

Interview Book

**Director
Legislative Counsel Bureau**

Tuesday, May 15, 2012

***State of Nevada
Director, Legislative Counsel Bureau***

Interviews

Tuesday, May 15, 2012

9:30 – 10:00 a.m. Paul Townsend

10:00 – 10:30 a.m. Kevin Powers

10:30 – 11:00 a.m. Bryant Howe

11:00 – 11:30 a.m. Richard Combs

11:30 – 12:00 p.m. Nicolas Anthony

Paul V. Townsend

EDUCATIONAL BACKGROUND

Bachelor of Science, Business Administration, Accounting
University of Nevada, Reno

LICENSES/CERTIFICATES

Certified Public Accountant (CPA)
Certified Internal Auditor (CIA)

SUMMARY OF EXPERIENCE

10/1987 – Present	Legislative Counsel Bureau, State of Nevada (Carson City, NV) <u>Audit Division</u>
12/2001-Present	Legislative Auditor
7/1995-12/2001	Audit Supervisor
12/1990-7/1995	Principal Deputy Legislative Auditor
10/1987-12/1990	Deputy Legislative Auditor
1985 – 1987	Freeman and Williams, CPAs Staff Accountant

Paul V. Townsend

April 2, 2012

Heather Renschler
Ralph Andersen & Associates

Dear Ms. Renschler:

It is my pleasure to apply for the position of Director of the Legislative Counsel Bureau. I believe my qualifications and nearly 25 years employment at the LCB places me in a strong position to provide the knowledge and experience necessary in this leadership role.

I have served as the Legislative Auditor and Chief of the Audit Division for the past 10 years, and am proud of my office's accomplishments during that period. While Legislative Auditor, I have issued over 130 reports to the Legislature on various state agencies, school districts, universities, and residential facilities for children. These reports have included recommendations that have resulted in significant cost savings and improvements in program efficiencies and effectiveness.

As Legislative Auditor I am responsible for responding to requests and questions from legislators, the public, and members of the media regarding audits. In providing these responses, I have had numerous contacts with press representatives from both southern and northern Nevada. This experience will be valuable in situations where the Director serves as the voice of the Legislature and the LCB.

In my years with the LCB, I have accumulated a great deal of knowledge and experience about governmental functions in the State of Nevada. While conducting legislative audits of many diverse entities, I have had the opportunity to analyze numerous methods and processes for accomplishing various governmental tasks. I have also had the opportunity to meet and work with leaders of many governmental organizations and learn from their management styles and approaches.

My learning experiences also included observing the Director of the LCB, and I have had near daily contact with the Director over the past 10 years. I have attended virtually every Legislative Commission meeting in the last decade, and am familiar with the Director's role in assisting the Legislative Commission with its important responsibilities. I also had the opportunity to periodically serve as the *Acting Director* when the Director was out of the office. Therefore, I am already familiar with many of the Director's day-to-day responsibilities and activities.

Heather Renschler
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I have tremendous respect for the Nevada Legislature as an institution, and believe the Director of the Legislative Counsel Bureau plays a critical role in preserving the integrity, knowledge, and abilities of this institution. The LCB exists as a nonpartisan centralized agency serving both houses and members of all political parties. A high level of expertise has been developed over the years within the LCB, and it is important to ensure this expertise continues into the future. Like all state entities, the LCB has faced difficult times during the recent economic crisis. However, the LCB has met these challenges and is prepared to move forward in continuing to provide high-quality services to Legislators and the state as a whole, and I believe I possess the ability to help ensure this progression occurs.

Please see my attached resume for additional details regarding my experience and accomplishments, as well as the attached listing of references. I appreciate your consideration in selecting me as a suitable candidate for the position of Director.

Sincerely,

A handwritten signature in dark ink, appearing to read "Paul V. Townsend", with a stylized, flowing script.

Paul V. Townsend

PAUL V. TOWNSEND

RESUME

Current Responsibilities

As Chief of the Audit Division, the Legislative Auditor performs respective duties assigned by law, the Legislative Commission, the Audit Subcommittee, and the Director of the Legislative Counsel Bureau. The mission of the Audit Division is to improve accountability and effectiveness of state government. This is accomplished by providing members of the Legislature with factual information concerning the operations of state agencies, programs, activities, and functions. The Audit Division consists of 30 positions when fully staffed, with a current annual budget of about \$3.2 million.

Accomplishments

- Completed and submitted over 130 reports to the Legislature while serving as Legislative Auditor. These audits and review reports include state agencies, school districts, the Nevada System of Higher Education, and residential facilities for children.
- Reorganized management responsibilities and developed more efficient processes to ensure quality audits continued to be produced with fewer resources due to budget reductions.
- Improved communications with Legislators and the public by developing a one-page *Audit Highlights* sheet, revising the presentation of audit reports to a more user-friendly format, and enhancing the Audit Division's website.
- Successfully passed three Peer Reviews conducted every three years since 2003. These reviews ensure that the audits produced by the Audit Division are in compliance with the rigorous professional Government Auditing Standards established by the Comptroller General of the United States.
- Produced audits that resulted in measurable financial benefits of millions of dollars per year realized by agencies implementing audit recommendations.
- While performing statutorily required reviews of residential facilities for children, Audit Division staff identified issues that contributed to legislation designed to protect youth. Legislation included additional requirements for employee background checks in certain facilities and improved policies over the administration of medication to children.

- Legislative audits have resulted in recommendations to improve program effectiveness in numerous and diverse areas. These recommendations included:
 - Ensuring timely health inspections are performed to reduce the public's risk of exposure to illness, disease, or unsafe conditions in food establishments, school kitchens, and health care facilities.
 - Improving the control and distribution of prescription drugs for inmates by strengthening procedures over pharmacy operations.
 - Improved methods at the Department of Education to better monitor and document the teachers' license revocation process when criminal activity occurs.
- While serving as a member of the National State Auditors Association E-Government Committee, hosted the 2009 National State Auditors Association Information Technology Workshop and Conference held in Reno.

Education

University of Nevada, Reno, Bachelor of Science in Business Administration with a major in accounting.

Certifications and Membership in Professional Organizations

Certifications:

- Licensed as Certified Public Accountant (CPA)
- Certified Internal Auditor(CIA)

Memberships:

- National State Auditor's Association, serving on the Performance Audit, E-Government, and Excellence in Accountability Awards committees.
- American Institute of Certified Public Accountants (AICPA)
- Nevada Society of CPA's
- Institute of Internal Auditors (IIA)

LCB Audit Division Career Progression

October 1987, Hired as Deputy Legislative Auditor

December 1990, Promoted to Principal Deputy Legislative Auditor

July 1995, Promoted to Audit Supervisor

December 2001, Appointed Legislative Auditor

Previous Employment

Staff Accountant – Freeman and Williams, CPAs (1985 – 1987)

Kevin C. Powers

EDUCATIONAL BACKGROUND

Doctor of Jurisprudence
University of Cincinnati College of Law, Ohio

Bachelor of Arts, Political Science
Youngstown State University, Ohio

LICENSES/CERTIFICATES

Member, Bar of the United States Supreme Court
Member, Bar of the United States Ninth Circuit Court of Appeals
Member, Bar of the United States District Court, District of Nevada
Member, Nevada State Bar
Member, Ohio State Bar (Voluntarily Inactive)

SUMMARY OF EXPERIENCE

1996 – Present	Legislative Counsel Bureau, State of Nevada (Carson City, NV) <u>Legal Division</u>
2011-Present	Chief Litigation Counsel
2006-2011	Senior Principal Deputy Legislative Counsel Senate Legal Counsel & Bill Drafting Adviser Chief Litigation Counsel
2005-2006	Senior Principal Deputy Legislative Counsel Chief Litigation Counsel
2001-2005	Principal Deputy Legislative Counsel
1999-2001	Senior Deputy Legislative Counsel
1996-1999	Deputy Legislative Counsel
1995	United States District Court, Central District of California (Los Angeles, CA) Judicial Law Clerk & Staff Attorney
1993 – 1995	Ohio Court of Appeals, Ninth Judicial District (Akron, OH) Judicial Law Clerk & Staff Attorney

KEVIN C. POWERS
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU
LEGAL DIVISION

LEGISLATIVE COMMISSION OF THE STATE OF NEVADA
COMMITTEE TO CONSULT WITH THE DIRECTOR

Dear Committee Members:

I am applying for the position of Director of the Legislative Counsel Bureau. As an attorney with the LCB's Legal Division for more than 15 years, I have dedicated my professional career to providing effective nonpartisan legal advice and professional services to the Legislature and its members in all aspects of the legislative process. I have also represented the Legislature and its members zealously and ethically in numerous settings outside of the legislative branch, including in meetings and proceedings before Nevada's governors, attorney generals and other executive branch officers and agencies, before Nevada's counties, cities and other local governments, and before federal and state courts as the Legislature's Chief Litigation Counsel.

During my tenure as a legislative lawyer, I have developed an expertise in constitutional law, legislative practice and procedure, and the methods of analytical research, statutory revision and bill drafting. I am regularly called on to advise the Legislature and its members on a wide range of complicated legal issues, including the validity of legislation under the Federal and State Constitutions, the separation of powers, the rules of statutory construction, and the legal principles developed by courts in case law and common law. Several of my written legal opinions concerning legislative practice and procedure under the Nevada Constitution have been entered into the Senate and Assembly Journals to establish parliamentary precedent.¹

As part of my legislative duties, I work closely with legislators from both major political parties and assist them in transforming their concepts, ideas and requests into well-written and constitutionally defensible legislation. See Kevin C. Powers, *Inside the World of the Legislative Lawyer*, NEVADA LAWYER Vol. 10, No. 7, at 7 (July 2002). When requested during sessions, I brief the majority and minority caucuses in each House on the scope, impact and consequences of legislation and answer questions on the floor of each House. I have served as Committee Counsel for many different legislative committees, and I have testified extensively in both Houses before the Committees of the Whole.² I frequently advise legislative committees regarding the Legislature's Standing Rules and the accepted customs and practices prescribed by treatises such as *Mason's Manual of Legislative Procedure* and *Cushing's Law & Practice of Legislative Assemblies*. I also advise legislative committees regarding Nevada's Open Meeting Law and First-Amendment principles governing public participation in government meetings.

¹ See, e.g., *Assembly Daily Journal*, 76th Reg. Sess., at 4-11 (April 11, 2011); *Senate Journal*, 26th Spec. Sess., vol. 6, at 335-50 (Feb. 28, 2010); *Senate Journal*, 75th Reg. Sess., vol. 4, at 4934-36 (May 21, 2009); *Senate Journal*, 74th Reg. Sess., vol. 3, at 3301-03 (May 16, 2007); *Senate Journal*, 21st Spec. Sess., vol. 1, at 227-32 (Dec. 1, 2004); *Senate Journal*, 21st Spec. Sess., vol. 1, at 64-77 (Nov. 29, 2004); *Senate Journal*, 21st Spec. Sess., vol. 1, at 36-38 (Nov. 12, 2004).

² See, e.g., *Senate Journal*, 26th Spec. Sess., vol. 6, at 263-68 (Feb. 27, 2010) (testimony before Senate Committee of the Whole); *Senate Journal*, 24th Spec. Sess., vol. 1, at 56-59 & 64-67 (June 27, 2008) (testimony before Senate Committee of the Whole); *Hearing on S.B. 160 before Senate Comm. on Judiciary*, 75th Reg. Sess., at 25-26 (Feb. 26, 2009); *Hearings on S.B. 160 before Assembly Comm. on Elections, Etc.*, 75th Reg. Sess., at 2-28 (April 30, 2009), and at 16-29 (May 12, 2009).

KEVIN C. POWERS
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU
LEGAL DIVISION

In addition to having testified in legislative proceedings, I have also testified as an attorney for the Legislature in other public forums, including before executive branch agencies, city councils and boards of county commissioners. Because of my knowledge of legislative and judicial procedure, I am often asked to respond to inquiries from the media regarding legal challenges to legislation, and I have been quoted in various publications explaining the legislative and judicial processes in a nonpartisan and politically neutral manner.

As Chief Litigation Counsel, I have briefed and orally argued many high-profile cases before the Nevada Supreme Court, the U.S. Ninth Circuit Court of Appeals and other state and federal courts, and I have briefed cases before the United States Supreme Court.³ When certain conflicts have arisen between the legislative and executive branches, I have participated in negotiations and talks with Nevada's governors, attorney generals and other executive officials in efforts to resolve the conflicts through mutual cooperation and compromise.

As a supervising attorney in the Legal Division, I supervise, review and evaluate the work product and services of professional and administrative staff. In my role as a supervisor, I set schedules and deadlines for staff, oversee and manage teams and working groups, and ensure the quality and timeliness of work product and division projects under the intense stress and demands of the legislative session and expedited court proceedings. I am knowledgeable in human resources management and employment law, and I have provided legal advice concerning disciplinary proceedings instituted under the LCB's Rules and Policies.

Throughout my career as a legislative lawyer and a litigator, I have thrived in the fast-paced and high-pressure environment of legislative sessions and complex litigation, both of which require extreme hours of intensive work and an unrelenting dedication to task. I have succeeded in these challenging and demanding circumstances because of my skilled analysis, professional judgment, advanced reasoning, and passion to produce the best results possible for the Legislature and its members. I am confident that my record of dedicated and successful performance as a legislative lawyer and a litigator, along with my experience and expertise with Nevada law and legislative procedure, demonstrates that I am a knowledgeable, decisive, credible, trustworthy and result-oriented leader who is an ideal candidate for Director of the Legislative Counsel Bureau. Thank you for your consideration, and I would appreciate the opportunity to discuss further my experience and abilities.

Sincerely,



Kevin C. Powers
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION

³ See, e.g., *Clean Water Coalition v. M Resort, LLC*, 127 Nev. Adv. Op. 24, 255 P.3d 247 (2011); *Nevada Commission on Ethics v. Carrigan*, 131 S.Ct. 2343, 180 L.Ed.2d 150 (2011); *Gypsum Resources, LLC v. Cortez Masto*, 671 F.3d 834 (9th Cir. 2011); *Commission on Ethics v. Hardy*, 125 Nev. 285, 212 P.3d 1098 (2009); *Miller v. Burk*, 124 Nev. 579, 188 P.3d 1112 (2008); *Heller v. Legislature*, 120 Nev. 456, 93 P.3d 746 (2004); *Nevada Mining Ass'n v. Erdoes*, 117 Nev. 531, 26 P.3d 753 (2001).

KEVIN C. POWERS
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU
LEGAL DIVISION

PROFESSIONAL EMPLOYMENT

2011-Present	CHIEF LITIGATION COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION CARSON CITY, NEVADA
2006-2011	SENIOR PRINCIPAL DEPUTY LEGISLATIVE COUNSEL SENATE LEGAL COUNSEL & BILL DRAFTING ADVISER CHIEF LITIGATION COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION
2005-2006	SENIOR PRINCIPAL DEPUTY LEGISLATIVE COUNSEL CHIEF LITIGATION COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION
2001-2005	PRINCIPAL DEPUTY LEGISLATIVE COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION
1999-2001	SENIOR DEPUTY LEGISLATIVE COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION
1996-1999	DEPUTY LEGISLATIVE COUNSEL LEGISLATIVE COUNSEL BUREAU, LEGAL DIVISION

COMMITTEE COUNSEL TO THE FOLLOWING STANDING COMMITTEES

1999-2005	<i>Senate Standing Committee on Commerce and Labor</i> Senator Randolph J. Townsend, Chair
2001	<i>Assembly Select Committee on Energy</i> Assemblyman Douglas Bache, Chair

COMMITTEE COUNSEL TO THE FOLLOWING INTERIM COMMITTEES

2007-2008	<i>Committee to Study the Feasibility of Courts of Chancery in Nevada</i> Senator Bob Beers, Chair
2003-2004	<i>Committee to Study Nevada's Industrial Insurance Program</i> Senator Ann O'Connell, Chair
1999-2000	<i>Committee to Study the System of Juvenile Justice in Nevada</i> Senator Valerie Wiener, Chair
1998	<i>Committee to Investigate the Regulation of Mortgage Investments</i> Assemblyman David E. Goldwater, Chair

KEVIN C. POWERS
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU
LEGAL DIVISION

- 1997-1998 *Committee to Study the Family Courts in Nevada*
Assemblywoman Barbara E. Buckley, Chair
- 1997-1998 *Committee to Study the System of Juvenile Justice in Nevada*
Assemblywoman Jan Evans, Chair

PROFESSIONAL ORGANIZATIONS

- 2006-Present **UNIFORM LAW COMMISSIONER**
NATIONAL CONFERENCE OF COMMISSIONERS ON UNIFORM STATE LAWS
- 2006-Present **BAR OF THE UNITED STATES SUPREME COURT**
- 2001-Present **BAR OF THE UNITED STATES NINTH CIRCUIT COURT OF APPEALS**
- 1998-Present **BAR OF THE UNITED STATES DISTRICT COURT, DISTRICT OF NEVADA**
- 1998-Present **STATE BAR OF NEVADA**
- 1993-Present **STATE BAR OF OHIO**

PROFESSIONAL AUTHORSHIP & LECTURES

- 2010 Kevin C. Powers, *Legislative Drafting: Rules of Constitutional and Statutory Construction*. Developed and presented 2.0-hour Continuing Legal Education program including seminar and manual.
- 2009 & 2010 Kevin C. Powers, *Legislative Drafting: Constitutional Considerations and Other Legal Issues*. Developed and presented 2.0-hour Continuing Legal Education program including seminar and manual.
- 2007 Kevin C. Powers, *2007 Legislative Update: Finding the New Laws and Navigating the LCB Website*. Developed and presented 1.0-hour Continuing Legal Education program including seminar and written materials.
- 2005 Kevin C. Powers, *2005 Legislative Update: Finding the New Laws*. Developed and presented 1.0-hour Continuing Legal Education program including seminar and written materials.
- 2002 Kevin C. Powers, *Inside the World of the Legislative Lawyer*, NEVADA LAWYER, Vol. 10, No. 7, at 7 (July 2002).
- 2001 Kevin C. Powers, *2001 Legislative Update: Finding the New Laws*. Developed and presented 1.0-hour Continuing Legal Education program including seminar and written materials.
- 2000 Kevin C. Powers, *An Intellectual Approach to Bill Drafting*. Developed and presented 6.0-hour Continuing Legal Education program including seminar and written materials.

KEVIN C. POWERS
Chief Litigation Counsel
LEGISLATIVE COUNSEL BUREAU
LEGAL DIVISION

OTHER PROFESSIONAL EMPLOYMENT

1995 **JUDICIAL LAW CLERK & STAFF ATTORNEY**
UNITED STATES DISTRICT COURT, CENTRAL DISTRICT OF CALIFORNIA
LOS ANGELES, CALIFORNIA

1993-1995 **JUDICIAL LAW CLERK & STAFF ATTORNEY**
OHIO COURT OF APPEALS, NINTH JUDICIAL DISTRICT
AKRON, OHIO

EDUCATION

1990-1993 **UNIVERSITY OF CINCINNATI COLLEGE OF LAW**
CINCINNATI, OHIO
J.D. MAY 1993
Graduated with Honors G.P.A. 3.54 Class Rank: 25/131

Staff Member, UNIVERSITY OF CINCINNATI LAW REVIEW 1991-1992
American Jurisprudence Award in Constitutional Law 1990
International Academy of Trial Lawyers Award 1992
Timothy Walker Founders Scholarship (full tuition academic merit award)

1986-1990 **YOUNGSTOWN STATE UNIVERSITY**
YOUNGSTOWN, OHIO
B.A. POLITICAL SCIENCE JUNE 1990
Graduated Summa Cum Laude G.P.A. 3.98

Youngstown State Foundation Scholarship (full tuition academic merit award)
Youngstown State Social Sciences Award 1990 (highest graduating G.P.A. in
Social Sciences Department)

Bryant R. Howe

EDUCATIONAL BACKGROUND

Master of Public Administration
Brigham Young University, Utah

Honors Degree of Bachelor of Arts, History
University of Utah

LICENSES/CERTIFICATES

None

SUMMARY OF EXPERIENCE

2004 – Present

**Office of Legislative Research and General Counsel, State of
Utah (Salt Lake City, UT)**

2004-Present

Assistant Director

1982-2004

Policy Analyst

April 13, 2012

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

Dear Ms. Renschler:


Thank you for taking time to speak with me regarding my application for the position of Director of the Nevada Legislative Counsel Bureau.

As Assistant Director of the Utah Legislature's Office of Legislative Research and General Counsel, I serve members of both political parties in both the House of Representatives and Senate. My life's professional work has been to help legislators solve problems and make good decisions by providing them with accurate, relevant, and timely information. I have relished opportunities to assist the legislature tackle significant public policy problems such as tax reform, child welfare, education accountability, and other issues.

State legislatures, especially citizen legislatures, deserve a loyal and capable staff to ensure that they are a strong and independent first branch of government. I welcome the privilege to serve the people of Nevada by serving their elected representatives.

Thank you again for this opportunity. My resume is attached. I look forward to speaking with you again at your convenience.

Sincerely,



Bryant R. Howe

Bryant R. Howe

Education

Master of Public Administration -- Brigham Young University, April 1982
Master of Science, Economics (all but thesis) -- University of Utah
Honors Degree of Bachelor of Arts -- University of Utah, June 1980. Major:
History

Work Experience in the Utah Legislature's Office of Legislative Research and General Counsel

Assistant Director (Since 2004)

Major responsibilities include:

- Direct all aspects of the financial management of a \$9.3 million budget.
- Assist the Director with numerous management and organizational issues of a 62 employee office including personnel policy, records policy, information systems, staffing decisions, procurement, and managing the office's equipment and furnishings.
- Coordinate with executive branch agencies regarding building maintenance, parking, security, human resources, financial transactions and reporting, and financial audits.

Major accomplishments include:

- Assisted in the acquisition of a PBX phone system and mobile phone systems for the legislative branch.
- Liaison to the Architect of the Capitol during a six-year renovation and seismic stabilization of the Capitol and new

construction of the House and Senate Buildings. I participated in the design and advised the architect regarding numerous elements regarding the legislative space in these buildings.

- Improved the office's cost accounting and budget preparation and reporting procedures to simplify the budget setting process and provide better financial information to the office director.
- Standardized financial reporting and budget preparation processes for special legislative commissions and task forces.

(In addition to my duties as Assistant Director, I continue to provide staff assistance to the Legislature's revenue and taxation and business regulation committees during the General Session and interim.)

Policy Analyst (1982 - 2004)

Served as staff to multiple session and interim legislative committees and task forces. Providing staff support requires exceptional organizational skills to accomplish multiple and complex tasks. Working through the committee chairs, staff must ensure that meetings are well planned to meet deadlines and to allow adequate time for presenters and guests. Staff must also effectively convey the information policy makers need to make good decisions.

Highlights of selected major studies include:

- Conducted a comprehensive review and assessment comparing Utah's commercial waste facility fees to those in other states.
- Assisted a Legislator with the design and in assessing the revenue effects of an age-based motor vehicle fee system.
- Undertook a comprehensive study on sorting out the responsibilities between the state and counties regarding the governance of health, human service, and criminal justice programs resulting in increased county financial participation in mental health, substance abuse, and aging services.

- Participated in the policy and economic analysis as the Legislature considered and then adopted significant changes to the state tax system including lowering the sales tax rate on food, examining state severance taxes, improving taxpayer transparency in the property tax system, and adopting a new single rate individual income tax.
- Conducted a study defining how the intangible assets of a firm should be treated in determining its fair market value for property tax purposes. Prepared analysis on property tax revenue shifts under different policy options.

Teaching and Training Experience

Adjunct Faculty, Romney Institute of Public Management, Marriott School of Business, Brigham Young University. (Since 2002) Teach classes on public finance and budgeting to students pursuing graduate degrees in public management and public policy.

Practitioner Faculty, University of Phoenix. (2003 - 2006) Taught courses in macroeconomics and microeconomics to students pursuing degrees in business management and related fields.

Adjunct Faculty, Salt Lake Community College. (2004 - 2006) Taught introductory political science course in US government and politics.

Former Seminar Faculty, Research and Policy Track, Skills Development Seminar for New Legislative Staff, National Conference of State Legislatures.

Awards and Recognitions

Legislative Staff Achievement Award, 2003, National Conference of State Legislatures.

Richard S. Combs

EDUCATIONAL BACKGROUND

Doctor of Jurisprudence
University of Tennessee School of Law, Knoxville

Bachelor of Science, Political Science
University of Tennessee at Chattanooga

LICENSES/CERTIFICATES

Member, State Bar of Nevada (Voluntarily Inactive)

SUMMARY OF EXPERIENCE

1994 – Present	Legislative Counsel Bureau, State of Nevada (Carson City, NV)
	<u>Fiscal Analysis Division</u>
2010-Present	Assembly Fiscal Analyst
2008-2010	Senior Program Analyst
2005-2008	Program Analyst
2002-2004	Deputy Fiscal Analyst
1997-2002	Program Analyst
	<u>Legal Division</u>
1994-1997	Deputy Legislative Counsel
1993 – 1994	First Security of Tennessee Title and Escrow Company (Maryville, TN) Closing Agent

Richard S. Combs

April 15, 2012

Heather Renschler
Ralph Andersen & Associates

Dear Ms. Renschler:

Through this letter I would like to express my interest in applying for the position of Director of the Nevada Legislative Counsel Bureau. I am sending with this letter a copy of my resume, a salary history and a list of references as requested in the recruitment brochure.

As you will notice from my resume, I have been with the Legislative Counsel for all but a small portion of my professional career and am looking forward to my 18-year anniversary with the Bureau this summer. I have worked in two divisions of the Bureau, and I believe the experience gained from working in multiple divisions, provides me with a unique sense of the mission of the Bureau and the challenges it faces in the future.

I began my career with Legislative Counsel Bureau as a Deputy Legislative Counsel in the Legal Division. I drafted regulations and bills and completed legal opinions for members of the Legislature during my more than three years in that position. I then transferred to the Fiscal Analysis Division where I have analyzed and provided recommendations for various Executive Branch agency budgets, including budgets for the Department of Health and Human Services, the Department of Business and Industry, the Department of Public Safety and the Judicial Branch. I served as a Deputy Fiscal Analyst during the 2003 Legislative Session. In that role I was responsible for staffing the Senate Taxation Committee during its consideration of the Governor's proposals for increasing State revenues. I also assisted in staffing the Senate Committee of the Whole that met during the two Special Sessions that were required to resolve budget and revenue matters after the 2003 Legislature adjourned.

Since August of 2010, I have served as the Assembly Fiscal Analyst. In that role I have served as the primary staff to the Assembly Committee on Ways and Means and the Interim Finance Committee. I have also worked with the Senate Fiscal Analyst to manage the affairs of the Fiscal Analysis Division. In performing this role, I believe I have demonstrated an ability to work on multiple projects simultaneously while under tight deadlines. Jointly managing the Fiscal Division has enabled me to develop human resource skills, including adapting to employees' individual skills and personalities to benefit the organization as a whole.

I appreciate your consideration of my interest in the position and look forward to talking with you soon.

Sincerely,



Richard S. Combs

Enclosure

NAME**RICHARD S. COMBS****EDUCATION****Doctor of Jurisprudence**, May 1993*University of Tennessee School of Law*, Knoxville, Tennessee

Member, Student Bar Association – Representative at Large

Bachelor of Science, August 1990*University of Tennessee at Chattanooga*

Graduated Magna Cum Laude with Highest Honors in Political Science

**HONORS
RECEIVED**

Frank W. Prescott Award for Outstanding Political Science Graduate

Undergraduate Research Award (Honors Paper)

Eagle Scout, Boy Scouts of America

EXPERIENCE*2010-Present***Assembly Fiscal Analyst***Legislative Counsel Bureau, Fiscal Analysis Division.* Carson City, Nevada

Supervise staff of the Fiscal Analysis Division. Provide primary staff services for the Assembly Committee on Ways and Means in its review of the Governor's recommended biennial budget and staff the Interim Finance Committee and other interim studies and committees during the period between Legislative Sessions. Served as Principal Deputy Fiscal Analyst for approximately one month prior to appointment as Assembly Fiscal Analyst.

*2008-2010***Senior Program Analyst***Legislative Counsel Bureau, Fiscal Analysis Division.* Carson City, Nevada

Analyze Executive Branch agency budget requests and programs and provide advice to members of the Legislature regarding fiscal matters affecting state government. Supervise and train Program Analysts in their analyses of Executive Branch agency budget requests and programs.

*2005-2008**1997-2002***Program Analyst***Legislative Counsel Bureau, Fiscal Analysis Division.* Carson City, Nevada

Analyzed Executive Branch agency budget requests and programs and provided advice to members of the Legislature regarding fiscal matters affecting State government. Assignments included accounts of the Departments of Business & Industry, Agriculture, and Health and Human Services and the Supreme Court and the Office of the Attorney General.

*2002-04***Deputy Fiscal Analyst***Legislative Counsel Bureau, Fiscal Analysis Division.* Carson City, Nevada

Provided staff support for the Senate Taxation Committee and the Legislative Committee for Local Government Taxes and Finance, managed the collection of fiscal note information regarding legislation and analyzed and provided advice regarding the Governor's recommended Capital Improvement Program.

*1994-97***Deputy Legislative Counsel***Legislative Counsel Bureau, Legal Division.* Carson City, Nevada

Drafted statutes and regulations, provided legal opinions to members of the Nevada Legislature, and served as counsel for interim study committees.

*1993-94***Closing Agent***First Security of Tennessee Title and Escrow Company.* Maryville, Tennessee

Performed various duties necessary to complete residential cash sale and mortgage loan transactions.

Nicolas C. Anthony

EDUCATIONAL BACKGROUND

Doctor of Jurisprudence
Golden Gate University School of Law, San Francisco, CA

Master of Business Administration
Golden Gate University, San Francisco, CA

Bachelor of Arts, Politics
Washington and Lee University, Lexington, VA

LICENSES/CERTIFICATES

Member, State Bar of Nevada
Member, State Bar of California (Voluntarily Inactive)

SUMMARY OF EXPERIENCE

2008 – Present	Legislative Counsel Bureau, State of Nevada (Carson City, NV) <u>Legal Division</u> Senior Principal Deputy Legislative Counsel
2006 – 2008	City of Reno, NV <u>City Manager's Office</u> Legislative and Government Relations Manager
1999 – 2006	Legislative Counsel Bureau, State of Nevada (Carson City, NV) <u>Research Division</u> Principal Research Analyst
1997 – 1999	Law Offices of Steven T. Sager (San Francisco, CA) Senior Law Clerk
Summer 1996	Recording Industry Association of America (Washington, DC) Legal Intern

NICOLAS C. ANTHONY

Heather Renschler, President and CEO
Ralph Andersen & Associates
apply@raplphandersen.com

Dear Ms. Renschler:

By way of this letter and enclosed resume, I am expressing my utmost interest in applying for the position of Director of the Legislative Counsel Bureau.

As my resume indicates, I have been employed as non-partisan staff with both the Research and Legal Divisions of the Nevada Legislative Counsel Bureau for over ten years. During this time, I have served as the lead policy analyst to both the Assembly Judiciary (2001 Session) and the Senate Judiciary Committees (2003 and 2005 Sessions), and as legal counsel to the Assembly Judiciary and Assembly Corrections, Parole and Probation Committees (2009 and 2011 Sessions). Additionally, I have served as primary staff and legal counsel to interim studies on the Death Penalty, Child Welfare, Juvenile Justice, and Criminal Justice. Besides serving as policy analyst and legal counsel to standing and interim committees, I have also drafted research, legislation, and legal opinions in nearly every field of civil and criminal law.

Having worked in a senior management capacity within two divisions of the Legislative Counsel Bureau, I feel that I am uniquely qualified to lead such a diverse group of outstanding and dedicated professionals. Throughout my career, I have enjoyed a close working relationship with both the Legal and Research Divisions. Additionally, through my recent participation in the LCB Leadership Academy, I have gained tremendous insight into the Administrative, Fiscal, and Audit Divisions.


I would also like to briefly discuss my experience working for the City of Reno. As many legislators may recall, I served as the lead legislative manager for the City of Reno during the 2007 Legislative Session. While my work leading a team of City of Reno employees and consultants during the Session may prove invaluable, it is really the experience that I gained working in the City Manager's Office that provided a unique and valuable education to my managerial acumen. Being involved in the day-to-day operations of a governmental entity with over 1,600 employees has helped shape my vision for managing a large and diverse public employee workforce.

In addition to my work experience, I would like to highlight my educational background. I graduated near the top of my law class from Golden Gate University with a Doctor of Jurisprudence and a Master of Business Administration. It is the benefit of having both a law degree and a masters, that I feel sets me apart in my abilities to comprehend both the complex legal issues that arise within the legislative branch and also the organizational nuances of managing a public agency.

In closing, it has long been my desire to utilize my skills, by serving as non-partisan staff, working closely with the public, and giving back to our state, that has challenged me to remain committed to the Legislative Counsel Bureau. As Director of the Legislative Counsel Bureau, I would truly welcome the opportunity to continue to serve the 63 members of the Legislature, the 250-plus employees of the Counsel Bureau, and the citizens of the State of Nevada.

Thank you for the opportunity of applying for this appointment, and I look forward to meeting with you to further discuss my application.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Nicolas C. Anthony', written in a cursive style.

Nicolas C. Anthony

NICOLAS C. ANTHONY

EXPERIENCE

Senior Principal Deputy Legislative Counsel, Legal Division, Legislative Counsel Bureau, State of Nevada, Carson City, NV, 2008-Present

Employed in senior management attorney position as non-partisan legal counsel to both houses of the Nevada Legislature. Responsible for drafting state legislation in the areas of civil and criminal justice, the courts, corporations and business entities, and gaming. Also responsible for providing oral and written legal opinions, and general legal research to all members of the Legislature. Served as committee counsel to the Assembly Judiciary Committee (2009 and 2011 Sessions) and the Assembly Corrections Parole and Probation Committee (2009 Session). Presently serving as lead counsel to the Advisory Commission on the Administration of Justice and the Committee on Industrial Programs. Projected to graduate from the first LCB Leadership Academy, a program similar to the Certified Public Managers Program, in May 2012. Frequent guest lecturer on the topics of state legislation, eminent domain, and the discussion of home rule in Nevada.

Legislative and Government Relations Manager, City Manager's Office, City of Reno, Reno, NV, 2006-2008

Represented the City of Reno's interests at the local, state, and federal levels, by serving as the City's primary legislative representative to elected officials, members of the public, and the media. Organized, led, and managed the City of Reno Legislative Relations Team, which comprised of the City's 16 department heads, middle management staff, and support personnel. Represented the City Manager's Office and the City of Reno on the Local Government Affairs Group, Reno Area Alliance for the Homeless, Court Security Task Force, Green Team, Shared Services Team, Keep Truckee Meadows Beautiful, Urban Consortium, and the Nevada League of Cities. Served as the City's primary legislative contact by leading a team of City of Reno employees and outside consultants during the 2007 Nevada Legislative Session. Testified before the Nevada Legislature on a number of measures ranging from criminal justice and graffiti penalties to environmental and energy legislation. Recognized by peers as the 2007 Outstanding Lobbyist for Local Government. Frequent community and university lecturer on state and local government affairs, the environment and energy legislation, and the political process.

Principal Research Analyst, Research Division, Legislative Counsel Bureau, State of Nevada, Carson City, NV, 1999-2006

Employed as senior non-partisan research staff to both houses of the Nevada Legislature. Promoted to Principal Research Analyst in July 2004. Management responsibilities included: supervising and managing senior research analysts, project editing and review, employee evaluations, time sheet reviews, and attending management meetings. Served as lead policy analyst for the Assembly Judiciary Committee (2001 Session) and the Senate Judiciary Committee (2003 and 2005 Sessions), and interim studies on the Death Penalty, Child Welfare, Juvenile Justice, and Criminal Justice. Daily responsibilities included: committee staffing; preparation of background research on pending legislation and current topics impacting the legislative branch of government; writing and editing speeches, press releases, and bill explanations; preparing committee reports; corresponding with state and federal agencies; and assisting with constituent responses. Primary expertise placed in the judiciary topic areas of: civil and criminal law and procedure, corporations, estates, juvenile and child welfare systems, gaming, and the judicial branch.

Senior Law Clerk, Law Offices of Steven T. Sager, San Francisco, CA, 1997-1999

Employed throughout law school as the Senior Law Clerk for a small San Francisco law firm specializing in personal injury and general civil litigation, real estate litigation and transactions, and estate planning. Managed active caseload (30 – 40 cases) composed of 60% civil litigation, 30% real estate matters, and 10% estate planning. Case management included: interviewing clients and maintaining client contact; preparing pleadings and motions; drafting demand letters; researching substantive and procedural law; propounding and responding to discovery requests; preparing arbitration briefs and settlement conference statements; negotiating settlements; and attending depositions, arbitration hearings, and settlement conferences.

Legal Intern, Recording Industry Association of America, Washington, DC, Summer 1996

Interned with the anti-piracy legal department for the trade association representing 90% of all music record companies. Projects composed of: researching copyright and trademark law; drafting memoranda and case briefs for the legal committee; writing cease and desist letters; researching the intellectual property implications of the Internet; collaborating with other agencies and trade organizations on emerging technology issues; attending Congressional hearings; and monitoring copyright and trademark legislation.

EDUCATION

Golden Gate University School of Law, San Francisco, CA

Doctor of Jurisprudence, 1998

Master of Business Administration, 1998

Law Class Rank: 32/182, Top 18%

Business School GPA: 3.42/4.0

Honors:

Rensch Scholar for Excellence in Law and Business, 1997-98

Academic Merit Tuition Scholarship, 1995-96, 1996-97

Dean's List

Activities:

Law Review Associate Editor 1997-98, Law Review, 1996-97

Teaching Assistant First Year Torts, 1995-97

Elected Class Representative, Student Bar Association, 1995-97

Washington and Lee University, Lexington, VA

Bachelor of Arts in Politics, June 1993

Minors in Anthropology, Art History, and Broadcast Journalism

Honors: Dean's List

Activities: NCAA Division III Varsity Men's Soccer

PROFESSIONAL

Member, State Bar of Nevada, 1999 - Present

Member, State Bar of California, 1999 - Present (Voluntarily Inactive)

PERSONAL

Northern Nevada Alumni Admissions Officer, Washington and Lee University, 2010 - Present

Volunteer Youth Soccer Coach, Great Basin Youth Soccer League, 2009 - Present