

Melissa Evans

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Strategic Government Resources

Dear Mr. Thomas:

I am excited to be applying for the position of **City Manager for Palm Coast, Florida**. I believe in enhancing the quality of life for those in my community, and with 10 years of leadership, partnered with 10 years of economic development experience, I believe I am a good fit for this role. I have worked in towns with a population of 10,000, and urban areas with an MSA population of several million. I have a Masters in Education from Northern Arizona University and a Bachelors of Science from Grant Canyon University.

My focus has been on leadership, strategic planning, wise fiscal stewardship, and economic and workforce development and grant administration. I have designed, led, and evaluated government programs and projects, provided fiscal management and comprehensive city program initiatives, and recruited multiple businesses thereby enhancing the quality of life in the surrounding communities. I have lobbied at the state level to expedite transportation projects and prioritize educational programs through the Governor's Industry Sector Council.

I have led multiple teams that supported organizational goals; spent many years evaluating programs and impacts for end users and focused on compliance while developing and implementing long range visions for desired outcomes. I have a history of successful communication with diverse stakeholders across various platforms.

I have been a supervisor for over ten years leading a staff as small as three support staff, and as large as 27 department heads, while having indirect responsibility for a staff of 350 in two states.

I currently serve the City of Sparks, Nevada, as a result of my effort to re-establish pre-Covid level income. The city has treated me very well, and it is a wonderful job with supportive leadership. I am underutilized with my skills set, but feel pride knowing that I bring the city \$4 for every \$1 they spend on my salary and benefits.

My qualifications match the requirements of the position closely, and I hope you will pursue my interest further:

- Served as the Tribal Administrator and Deputy TANF Director for the Washoe Tribe of Nevada and California, (27 direct reports: organization of 350 employees)
- Completed four regional leadership programs; strong servant leader with a desire to build an efficient and cohesive team
- Served as the Sr. Economic Development Specialist with the City of Las Vegas, NV, focusing on workforce initiatives involving local community colleges, university and private training providers (5 years). I personally recruited three providers to the

downtown area to train coders for the tech sector (Iron Yard, Red Flint, and Tech Impact). This resulted in 300 casino employees being added to the tech labor market, doubling their income.

- Served as the Director of Finance and Economic Development in Camp Verde and Sr. Economic Development Specialist for the City of Las Vegas, attracting businesses to the regions and assisting them with expansion efforts. I actively retained over 50 companies by providing solutions for various challenges encountered with city services
- Managed Special Events with the City of Glendale, Marketing and Special Events Department including Super Bowl XLII
- Versed in marketing and communication techniques and tools as well as principles of municipal budget preparation and administration
- Familiar with local, state, and federal laws and statutes
- Broad range of knowledge in auditing, community services, finance/purchasing, grant management and organizational development, specializing in economic development
- Worked directly with city councils and county boards on economic development strategies for over 15 years and lobbied state legislation impacting quality of life (including the widening of Arizona State Highway 260, eliminating untold future fatalities)
- Demonstrated ability to build consensus with community partners with multiple agencies in the development of a workforce development committee as well as obtaining International Economic Development accreditation for the City for Las Vegas, Nevada
- Comfortable in facilitating citizens outreach meetings, as well as open meetings involving boards and commissions

My demeanor and rapport put people at ease. My interpersonal skills are polished, and I reflect competency and compassion for the citizens I serve. I have created long term strategies, by anticipating potential problems and ensuring maximum impact. I am organized, articulate, and communicate clearly both verbally and in written form. If hired, I would provide superior leadership and service to your organization, and exceptional customer service.

I know that your organization expects the best, and it is in my character to strive for excellence. I am confident that I have the ambition, experience, and skills to meet your needs and look forward to sharing my ideas with you in greater depth.

My salary expectations are within range of your position description. I would establish residency within the city within the timeframe mentioned and can start the role within 60 days of an offer.

Again, thank you for your consideration. If you have any questions, please do not hesitate to contact me at 702.902.0639.

Sincerely,

Melissa Evans

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SUMMARY OF QUALIFICATIONS:

- Responsible for seeking and obtaining the Accredited Economic Developer Organization (AEDO) designation for the City of Las Vegas Economic and Urban Development Department through IEDC, as the first entity within the State of Nevada
- 10+ years of Economic Development experience as a Tribal Administrator, Economic Development Department Director, and Sr. Economic Development Specialist, working extensively with Workforce Innovation and Opportunity Act, Title 1, partners in Arizona and Nevada
- Federal grant writer with 30 years of state, local and tribal experience
- Currently manage a grant portfolio of over \$36 million, including federal, state, and foundational funding for fire service, water treatment, information technology and senior services
- HR experience over 10 years: hiring, coaching, benefits generalist, discipline, and performance reviews
- Lead a staff of 350 employees for the Washoe Tribe of Nevada and California: 27 department directors
- Strong management, leadership, and budget background: Capital improvement projects and operational, grant management and Community Development Block Grant monies
- 10 years of program development, applying ordinances, statutes and laws and evaluating risks, strengths, opportunities, and potential exposure for business retention, expansion and redevelopment

RELEVANT WORK HISTORY:

City of Sparks, Nevada, Management Services, Sparks, Nevada

Grants Administrator, December 2022 to present

Currently, I manage federal and state grants under Management Services, City Manager's Office. Responsible for \$36 million in federal, state and foundational funding, managing the full grant life cycle from pre-award to post-award. I lead in the development and implementation of goals, objectives, policies, and priorities for assigned programs; and recommend and administer policies and procedures. Formally awarded over \$1,000,000 with an additional \$1.3 million in process of evaluation.

State of Nevada, Office of Federal Assistance, Carson City, Nevada

Senior Executive Grants Analyst, November 2021 to December 2022

I worked as an engaged, proactive and supportive member of a dynamic, collaborative, flexible, driven, and professional teleworking team. I actively contributed toward achieving office objectives by making and articulating data-driven policy requirements and offered informed recommendations while coordinating the implementation of projects and initiatives. I proactively sought out and capitalized on areas of opportunity, removing barriers, and solved problems

through application of strong research, reasoning, creative, critical thinking, and analytic abilities. I enthusiastically lead, motivated, and empowered team members to apply and achieve positive change, while using agile adaptability. I engaged creative problem-solving and forward-thinking initiatives. I lead teams and motivated progress with deliverables based upon program requirements. I clearly presented and educated stakeholders with information tailored to a variety of groups such as leadership, councils, committees, legislative bodies, agencies, members of the public, etc. I researched, interpreted, communicated, monitored, and applied relevant federal, state and program policy and requirements. I engaged stakeholders and provided effective customer service, complaint resolution, and support through kindness, competence, and professionalism. I concurrently managed multiple tasks of varying priority and independently determined courses of action to meet deadlines. I applied exceptional written and verbal communication, administrative, and organizational skills.

Washoe Tribe of Nevada and California, Gardnerville, Nevada

Tribal Administrator/Economic Development, August 2019 to August 2020 (COVID-position eliminated)

I hired, coached, and disciplined 27 directors in two states. I developed and maintained the organization's \$36 million annual budget, and created positive working relationships and communications with elected, administrative and program officials, maintaining and promoting cultural sensitivity and inclusivity. I reviewed and enhanced employee benefits systems as organizational lead. I focused on developing and strengthening relationships with governmental stakeholders, policy makers and legislators. I ensured cooperative and effective management within Tribal Governmental operations. I was responsible for the timely evaluations of program directors and supervisors, and for the day-to-day administration and organizational compliance with the Washoe Tribe. I developed personnel policies and procedures as well as directed the activities of all Tribal Council approved programs by achieving the program's objectives. I was responsible for compliance with laws, rules, regulations, and policies. I developed operating procedures and performance standards for Tribal programs. I directed the organization and operation of all Tribal activities and reported regularly to the Tribal Chairperson concerning the status of all assignments, duties, project and functions of the various programs, activities, and personnel. I assisted in the annual preparation and review process of annual budgets for all Tribal programs. I am responsible for the submission of financial reports and budgets to the Tribal Council and to funding agencies. I provided clear and concise monthly reports to the Tribal Chairperson and Tribal Council of administration activities. I assisted Program Directors and Supervisors in all areas of management including but not limited to problem solving, grant funds planning and compliance, property inventory, implementing new Tribal Council agenda procedures, and development of those agendas for discussion/approval at scheduled Tribal meetings.

City of Las Vegas, Nevada

Sr. Economic Development Specialist, Economic and Urban Development, March 2014 to December 2017

Created marketing campaigns to entice international businesses and site selectors, administered workforce development efforts including managing community partner initiatives for tech training and market demand analysis. I worked daily with the business licensing department to process applications and licenses to help expedite recruitment of new

businesses. I focused on developing and strengthening relationships with governmental stakeholders, policy makers and legislators. Collaborated with multiple WIOA partners including Workforce Connections to identify skills gaps and coordinated education at the private and public level to meet those needs. Facilitated implementation of design and implementation of the Clark County ACT WorkReady initiative, providing the WorkKeys assessment to businesses and job seekers in the greater Las Vegas area. Instrumental in bringing Iron Yard, TechImpact, and RedFlint to the downtown market. Awarded employee of the month, March 2017, for seeking out and obtaining AEDO accreditation from IEDC, the first agency in the state of Nevada. Graduated from Leadership Training Program in December 2017 and sought promotional opportunities. Worked with the Redevelopment Division to identify affordable housing needs within Ward 5 in relation to downtown projects. Assisted division with CRM databases: ExecutivePulse and MS Dynamics. Coordinated recruitment for department and liaised with human resources to provide information on workforce within the city. Utilized Excel to create meaningful reporting and trends in the tech and energy workforce sector.

I initiated, planned, coordinated, and lead various large, complex, multi-funded, private and public marketing and economic development and redevelopment projects and special research projects; represented the city's interest in projects; worked directly with companies to diversify and expand the city's economic base and provide retention, relocation, expansion and recruitment services. I developed and negotiated incentive packages; evaluated private development proposals for financial and technical feasibility; negotiated agreements for property transfer based on evaluations and assisted in the structuring of development and loan agreements. I monitored program budgets and collected and analyzed statistics for a variety of research projects. I developed, reviewed, and analyzed plans, reports, and applications; and evaluated the effectiveness of marketing materials and approaches. I developed advertisements, press releases, and strategic marketing campaigns to expand businesses within the city. I served as liaison between the city and businesses, civic organizations, and other stakeholders; networked with businesses, trade groups, civic organizations, realtors, and leaders to learn of new economic development and redevelopment opportunities.

Town of Camp Verde, Arizona

Economic Development Director/Finance Director, Department, March 2011 – December 2012

Marketed town to site selectors and businesses considering expansion into the Verde Valley. Planned community events and organized volunteer efforts. I focused on developing and strengthening relationships with governmental stakeholders, policy makers and legislators. Implemented changes in process or procedure in response to policy changes, multi-tasked and prioritized multiple projects while meeting deadlines, and responded to daily unanticipated changes. Worked with Human Resources to implement a high deductible health insurance plan saving the town thousands of dollars each year. Developed, monitored, and reconciled operating budgets, utilized Excel and other financial reporting software, and managed development and agreements. Partnered with external organizations while managing staff internally. Identified and made recommendations related to affordable housing needs within the community. Responsible for marketing and business attraction, redevelopment, and business retention. Event management and tourism promotion responsibilities to include creation of monthly downtown events, marketing the wine industry, and management of stakeholder buy-in for Highway 260 widening effort as well as a business incubator assistance center project.

Lead efforts in researching relevant legislation regulations and assured documents produced were complete and accurate; translated and implemented recommendations of policy issuance; interpreted state laws and legislation to produce policies and procedures. Performed quantitative and qualitative analyses to evaluate the effectiveness, productivity and efficiency of programs and operations and made recommendations on ways to improve administrative operations and procedures. Researched and investigated new or improved systems and management practices; evaluated and reported findings and developed statistical and narrative data to support recommendations and/or options. Lead work groups addressing a variety of policy, procedural, and operational administrative issues. Prepared analyses, summaries, and recommendations, responsible for budget management, CIP project planning, community outreach, strategic planning, and demographic research. Business retention and expansion programs created and implemented. Created press releases and worked directly with media to update community on current projects.

EDUCATIONAL BACKGROUND:

- Masters in education degree – Northern Arizona University, Paradise Valley, AZ – 2005
- Bachelor of Science degree in Applied Management - Grand Canyon University, Phoenix, AZ – 2002 and Authored “Changing Perceptions about Affordable Housing” thesis
- AGWA-Program Development and Proposal Writing Certificate – 2024
- International Economic Development Council - completion of six courses required for CEcD
- Graduate of Glendale, AZ Leadership Academy (2009), Verde Valley, AZ, Civic Leadership (2011), City of Las Vegas SEAL Leadership (2017), as well as Kent Leadership Training (2023)

PERSONAL INTERESTS AND COMMUNITY INVOLVEMENT:

- “Big Sister” to three teenage girls - Big Brothers/Big Sisters of Northern Nevada, NV, Yavapai County, AZ, and Greater Las Vegas, NV, 2011-2020
- Worked with Seniors at YMCA in Las Vegas, NV, 2014-2019, teaching beginner Yoga, Silver Sneakers and Kid Yoga
- 200 hours Registered Yoga Training - 20 hours Registered Yoga Training - yoga for victims of trauma, 2016
- Middle School Tutor - Language Arts, Grade Point Potential, 2015