertainty in climate-forced vegetation models.

University of Arizona Department of Geosciences, Tucson AZ
Graduate Research and Teaching Assistant: 2005 – 2009

Climate Research: Conducted research on precipitation variability and climate projections for the western US.

Teaching and Education: Served as a teaching assistant for courses on paleontology, earth history, and global change.

Communication: Participated in the Biosphere 2 Science and Society Fellows program, producing an exhibit on evapotranspiration for the Biosphere 2.

Conference Planning: Co-chaired the 2009 GeoDaze conference, including identifying and reserving venues, scheduling talks, and recruiting a guest speaker.

US Geological Survey, Forest & Rangeland Ecosystem Science Center, Corvallis OR
Biologist, 2004 – 2005

Field Research Coordination: Field crew lead for a complex project studying nitrogen cycling along a precipitation gradient crossing the Olympic Peninsula. Coordinated equipment, staffing, and transportation.

PUBLICATIONS

Journal Articles

- Shaftel RS, ML Feddern, SA McAfee, ER Schoen, C Cunningham, VR von Biela, J Paul, Y Cheng, A Newman, M Perdue, J Schwenk, A von Finster, J Falke. Integrating climate data and river modeling to reveal Chinook salmon habitat conditions in sub-Arctic river basins. *Ecosphere*. (Accepted)
- Walsh JE, S Bigalke, SA McAfee, R Lader, MC Serreze, TJ Ballinger (2023) Precipitation in The Arctic. *Bulletin of the American Meteorological Society*, 104, <https://doi.org/10.1175/BAMS-D-23-0079.1>.
- Payton EA, AO Pinson, T Asefa, LE Condon, L-A Dupigny-Giroux, BL Harding, J Kiang, DH Lee, SA McAfee, JM Pflug, I Rangwala, HJ Tanana, DB Wright (2023) Ch. 4. Water. In: *Fifth National Climate Assessment*. Crimmins AR, CW Avery, DR Easterling, KE Kunkel, BC Stewart, TK Maycock, Eds. U.S. Global Change Research Program, Washington, DC, USA, <https://toolkit.climate.gov/NCA5>.
- Walston JM, SA McAfee, DJ McEvoy (2023) Evaluating drought indices for Alaska. *Earth Interactions*, 27 e220025, <https://doi.org/10.1175/EI-D-22-0025.1>.
- McAfee SA, A Csank, M Lachniet, S Mensing, C Millar, D Rhode, DH Thomas (2022) Understanding Nevada's current drought in historical and paleoclimatic context. *Journal of the Nevada Water Resources Association*, 1, 10 – 52, <https://doi.org/10.22542/jnwra/2022/1/2>.
- Frisvold GB, LM Fernandez, F Lehner, SA McAfee, S Megdal, E Payton, et al. (2022) Featured Collection Introduction: Severe Sustained Drought Revisited: Managing the Colorado River System in Times of Water Shortage 25 Years Later—Part I. *Journal of the American Water Resources Association*, 58, 5, <https://doi.org/10.1111/1752-1688.13062>.
- Canon C, D Boyle, SA McAfee (2022) Visualizing the structure and development of climate communication research. *Journal of Science Communication*, 21 A03, <https://doi.org/10.22323/2.21070203>.
- Albano CM, DMD Dettinger, MI McCarthy, SA McAfee (2021) Techniques for constructing climate stress test scenarios. *Climatic Change*, 164, 1-25, <https://doi.org/10.1007/s10584-021-02985-6>.
- Woodhouse CA, RM Smith, SA McAfee, GT Pederson, GL McCabe, P Miller, A Csank (2021) Upper Colorado River Basin 20th century droughts under 21st century warming: Plausible scenarios for the future. *Climate Services*, 100206, <https://doi.org/10.1016/j.cliser.2020.100206>.
- Sadoti G, SA McAfee, EF Nicklen, PJ Sousanes, CA Roland (2021) Evaluating multiple climate products in ecological models under current and forecasted temperatures. *Ecological Applications*, 31(2) e02240 <https://doi.org/10.1002/eap.2240>.
- Littell JS, SA McAfee, K Bartz, J Reynolds, G Hayward (2020) So goes the snow: snowpack changes and impacts in a warming climate. *Alaska Park Science*, 19(1), 62-74, <https://www.nps.gov/articles/aps-19-1-10.htm>.
- Striplin RL, SA McAfee, H Safford, MJ Papa (2020) Historical analysis of burn windows for fire and fuels management: An example from the Lake Tahoe Basin. *Fire Ecology*, 16, 13, <https://doi.org/10.1186/s42408-020-00071-3>.
- McCabe GJ, DM Wolock, CA Woodhouse, GT Pederson, SA McAfee, S Gray, AZ Csank (2020) Basinwide hydro-climatic drought in the Colorado River Basin. *Earth Interactions*, 24(2), 1-20, <https://doi.org/10.1175/EI-D-20-0001.1>.
- Roland CA, G Sadoti, EF Nicklen, SA McAfee, SE Stehn (2019) Structural equation models linking past and present plant diversity in Alaska: a framework for evaluating future change. *Ecosphere*. 10(8), e02832, <https://doi.org/10.1002/ecs2.2832>.

- DeLaFrance A, SA McAfee (2019) Evaluation of synoptic-scale patterns during extreme temperature and precipitation events in Alaska. *International Journal of Climatology*, 39(7), 3134-3146, <https://doi.org/10.1002/joc.6006>.
- McAfee SA, GJ McCabe, ST Gray, GT Pederson (2019) Changing station coverage impacts temperature trends in the Upper Colorado River Basin. *International Journal of Climatology*, 39(3), 1517-1538, <https://doi.org/10.1002/joc.5898>.
- Littell JS, SA McAfee, GD Hayward (2018) Alaska snowpack response to climate change: statewide snowfall equivalent and snowpack water scenarios. *Water*, 10, 668, <https://doi.org/10.3390/w10050668>.
- Sadoti G, SA McAfee, C Roland, EF Nicklen, PJ Sousanes (2018) Physiographic and synoptic controls on high-latitude summer temperature patterns. *International Journal of Climatology*, 38, 4033-4042, <https://doi.org/10.1002/joc.5538>.
- McAfee SA, GT Pederson, CA Woodhouse, GJ McCabe (2017) Application of synthetic scenarios to address water resource concerns: A manager-guided case study from the Upper Colorado River Basin. *Climate Services*, 8, 26-35, <https://doi.org/10.1016/j.cliser.2017.10.003>.
- McCabe GJ, DM Wolock, GT Pederson, CA Woodhouse, SA McAfee (2017) Evidence that recent warming is reducing Upper Colorado River flows. *Earth Interactions*, 21, 10, <https://doi.org/10.1175/EI-D-17-0007.1>.
- McAfee SA (2017) Uncertainty in Pacific Decadal Oscillation indices does not contribute to teleconnection instability. *International Journal of Climatology*, 37, 3509-3516, <https://doi.org/10.1002/joc.4918>.
- Woodhouse CA, GT Pederson, K Morino, SA McAfee, GJ McCabe (2016) The increasing influence of temperature on Colorado streamflow. *Geophysical Research Letters*, 43, 2174-218, <https://doi.org/10.1002/2015GL067613>.
- McAfee SA and EK Wise (2016) Intra-seasonal and inter-decadal variability in ENSO on impacts on the Pacific Northwest. *International Journal of Climatology*, 36, 508-516, <https://doi.org/10.1002/joc.4351>.
- Mutiibwa D, SJ Vavrus, SA McAfee, TP Albright (2015) Recent Spatio-temporal patterns in conterminous United States temperature extremes. *Journal of Geophysical Research: Atmospheres*, 120, 7378-7392, <https://doi.org/10.1002/2015JD023598>.
- McAfee SA (2014) Consistency and the lack thereof in climatic impacts of the Pacific Decadal Oscillation conditions. *Journal of Climate*, 27, 7410-743, <https://doi.org/10.1175/JCLI-D-14-00143.1>.
- McAfee SA, G Guentchev, JK Eischeid (2014) Reconciling precipitation trends in Alaska: 2. Gridded data analyses. *Journal of Geophysical Research: Atmospheres*, 119, 13820-13837, <https://doi.org/10.1002/2014JD022461>.
- Gray ST, A Bennett, WR Bolton, AL Breen, T Carman, E Euskirchen, H Genet, E Jafarov, J Jenkins, T Kurkowski, M Lindgren, P Martin, S McAfee, AD McGuire, S Marchenko, R Muskett, S Panda, J Reynolds, A Robertson, V Romanovsky, TS Rupp, K Timm, Y Zhang (2014) Using integrated ecosystem modeling to improve our understanding of climate change impacts in the Alaska Region. *Alaska Park Science*, 12 (2), 13-17, <https://www.nps.gov/articles/aps-v12-i2-c3.htm>.
- McAfee SA, J Walsh, TS Rupp (2014) Statistically downscaled projections of snow/rain partitioning for Alaska. *Hydrological Processes*, 28, 3930-3946, <https://doi.org/10.1002/hyp.9934>.
- McAfee SA (2013) Methodological differences in projected potential evapotranspiration. *Climatic Change*, 120, 915-930, <https://doi.org/10.1007/s10584-013-0864-7>.
- McAfee SA, G Guentchev, JK Eischeid (2013) Reconciling precipitation trends in Alaska: 1. Station-based analyses. *Journal of Geophysical Research: Atmospheres*, 118, 7523-7541, <https://doi.org/10.1002/jgrd.50572>.

- McAfee SA, JL Russell, RS Webb (2012) Influence of bias-correction on simulated landcover changes. *Geophysical Research Letters*, 39, L16702, <https://doi.org/10.1029/2012GL052808>.
- McAfee SA, JL Russell, PJ Goodman (2011) Evaluating IPCC AR4 cool-season precipitation simulations and projections for impacts assessment over North America. *Climate Dynamics*, 37, 2271-2287, <https://doi.org/10.1007/s00382-011-1136-8>.
- McAfee SA and JL Russell (2008) Northern Annular Mode impact on spring climate in the western United States. *Geophysical Research Letters*, 35, L17701, <https://doi.org/10.1029/2008GL034828>.

Other Reports and Publications

- Albano CM, MI McCarthy, SA McAfee, A Wein, MD Dettinger (2024) Incorporating climate data into emergency planning and exercises: A primer for emergency management practitioners and data developers. Desert Research Institute, 32 p, <https://www.dri.edu/project/arkstormsierrafont-2-0/>.
- Kalansky J, SA McAfee, K Rhodes (2023) Getting started with climate change planning: understanding and using climate projections. University of Nevada, Reno Extension Factsheet FS-23-17, <https://extension.unr.edu/publication.aspx?PubID=5019>.
- Davis A, SA McAfee, C Restaino, KJ Ormerod (2022) Drought and Fire in Nevada: Is fire risk higher during drought? University of Nevada, Reno Extension Factsheet FS-22-19, <https://extension.unr.edu/publication.aspx?PubID=4950>.
- McAfee SA, C Restaino, KJ Ormerod, DM Dettinger, D McEvoy, J Kalansky, D Cayan, M Lachniet, S Moser, K VanderMolen, T Wall (2021) Climate Change Impacts in Nevada. E University of Nevada, Reno Extension Factsheet FS-21-06
- McAfee SA, DM Dettinger, D McEvoy, J Kalansky, D Cayan, M Lachniet, S Moser, K VanderMolen, T Wall (2020) Climate Change in Nevada *in* Nevada Climate Strategy. <https://climateaction.nv.gov/policies/climate-nv/>
- Heckler S, SA McAfee, H Kratsch. (2020) Quantifying microclimates inside and outside high tunnels in western Nevada. University of Nevada, Reno Extension Special Report SP-20-10, <https://extension.unr.edu/publication.aspx?PubID=3956>.
- McAfee SA (2020) Chapter 4. Observations--Weather and Climate Data and Datasets. In Lukas J, L Payton, J Barsugli, J Deems, B Duncan, E Gutmann, B Harding, C Jerla, F Lenher, S McAfee, J Prairie, I Ragwala, R Smith, L Woelders, K Wolter, A Wood, C Woodhouse. *Colorado River Basin Climate and Hydrology State of the Science*. (peer-reviewed report, released April 2020), <https://www.colorado.edu/publications/reports/CRBreport>
- Ormerod KJ and SA McAfee (2017) Nevada's Weather and Climate. University of Nevada Cooperative Extension Factsheet 17-04, <https://extension.unr.edu/publication.aspx?PubID=2701>.
- Littell JS, E Burgess, L Sass, P Clark, S O'Neel, S McAfee, S Colt (2017) Chapter 3: Snow and Ice *in* Hayward, G. D., S. Colt, M. McTeague, T. Hollingsworth (eds.). *Climate Change Assessment for the Chugach National Forest and the Kenai Peninsula*. USDA Forest Service, Gen. Tech. Rep. PNW-950. <https://www.fs.usda.gov/treearch/pubs/54139>
- American Fisheries Society. 2018. Five-year external reviews of the eight Department of Interior Climate Science Centers: Pacific Islands Climate Science Center. American Fisheries Society, Bethesda, Maryland. *Note: I served on the review team and contributed text to the final report, which was issued under institutional authorship.*
- Prucha R, J Leppi, S McAfee, W Loya (2011) Integrated hydrologic effects of climate change in the Chuitna watershed, Alaska. Report to U.S. Fish and Wildlife Service.
- Leonawicz M, M Lindgren, T Kurkowski, TS Rupp, J Walsh, SA McAfee, W Loya, A Springsteen, B O'Brien. Historical and Projected Monthly Total Evapotranspiration for Alaska and parts of Canada.

GRANTS & CONTRACTS

- 2022 – 2027*: The California-Nevada Adaptation Program (CNAP): Building capacity for near- and long-term resiliency in California and Nevada. NOAA Climate Program Office Regional Integrated Science and Assessments (PI: T Wall, coPIs: J Kalansky, D Cayan, Project Team: L Engeman, A Gershunov, T Corringham, A Pairis, D McEvoy, J Medellin-Azuara, J Abatzoglou, J Thomason, J Selgrath, T Ott, T Smith, S Moser, S McAfee, M Dettinger, E Bloomfield, K ValderMoeln, T Benchmarkia, T Brown, Y Son, D Kauneckis, K Marcal). ~\$5m
- 2022 – 2025*: CSSI: Elements: Innovating for Edge-to-Edge Climate Services Network. (PI: S Dascalu, co-PIs: FC Harris, SA McAfee, SD Strachan). \$589,234 National Science Foundation OAC - Software Institutes 2104101
- 2022 – 2022*: SRS RN: Planning Grant (Track 2): Nevada Water Research and Education Network. (PI: A Nolin, co-PIs: S McKenna, L Saito, S McAfee, J Edmonds, EA Marchand). National Science Foundation 2115432. \$149,923
- 2021 – 2022: History of Climate Reporting in Nevada Exhibit. Nevada Humanities Major Project Grant (PI: G Barmore, V Zavataro, S McAfee, B Khoh) \$5,250
- 2021 – 2023: Evaluating Nevada's drought monitoring network (D Simeral, DJ McEvoy, SA McAfee). National Integrated Drought Information System. (non-competitive, \$80,000)
- 2021 – 2024*: Improving drought communication in Nevada to enhance regional and local resilience (PIs: SA McAfee, KL Ormerod, co-PIs: H Kratsch, M Rebori). US Department of Agriculture, Smith-Lever Special Needs Competitive Grants Program. Standard Grant 13305939. \$46,303
- 2021 – 2024*: Collaborative Research: High-resolution reconstruction of last millennium North American Arctic temperatures using quantitative wood anatomy. (PI: K Anchukaitis, co-PIs: A Csank, SA McAfee). \$99,707 at UNR, \$471,704 at U Arizona. National Science Foundation AGS - Paleoclimate 210299
- 2017 – 2022: Alaska Climate Science Center. (PI TS Rupp, coPIs: A Bidlack, J Trammel, WR Bolton, Senior Scientists: U Bhatt, P Bieniek, T Brinkman, B Buma, N Fresco, C Hauri, E Hood, N Kettle, S McAfee, J Walsh). Department of Interior. ~\$7 million, \$93,225 to UNR.
- 2019 – 2020: State of the Science Report - Hydrology and Climate Information in the Colorado River Basin. Southern Nevada Water Authority via CU Boulder. \$13,203
- 2017 – 2019: Anticipating Future Impacts on Streamflow using Multi-Century Climate Records and Applied Hydrologic Models (PI CA Woodhouse, Co-PIs: GT Pederson, GJ McCabe, SA McAfee, AZ Csank, ST Gray). Southwest Climate Science Center. \$78,461, \$30,553 at UNR. (extended through March 2020)
- 2017 – 2019: Learning from recent snow droughts to improve resource management. (PI AA Harpold, Co-PIs: M Dettinger, SA McAfee, S Rajagopal). Southwest Climate Science Center. \$137,517.
- 2016 – 2017: Alaska Climate Science Center subaward to UNR from U. Alaska Fairbanks. \$18,645 to UNR.
- 2015 – 2019: Analyze interaction among elevation and temperature in Alaska National Parks. (PI: S. McAfee). CESU Alaska National Parks. \$80,000. (extended through July 2020)
- 2015 - 2015: Ecohydrologic resilience in transitional landscapes of the Great Basin: Importance of vegetation heterogeneity for interpreting NASA remote sensing products. (PI: A

- Harpold, Co-PIs: T Albright, J Huntington, S McAfee, S Rajagopal, P Weisberg)
Nevada NASA EPSCoR Workshop Support Proposal. \$11,877
- 2014 - 2016: Disentangling the influence of antecedent temperature and oil moisture on Colorado River Water Resources (PI: C Woodhouse, CO-PIs: AZ Csank, GT Pederson, Partners: S McAfee, G McCabe, S Gray). USGS Southwest Climate Science Center. \$118,024.
- 2013 – 2016: Detection of long-term variability in storm tracks using seasonally resolved tree-ring isotope records: Implications for hydroclimatic change in the U.S. Pacific Northwest (PI: EK Wise, Co-PIs A Csank, SA McAfee), NSF Paleo Perspectives on Climate Change. \$639,946.
- 2011 – 2014: Reconciling Precipitation Trends in Alaska: Comparison of Station-Base and Gridded Precipitation Trends (SA McAfee, G Guentchev, WM Loya), Arctic Landscape Conservation Cooperative, US Fish & Wildlife. \$41,000.
- 2007 – 2009: University of Arizona Global Change Program Dissertation Improvement Grant

* Indicates grants I resigned from to take a position with the US Geological survey

FELLOWSHIPS AND AWARDS

2023, Nevada Water Resources Association Michael Rosen Outstanding Paper Award
2016, Nomination for Regents' Rising Researcher Award
2009, GeoDaze 2009, Errol K. Montgomery Award for Best Overall Talk
2008, University of Arizona Biosphere 2 Science and Society Fellowship
2008, Central Arizona Award for Water Research, Second Place
2008, Wilson Thompson Scholarship
2008, GeoDaze 2008, Second Place Paleoclimate/Surface Processes Talk

PROFESSIONAL AND OTHER AFFILIATIONS

American Geophysical Union, American Association of State Climatologists, American Meteorological Society, Adjunct Faculty at Nipissing University (2012 – 2017)

TRAINING

US Geological Survey Supervisory Challenge, May 2024
Federal Grants and Cooperative Agreements, December 2023
Alan Alda Science Communication Workshop, February 2020
Introduction to Managing Environmental Conflict, U.S. Institute for Environmental Conflict Resolution, August 2016.

QUESTION 1

Water planning often involves diverse stakeholders, including local governments, utilities, agricultural groups, environmental advocates, and the public. Provide an example from your experience (or a detailed approach you would take) to build consensus among stakeholders with conflicting priorities. How would you ensure transparency, fairness, and effective decision-making in this process? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.

Currently, one of my key responsibilities is to develop and update stakeholder-informed priorities for science funding and work activities. However, the organization's stakeholders are diverse in their needs, priorities, and resources. We serve natural and cultural resource managers broadly, and the organization covers four states with environments ranging from urban coastlines to rural rangelands. Moreover, I wanted the process of developing both long- and short-term priorities to provide space for developing and deepening relationships with the organization and among the stakeholders, in addition to being fair and transparent. To do that, I developed a strategy that provided for initial input, discussion, and iteration that attempted to address both shared and specific needs to the extent possible.

The first step in this process was identifying interested and committed partners who were geographically representative, provided perspectives on a diversity of resource management needs, and could serve on the committee (in this case, committee membership was limited to federal, Tribal and state employees). We relied to some extent on existing relationships but also attempted to broaden engagement by reaching out to leadership of all federally recognized Tribes in the region and by engaging with pertinent agencies to identify potential members.

Once we had assembled a group of partners, we described our goals and our anticipated process for developing science priorities, along with guidance about the limits within which the organization functioned. We did this in advance so that our partners would have time to reflect and prepare.

At our first (virtual), meeting we gathered initial input on management challenges anonymously, through a shared whiteboard, so that everyone could share honestly, irrespective of their comfort in speaking or concerns about raising issues that might not be widely shared. We then asked small groups to "circulate" though the comments for facilitated discussion, to identify shared concerns, and if needed, flag important challenges that they suspected were unique to their organization or location. During lunch break, my staff and I organized and summarized themes, noting concerns that appeared multiple times or that were geographically specific. We then presented our first pass through the comments to the committee at that meeting. It allowed us to gather feedback and corrections while the discussion was still fresh. After the initial meeting, we further organized input and meeting notes, sending them out to the full committee for further comment about what we may have missed or misinterpreted, as well as to get input from partners who could not attend the meeting.

There were several reasons for structuring our initial meeting this way. First, we wanted to be fair and transparent in our process for developing priorities that would shape research investments and time commitments. Second, we hoped to provide a relatively engaging environment where our partners could start developing collegial relationships and grow their understanding and appreciation of other concerns and priorities. Finally, we wanted to demonstrate our commitment to responsiveness and respectful engagement.

After receiving off-line feedback, we further organized the information we had received, identifying six management challenges and associated information needs. We sent this document to the committee and held a short virtual meeting to provide another round of comments and discussion which were incorporated in a subsequent draft, along with concise science framing. At our next (finally in person) meeting, roughly six months into the process, the committee had a final opportunity to review the science needs and address last questions about how to ensure that they offered the flexibility to address emerging needs. The structured but casual meeting format provided opportunity for discussing questions we had not anticipated addressing, such as how to present the challenges and needs so that priority rankings were not assumed.

The lengthy process, though in some ways a luxury, was also strategic. Because these priorities would shape research investments and work priorities, we wanted to ensure that they were thoughtfully developed. Several rounds of iteration provided opportunity to identify areas of consensus and demonstrated our commitment to transparency. Repeated discussions and the collegiality we developed were particularly helpful in supporting compromise around needs that were not widely shared because committee members had the exposure to understand others' positions. The engaged process also helped ensure that everyone would benefit from the planned research and work activities.

The planning process was relatively low-stakes for most of our stakeholders—they might benefit from research but were not likely to experience direct costs. However, many of the strategies employed here can be useful in more contentious situations, as well. Being clear about boundaries and capacity sets reasonable expectations. Facilitated meetings and small group discussions helped stakeholders develop relationships that enable compromise. Providing multiple modes and times for input demonstrated respect for participants and the demands on their time. Our willingness to iterate showed how much we valued stakeholder and rightsholder input and wanted to do right by all of them, furthering trust with the organization.

QUESTION 2

Provide a detailed description of a water resource-related project that you worked on. Describe your role, the goals of the project, challenges you encountered, and steps you took to overcome challenges. Detail the outcome of the project and the overall success (or failure) of the project and highlight the keys to that outcome. Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.

Several years ago, I was part of a project to provide future climate information for water resource managers in the Colorado River system. The overall project goals were to better understand the impact of rising temperatures on water availability, and I was one of the scientists on the project with a leading role in developing and handling climate scenario information.

One of the first challenges we faced was understanding what kind of analyses would be most useful. Fortunately, we had already planned to work with a team of managers. At one of our project meetings, I proposed three approaches that were consistent with the scope of the project, outlining my perceptions of the strengths and weaknesses of each method. After further discussion among the managers and researchers at the meeting, we decided to go with the least commonly used approach. This would involve resampling and adjusting historical climate time series in a sensitivity testing approach. The resampling aspect provided an estimate of the range of flow variabilities that could be associated with a given future climate scenario, for example 2 °C warming and a 10% increase in winter precipitation. This approach held particular value to managers in helping them to gage the possibility of surprises, unexpectedly low or high flows for a given climate scenario.

This choice did introduce technical and resource-related difficulties. In order to accommodate the large range of plausible futures—reductions and increases in both summer and winter precipitation with no temperature change or up to 4 °C of warming under dry, moderate, or wet initial conditions—we defined 375 distinct scenarios. Resampling each scenario 500 times to characterize uncertainty further inflated the number of individual runs. Given the resources available for this particular effort, that meant having to devise a simple statistical model of flow rather than using a process-based hydrological model. While this choice did reduce interpretability of the output, particularly in light of non-stationarity in climate-hydrology relationships, it still had utility. It provided a relatively easy and low-cost way to explore both a large number of scenarios and uncertainty within them, suggesting that it might be an economical way to select scenarios that would benefit from more computationally intensive approaches.

The greatest challenge, however, was unexpected. It lay in visualizing the research results in ways that were interpretable and let us explore range of variability within and across scenarios. After exploring several graphical options, I landed on violin plots and splitting some scenarios into different graphical panels. This solution was good enough, and we were able to publish the results, so that they are accessible. I think we would all have preferred a more effective solution

for visualizing the data. To that end, I wished I had explored more interactive options, like Tableau or R Shiny that would have increased users' ability to explore the output.

Keys to the success of this project included participants' willingness to be flexible try something a little unusual. There is no doubt that the relatively low costs and risks associated with this project increased the comfort with trying a less common approach. The group's shared and honest desire to better manage water resources into the future also increased the motivation to explore new ways of approaching problems. Conversely, the key challenges also arose from being flexible in trying new solutions and, for my part, not fully and accurately predicting all the detailed needs. Even something as apparently minor as graphs can require significant thought and planning, particularly with an approach that was new to the team, myself included. The need to appropriately balance flexibility with planning is now something I more explicitly consider in approaching collaborative projects like this one.

***QUESTION 3**

As General Manager, you will oversee staff, budgets, and regulatory compliance while maintaining accountability to a governing board and the public. What specific strategies would you use to ensure organizational effectiveness, financial stewardship, and public trust in the agency's work? Please submit your response as an attachment to your application. Essay question responses are limited to two pages. Applicants must submit genuine responses. Artificial Intelligence created and/or false narratives will result in disqualification for the position.

Ensuring organizational effectiveness and trust starts with understanding needs, priorities, and preferences. If I were selected for this position, one of my first objectives would be to converse individually with each of the governing board members to understand their perspectives and to begin developing open lines of communication. As possible, I would also want to engage with the outgoing General Manager to ensure that I was conversant with the Subconservancy's current and upcoming activities. Another key priority would be to meet one-on-one with each staff member to learn more about their day-to-day work, accomplishments they are particularly proud of, and challenges they are facing at work. Finally, I would want to begin the process of meeting with key stakeholders, traveling to meet them at their offices or field sites, because my experience in rural Nevada is that showing up demonstrates respect.

Once the stage has been set for effectiveness and trust, I would take steps to ensure transparency in organizational activity and budgeting. The current CWSD staff is small enough that I would initiate or continue a weekly all-staff meeting to ensure that everyone is aware of current and upcoming activities and priorities and to provide opportunities for discussion. At least initially, I would also plan weekly or biweekly one-on-one meetings with staff to grow my awareness of their work and needs, deepen trust, and ensure good internal communications. In terms of communication with Board members, I would take cues from our early meetings about the pace and style of communication that was preferred and effective.

The existing Watershed Connections newsletter seems like a great way to communicate with the board and the public. Continuing that would be a priority. The annual reports are also effective and engaging. However, it would likely also be helpful to provide brief factsheets or presentations on activities to accompany staff reports made during monthly board meetings. This would also support interested members of the public in following the Subconservancy's activities, whether or not they could attend the public meetings. As time progressed, I would want to explore other communication avenues, such as expanding the social media coverage to emerging platforms, to ensure we were reaching more parts of the public effectively.

Thoughtful and effective use of financial resources is also critically important for organizational success and public trust. I would want to review budgets and accounting systems to confirm that they were suitable for meeting regulations, audit requirements, and grant reporting. In my experience, providing short but detailed notes for income and expenditures and the rationale behind them increases transparency. Documentation facilitates future budgeting and continuity of operations planning, while supporting the board in their review of and decisions about financial transactions.

Finally, I would want to evaluate any internal tracking systems for activities and outcomes and, if needed, develop a simple system that assisted staff in tracking deadlines and assessing the value of different efforts. For example, my current team devised methods for using the Planner feature in Microsoft Teams to coordinate on activities and also to record notes and observations.

Beyond all of these specific approaches, I would want to remain flexible and responsive so that the organization could continue meet community and board needs and stay in compliance with potential changes in regulations and procedures.