

January 14, 2022

Silver State Health Insurance Exchange
Attn: Tiffany Davis
2310 S. Carson Street, Suite 2
Carson City, NV 89701
(775) 687-9936

Dear Ms. Davis,

It has come to my attention that the position of Executive Director for the Silver State Health Insurance Exchange is open for recruitment after the departure of former Executive Director Korbolic. While it is a loss for the Exchange to see Ms. Korbolic depart, I am interested in applying for the position and turning my Interim Executive Director title into a permanent Executive Director position.

I have been working as the Chief Operations Officer at the Exchange for over five years and have filled in on three occasions now (two previous temporary departures and one permanent departure) for the Executive Director; and I feel that I'd be a qualified and experienced fit to move into the Executive Director's position.

Please consider the attached resume and reference letters as my formal application. Please feel free to contact me by phone at [REDACTED] or by email at ryanmatthewhigh@gmail.com if you have any questions.

Respectfully,

A handwritten signature in black ink, appearing to read "Ryan High", with a long horizontal flourish extending to the right.

Ryan High
Interim Executive Director
Silver State Health Insurance Exchange

PROFESSIONAL EXPERIENCE**10/2016 – Present** **Silver State Health Insurance Exchange** **Carson City, NV****Interim Executive Director and Chief Operations Officer**

- Oversee agency operations for a 26-person state-based health insurance exchange and enrollment/eligibility technology platform with \$15M in revenue, an annual operating budget of \$13.5M, ~99,000 consumers, and 13 qualified health and dental insurance providers.
- Directly manage and support a staff of eight, including: Broker Liaison, Navigator Manager, administrative staff, and Quality Assurance team.
- Contributor and approver on quarterly information technology (IT) testing, releases, change requests and ad hoc patches related to the Exchange's enrollment/eligibility platform, Customer Relation Management (CRM) tools, SiSense data reporting tool, consumer enrollment portal, and enrollment professionals' portal.
- Manage a Quality Assurance team and provide Exchange-level oversight to 50+ person contracted call center assisting with policy updates, issue resolution, coaching, enrollment decisions and performance monitoring.
- Assist in agency-wide special projects assigned from Executive Director which include: editing press releases, editing marketing and outreach communications, contributing to and editing policies, writing Board reports, contract and Request for Proposal review, data preparation and presentations, presenting to state and federal fiscal and legislative staff, testifying before the Nevada Legislature, Interim Finance Committee and Board of Examiners, coordinating overlapping Exchange services (i.e., appeals, account transfers, etc.) with various state and federal agencies.
- Participate in, assist with, and provide justifications and final formal responses to Exchange's annual programmatic audit performed by third-party vendor.
- Assist Executive Director and Chief Financial Officer in building Exchange's Governor's recommended and legislatively approved bi-annual budget, answer legislative budgetary and programmatic questions, and provide projected costs and agency responses to legislative fiscal notes that may impact the Exchange.

11/2014 – 10/2016 **City of Reno** **Reno, NV****Strategic Initiatives Manager**

- Assisted City Council and City Manager in adopting, communicating, and promoting a new vision statement, mission statement, strategic priorities, strategic goals, and key performance indicators for the City.
- Aligned departmental and cross-departmental initiatives with strategic priorities in effort to achieve the City's vision.
- Implemented and managed an analytics performance dashboard and open data library using the Socrata platform.
- Collaborated with department directors to identify and publish performance measures in the annual budget book.
- Managed the City Manager's Office services/supplies and payroll budget; prepared City's fiscal notes for NV Legislature.

05/2008 – 11/2014 **Nevada Secretary of State's Office** **Carson City, NV****Deputy Secretary of State for Operations**

- Managed and directed a six-person accounting dept. responsible for \$12 million in expenses and \$164 million in revenue.
- Managed and directed a 19-person 24/7/365 I.T. department responsible for 53 software apps, 33 services, and 51 databases.
- Negotiated and approved professional services, I.T., inter-governmental and cross-agency contracts on behalf of the Office.
- Appeared, testified, and provided fiscal notes and written responses to the NV Legislature and Executive Branch Offices.
- Prepared and facilitated special reports, analytics, presentations, and projects for the Secretary of State and Chief Deputy.
- Designee for Secretary of State on the Tahoe Regional Planning Agency (TRPA) Governing Board.

Management Analyst IV – Help America Vote Act (HAVA) Administrator

- Collaborated with the Secretary of State's information technology department to provide business rules and requirements in the creation and management of data systems, electronic data transfer, voting systems, and web-based products.
- Managed multiple data and information technology vendors to ensure accountability in the delivery of product or service.
- Provided oversight in the purchasing, testing, and distribution of Nevada's electronic voting systems.
- Administered \$6 million budget: including forecasting, spending, inventory control, and federal reporting.
- Interpreted federal voting laws to ensure state compliance and provide accurate advice to the Secretary of State.

03/2008 – 04/2008 **National Council of Juvenile and Family Court Judges** **Reno, NV****Information Specialist, Assistant**

- Assisted legal professionals, advocates, and individuals/survivors contacting the Council's Resource Call Center for the latest research and best practices in handling domestic violence, child custody, and child protection cases.

08/2006 – 08/2007 **Hon. Michael R. Griffin and James T. Russell First District Court of Nevada** **Carson City, NV****Judicial Law Clerk**

- Performed detailed research and drafting of bench memorandums, opinions, and orders.
- Assisted with chamber logistics including trial administration, settlement conferences, scheduling, and case management.

Ryan High

[REDACTED], Reno NV 89523

Phone [REDACTED]

ryanmatthewhigh@gmail.com

05/2005 – 12/2005 (Former) U.S. Congressman Jim Gibbons, 2nd Congressional District of Nevada **Washington, DC**
Congressional Intern

- Performed research for legislative staff on both federal and Nevada-specific issues.
- Drafted Congressional Remarks, letters to government agencies, and responses to constituent letters for senior staff.

08/1999 – 08/2003

Allegis Group

Baltimore, MD

Business Analyst / Recruiter

- Marketed company strengths in staffing programs to Fortune 100 and 500 clients by writing persuasive and effective responses to Requests for Proposals and Requests for Information.
- Researched, identified, and tracked business development prospects and national agreements for sales leadership.
- Transitioned from business analyst to recruiter to recruit, place, and manage contract-to-hire and contract employees.

PROFESSIONAL DEVELOPMENT AND EDUCATION

03/2016

University of California, San Diego

San Diego, CA

- *Business Intelligence Analysis classes*

06/2011 – 03/2013

State of Nevada Certified Public Manager (CPM) Program

Carson City, NV

08/2003 – 05/2006

University of the District of Columbia David A. Clarke School of Law

Washington, DC

- *Juris Doctor*, May 2006
- *Law Review* – 2005-2006

08/1992 – 05/1996

Loyola University Maryland (formerly Loyola College)

Baltimore, MD

- *Bachelor of Arts*, English

Silver State Health Insurance Exchange Board of Directors
2310 South Carson Street
Suite 2
Carson City, NV 89701

January 11, 2022

Dear Board of Directors,

Please find this letter of recommendation supporting Ryan High to serve as the next Executive Director of the Silver State Health Insurance Exchange. I have had the pleasure of working with Mr. High at both the State of Nevada in a Constitutional Office as well as at the local level with the City of Reno and have direct experience with his capabilities. I have over 25 years' experience working in state and local government and currently serve as the Assistant County Manager for Washoe County.

During my career, I have worked with hundreds of employees serving our state and local communities and believe Mr. High is one of the most capable and collaborative public servants I have had the privilege of working with. In fact, in 2011, I supported the decision for Mr. High to assume my vacated position of Deputy Secretary of State where he led important operational functions for the Nevada Secretary of State. Some of the functions Mr. High was responsible for included:

- Directing the **finance and accounting staff** (responsible for \$12 million in annual expenses and \$164 million in revenue)
- oversight of the **informational technology department** (responsible for 53 software apps, 33 services, and 51 databases)
- Negotiating and managing **professional services** including tech, inter-governmental and cross-agency contracts on behalf of the office
- **Legislative work** including appearing, testifying, and coordinating fiscal notes and written analysis for the Nevada legislature and Executive Branch offices

In his role, Mr. High demonstrated that he could effectively lead both finance and highly technical teams in achieving the operational objectives of the office. Ryan will bring this as well as his experience of strategic planning to lead the team for your organization.

Ryan High is a respected and hard-working leader, and I would be happy to answer any questions you have regarding his ability to serve as your Executive Director; I may be reached at [REDACTED]. I wish you the best of luck in your search and thank you for your consideration of my recommendation of Ryan High.

Sincerely,



Kate Thomas

Silver State Health Insurance Board of Directors
2310 South Carson Street, Suite #2
Carson City, NV 89701

Dear Board of Directors,

It's my pleasure to support Ryan High's application for the position of Executive Director for the Silver State Health Insurance Exchange. As one of Ryan's former supervisors, and subsequently colleague, I have previously worked directly in state and local government with Ryan for approximately 4 years.

During this tenure I was able to supervise and observe Ryan's abilities and talents. As Deputy Secretary of State for Elections, I supervised Ryan in his role as the state's Help America Vote Act (HAVA) Administrator. In this position Ryan collaborated with the Secretary of State's information technology (I.T.) department to provide business rules and requirements in the creation and management of data systems, electronic data transfer, voting systems, and web-based products; managed multiple data and IT vendors to ensure accountability in the delivery of product or service; provided oversight in the purchasing, testing and distribution of Nevada's electronic voting systems; administered a \$6 million budget (including forecasting, spending, inventory control, and federal reporting); and he interpreted federal voting laws to ensure state compliance and provide accurate advice to state and local county election officials. Ryan's knowledge and implementation of provisions of the Help America Vote Act, the National Voter Registration Act, the Uniformed and Overseas Citizens Absentee Voting Act, Nevada Revised Statutes, and Nevada Administrative Code regarding election administration was greatly beneficial to the integrity of the elections our office oversaw.

In addition to Ryan's technical and administrative talents, he carried a reputation of being a pleasant and respectful co-worker whose positivity was contagious. When addressing an issue or challenge, Ryan exhibited prudence and considered multiple angles/possibilities before landing on a solution or answer.

I am confident in recommending your consideration of Ryan High for the position of Executive Director for the Silver State Health Insurance Exchange. Please feel free to contact me at Scott@g3nv.com if you would like to further discuss Ryan's qualifications and experience.

Respectfully,

/s/ Scott Gilles

Scott Gilles

Silver State Health Insurance Exchange Board of Directors
Silver State Health Insurance Exchange
2310 S. Carson Street, Suite 2
Carson City, NV 89701

Dear Board,

This is a letter of recommendation for the candidacy of Ryan High for the position of Executive Director of the Silver State Health Insurance Exchange. I have worked with Ryan for four years at the Exchange and can speak to his ability to supervise and lead.

I should start by saying that I have been at the Exchange since it's inception in 2013 as one of the first employees hired. But for a brief eight month break in service to pursue an opportunity in the private sector, I have the privilege to say that I have worked for every Executive Director and Exchange administration. I believe this extensive Exchange experience qualifies me to recommend the candidacy of Ryan High for Executive Director.

For the last two years of my time at the Exchange as Quality Assurance Manager I was a direct report to Ryan as the Chief Operations Officer. My position, and the three person team I managed, was a start up department of the Exchange resulting from the Exchange inheriting a new tier of service for our consumers, carriers, and enrollment professionals as a result of the Exchange's transition from healthcare.gov to becoming a fully autonomous state based exchange.

From the onset of leading this new department, and continuing into the Exchange's third open enrollment period, I wish to highlight Ryan's ability 1) to support me in my new role as a manager and the team's overall needs, 2) to encourage staff to research and bring multiple perspectives to an issue in order to discuss and collaborate on implementing the best solution, and 3) to make decisive, educated and prudent decisions in the best interest of the Exchange.

Overlaying these abilities has been Ryan's passion to carry forward a culture critical to the Exchange established under the former director's tenure to prioritize service and responsiveness to consumers, carriers, brokers, navigators, and sister agencies alike. In this time of leadership transition at the Exchange, I believe that Ryan is the right person to carry the best parts of the previous administration's values and culture forward while implementing an enhanced data driven, strategic approach to managing that I've personally experienced working for Ryan. For all these reasons, and more, please accept this professional reference for the candidacy of Ryan High for Exchange Executive Director.

Sincerely,

Athena Cox