

NEVADA STATE BOARD  
of  
DENTAL EXAMINERS



LEGISLATIVE, LEGAL & DENTAL  
PRACTICE COMMITTEE  
TELECONFERENCE MEETING

AUGUST 13, 2020

6:00 P.M.

**PUBLIC BOOK**

**LOBBYIST BID:  
Alpha Omega Strategies  
- Michael McDonald -**

Alpha Omega Strategies  
Michael J. McDonald

June 11, 2020

Nevada State Board of Dental Examiners  
Attn: Frank DiMaggio  
6010 S. Rainbow Suite A1  
Las Vegas, NV. 89118

Dear Mr. DiMaggio,

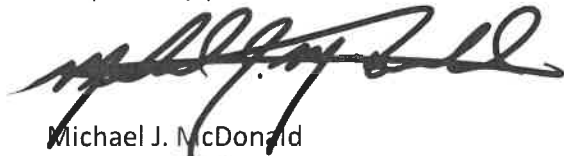
On behalf of Alpha Omega Strategies (AOS), I am excited to submit this proposal for consideration to represent the Nevada State Board of Dental Examiners.

I have been involved in local, state and federal politics for the last 27 years as either an elected official, lobbyist or consultant. AOS has represented clients in several fields, such as; law enforcement, hotel and gaming properties, education, land development, trial lawyers, low income and senior housing.

If chosen to represent the NSBDE again, AOS will be involved in all facets of the legislative process and in all matters concerning the "board" including bill tracking, client communications and interim activities between sessions. I will personally maintain contact with you and Mr. Su to provide informal and formal reports. My prior contract was for \$3428.57 per month, I am willing to continue consulting at that rate.

I thank you for your consideration and look forward to your response.

Respectfully yours,



Michael J. McDonald  
Alpha Omega Strategies

**LOBBYIST BID:  
McDonald Carano  
- Susan Fisher -**



MCDONALD CARANO FOR  
The Nevada State Board of Dental Examiners

[mcdonaldcarano.com](http://mcdonaldcarano.com)



Joshua J. Hicks  
jhicks@mcdonaldcarano.com

July 10, 2020

Frank DiMaggio  
Executive Director  
6010 S. Rainbow Blvd., Suite A-1  
Las Vegas, NV 89118  
fdimaggio@nsbde.nv.gov

Re: Request for Proposal Contract Government Liaison

Dear Mr. DiMaggio,

On behalf of the McDonald Carano Government Affairs & Advocacy Group, we are happy to present this proposal for advocacy services to the Nevada State Board of Dental Examiners. Our Firm was founded in Reno 70 years ago, so managing the interplay of the law, government, and effective advocacy has always been at the core of what we do.

McDonald Carano is one of Nevada's longest tenured and most respected law firms, with more than 50 attorneys in our offices in Reno and Las Vegas. Our team of attorneys and government affairs professionals handle most areas of business law, including commercial and complex litigation, labor and employment, real estate and land use, tax law, administrative law, and transactions.

Collectively, our Government Affairs & Advocacy team delivers decades of proven representation in advocacy, negotiation, lobbying, diplomacy, and relationship management. We provide the full range of requisite skills ranging from analyzing bills to drafting amendments in order to realize the best outcome for our clients. Each member of our team brings different qualifications to the table, thus giving us a broad range of knowledge to benefit the client.

Our Government Affairs & Advocacy team tracks and actively lobbies hundreds of bills from each legislative session and provides written updates and commentary weekly, or as needed, to assure timeliness. We interact with elected officials year-round, both in and out of the Legislature, to build and maintain relationships that we can then leverage to benefit our clients.

Our Government Affairs & Advocacy team delivers broad and honed professional experience. That experience includes serving as Chief of Staff to a Nevada Governor, serving

mcdonaldcarano.com  
2300 West Sahara Avenue, Suite 1200 ■ Las Vegas, Nevada 89102 ■ 702.873.4100  
100 West Liberty Street, Tenth Floor ■ Reno, Nevada 89501 ■ 775.788.2000  
Mailing Address: P.O. Box 2670 ■ Reno, Nevada 89505

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as a Nevada Governor's general counsel (two of our members), service in the United States' Attorney's office and the federal judiciary, serving as an in-house lobbyist for one of the state's largest utilities, serving as an in-house lobbyist for a global technology company, and in-house policy and communications service for statewide non-profits.

During the 2019 Legislative Session, our team registered as lobbyists for clients ranging from small public entities to large international corporations. We have extensive experience working inside and outside public entities, and are confident that the Nevada State Board of Dental Examiners is a right-fit client due to our experience and knowledge.

Following is our proposal for a government affairs liaison contract. The Government Affairs & Advocacy team is aware of no conflicts of interest between the Firm and the Nevada State Board of Dental Examiners.

Our lead point of contact is:

	<b>Susan L. Fisher, Senior Vice President</b>
Email:	<a href="mailto:sfisher@mcdonaldcarano.com">sfisher@mcdonaldcarano.com</a>
Mailing Address:	100 West Liberty Street, 10 <sup>th</sup> Floor Reno, NV 89501
Office Phone:	775.788.2000
Cell Phone:	775.742.7080

Thank you for your consideration.

Sincerely,



Joshua Hicks



Susan L. Fisher

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## TEAM EXPERIENCE

At McDonald Carano, we are—and always have been—dedicated to hiring dynamic professionals who bring a unique skillset to bear in enhancing the representation of our clients. In order to provide the best service to the Nevada State Board of Dental Examiners, we will form a team dedicated to accomplishing the scope set forth in this proposal.

We propose the following team to serve the Nevada State Board of Dental Examiners:

- Susan L. Fisher, Senior Vice President and Project Lead
- Joshua Hicks, Partner
- Lucas Foletta, Partner
- Lindsay Knox, Vice President
- Mackenzie Warren, Vice President, Attorney
- Maggie O’Flaherty, Policy Analyst
- Lauren Parobek Warden, Policy Coordinator

As the Senior Vice President for the Government Affairs and Advocacy Group and Project Lead, **Susan Fisher** will employ her extensive experience in the Nevada Legislature to realizing the Nevada State Board of Dental Examiner’s objectives. With nearly three decades of government affairs experience that includes owning her own lobbying practice, working in-house at one of the state’s largest utilities, and now as a seasoned practitioner at McDonald Carano, Ms. Fisher has represented entities large and small throughout Nevada before the Legislature, local governments, and the state.

Throughout her career, Susan has expertise representing industry associations and local government and has a knack for bridging gaps among divergent groups. She is knowledgeable on healthcare and general industry issues, as well as education and energy. Additionally, Susan has represented a myriad of occupational boards in the state, including the Board of Professional Engineers and Land Surveyors, the Osteopathic Board of Medicine, the Board of Oriental Medicine, State Board of Podiatric Examiners and Board of Chiropractic Medicine.

As the partner in charge of the firm’s Government Affairs practice, **Joshua J. Hicks** brings his experience as an attorney, as a lobbyist, and in the Governor’s Attorney General’s offices to the table. Mr. Hicks supplies the team with a broad perspective on issues that are complex and multi-dimensional, as well as provides perspective and identifies strategies for success that are not always obvious.

As a partner and former General Counsel to Nevada’s Governor, **Lucas Foletta** knows the ins and outs of the executive branch of government, as well as the Legislature. Mr. Foletta works extensively with regulatory agencies and the administrative side of government, while demonstrating diversity in all of the clients that he represents. His clients range from energy players to medical boards, such as the Nevada State Board of Optometry.



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**Lindsay Knox** serves as Vice President of Government Affairs & Advocacy has extensive experience testifying at the Legislature. She frequently appears before a multitude of interest groups speaking on a vast variety of issues. Her expertise rests in homebuilding and healthcare, including her particularly successful lobbying efforts in 2019 on the issues of Fiscal Home Rule and out-of-network billing. Her experience and knowledge regarding healthcare has helped her lead clients to successful outcomes. In addition to her work on behalf of other clients, Ms. Knox represents the Nevada Orthopaedic Society and the Regional Emergency Management Service Agency.

**Mackenzie Warren**, is a practicing attorney and Vice President of the Government Affairs & Advocacy Group. Mackenzie's previous experience in local and state government working as a journalist helped to build her practice today, including a deep understanding of Nevada government. Mackenzie has appeared before many of southern Nevada's municipalities and enjoys strong relationships at the Clark County Commission and Nevada Legislature. Throughout her career, she has focused on continuously cultivating important relationships across the state and is valued for her actionable, win-win solutions to difficult problems.

Policy Analyst **Maggie O'Flaherty** has experience in myriad rural and urban Nevada issues. Maggie served as an intern during the 2019 Legislative Session, where she helped testify on legislation, monitor bills and committee meetings, and keep the team informed on issues within the Legislative building. Maggie possesses a strong understanding of Nevada's legislative process and regularly conducts research and monitors legislative committees and commissions to stay attuned to emerging issues.

In her role as Policy Coordinator, **Lauren Parobek Warden** brings nearly a decade-worth of legislative experience and a keen set of eyes and ears to the team. Lauren serves as the right-hand to the Government Affairs & Advocacy Group by keeping track of agendas for scores of entities, updating clients on pertinent issues, and monitoring hearings. With her comprehensive understanding of our clients and their respective issues, she routinely provides our team with the most current information and is responsible for writing our daily client updates.

All team members—and in fact the majority of the firm's practitioners—have extensive knowledge of public policy and intimate familiarity with Nevada's state legislative process stemming from long-standing professional involvement. Our team, individually and collectively, enjoys an extensive political network and continuous relationships with key legislators and their staff. Because of our ongoing work on behalf of healthcare and non-profit association clients, among others, we constantly monitor state issues and remain proficient with all state statutes. Members of the team are effective communicators and have enjoyed successful bipartisan relationships. We have interacted productively with legislators of both parties and representatives in the Office of the Governor and are dedicated to continuing to do so into the future.

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## **REPRESENTATIVE CLIENTS**

### **Healthcare**

- Alta Skilled Nursing and Rehabilitation Center
- Keep Our Doctors In Nevada
- Nevada Orthopaedic Society
- Nevada State Board of Osteopathic Medicine
- Nevada State Society of Anesthesiologists
- Regional Emergency Medical Services Authority (REMSA)

### **Non-Profit Associations**

- Builders Association of Northern Nevada
- Consumer Data Industry Association
- Nevada Home Builders Association
- Nevada Housing Alliance
- Nevada Mineral Exploration Coalition
- Nevada Museum of Art
- Nevada State Apartment Association
- Retail Association of Nevada
- American Cancer Society Cancer Action Network
- YMCA of Southern Nevada

### **Other Organizations**

- Able Grid Energy Solutions
- Beacon Trust Co.
- C & S Waste Solutions
- Certified AG Laps
- Crown Castle Fiber, LLC
- Deep Roots Harvest
- Figure
- First Solar
- Infinite Campus, Inc.
- Las Vegas Raiders
- Manufacturing Home Community Owners Association
- McLane Company
- Microsoft Corporation
- Nevada Geothermal Utility Company
- Nevada State Board of Engineers and Professional Land Surveyors
- Public Employees' Retirement System of Nevada (PERS)
- Tow Operators of Northern Nevada
- Washoe County Franchise Auto Dealers

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## **SCOPE**

Our team has demonstrated tangible success in advancing clients' interests and achieving measurable results. Three keys to our success are: 1) advance planning with clients; 2) maintaining strong relationships with local leaders and elected/appointed government officials; and 3) frequent and timely communication between the team lead and the client.

To best serve the Nevada State Board of Dental Examiners, we will, upon execution of a contract, request a meeting with the Executive Director and staff members to prioritize and discuss the objectives and concerns relative to state issues, attend (virtually) regular Board meetings, and develop a defined, actionable strategy. In the interim, we will help set up meetings with the Executive Director and members of the Board and elected officials, as needed, and monitor interim committees with issues that may pertain to the Board. The team will maintain regular communication with staff and the board members on a weekly basis and as needed when issues arise of which the Board should be aware.

Throughout the buildup to the 2021 Legislative Session, we will review weekly postings of bill draft requests (BDRs) and apprise the Board of issues and patterns that might be forming, as well as the BDR topics requested by key legislators, agency and committee targets, providing assessments of issues, prioritization of issues, and recommendations for effective action. We will, as appropriate, secure bill sponsors and supervise bill drafting, prepare and negotiate bill amendments, count votes and apprise the Nevada State Board of Dental Examiners prior to key decisions, and assist in drafting letters and talking points pertaining to legislation.

At the same time, the team will continue its ongoing practice of constantly refreshing its legislative and agency relationships, interacting on topical matters with the Governor's staff, and tracking local government events. Maintaining strong relationships based on frequent and open communication is a particular advantage to those we serve.

During the 2021 legislative session, the team will have a presence in Carson City at all times, representing the Board's positions accurately, persuasively, and professionally to state legislators and relevant staff and to the governor's office and executive branch. Our counsel will include tracking all relevant legislation, scheduling meetings between legislators and board members, communicating with the board regularly about legislation, and relaying the Board's concerns to those legislators positioned to support—or oppose—certain legislation.

During session the team lead will be in continuous communication with the Nevada State Board of Dental Examiners regarding their issues, notifying the Board within two working days of any legislation introduced that may affect the Board or its members, and will also prepare a weekly newsletter of happenings in Carson City to keep them abreast of all relevant issues trending in the Legislative building. Additionally, every week we will send a specifically catered bill tracker, and at the end of session, we will prepare an End of Session report with summaries of the bills that were tracked for the Board along with session highlights.

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The Government Affairs & Advocacy team collectively provides decades of lobbying experience with the Nevada State Legislature, as well as experience lobbying on healthcare issues, specifically. The team prides itself on consistently representing clients by working with them to define successful outcomes from the beginning and striving to obtain those distinct results. We believe that our representation presents a clear return on investment, which is evident from the fact that our clients consistently return to us for government affairs work after initial engagements are completed.

## **ISSUE MANAGEMENT PROCESS**

- The team's issue management process is based on developing a clear understanding of the issues, identifying key stakeholders and policymakers and potential obstacles, and devising a strategy that parallels broad stakeholder support and limits objections. This process requires in depth discussions with the client about the nature of the issue and the implication of the client's interest in the matter for other stakeholders. It also requires clear communication of the client's position to the identified stakeholders (generally early in the process) to develop advance support and work together to identify obstacles and strategies for neutralizing the same.

## **LOBBYING STYLE**

- The Government Affairs & Advocacy team believes that the key to lobbying success is credibility. Consequently, the team's lobbying style is based on obtaining a detailed understanding of client issues and positions so that we can accurately and reliably communicate them to policymakers and stakeholders. We also believe in listening to and digesting the concerns raised by others in the course of any policy debate in which we are a part. This allows us to gather a comprehensive outlook to any particular issue and fashion informed strategies for successfully advocating client interests.

## **COMMUNICATION PROCESS**

- Successful communication with our clients is a key component of the Government Affairs & Advocacy team's success. We believe in communicating early on and often to ensure that our clients are properly apprised of important issues. That said, we believe that communication without analysis is not effective. Therefore, as we develop information about issues surrounding our clients' needs, we do more than simply pass it along. We endeavor to present that information in the context of the client's broader interests and provide an assessment of how the information impacts those specific interests. We also provide our view of what, if anything, can or should be done with the information in light of the client's other key stakeholder interests. In terms of the specific method and manner of our communication, we work with our clients to develop a system that works for them. Some prefer regular email, text and telephone communication as information arises while others require scheduled regular updates. In

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most cases, a blend of the two is most appropriate, with non-pressing matters addressed in scheduled update communications—via phone, email, or in person meetings—with more pressing issues addressed as they arise.

### **FEE STRUCTURE**

- \$4,000 per month from August 1, 2020 through July 31, 2022.
- In addition to charges for our services, we will be entitled to payment or reimbursement for disbursements and other charges incurred in performing services on the Nevada State Board of Dental Examiner's behalf.

**LOBBYIST BID:**  
**Lewis Roca**  
**- Alfredo Alonso -**

**Proposal to Provide  
Government And Regulatory  
Affairs Services to**

**Nevada State  
Board of Dental Examiners**

August 10, 2020

**Prepared for:**

**Frank DiMaggio**  
Executive Director  
Nevada State Board of Dental Examiners



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## Firm Overview

Lewis Roca Christie LLP is one of the largest in the Western U.S., with about 250 lawyers and offices in Arizona, California, Colorado, New Mexico, Nevada, and Wyoming. The following is a little about our firm's history and character.

Lewis and Roca began in 1950 and is known throughout the West as a firm committed to diversity, public service, and excellence. In 1966, we handled and won the *Miranda* case at the U.S. Supreme Court. In 1973, we were the first mid-sized or larger law firm in the Southwest or the Rocky Mountains to elect a woman partner, Mary Schroeder, who went on to become Chief Judge of the Ninth Circuit. In 1998, Lewis and Roca became one of the first major firms in the U.S. to elect a Hispanic, José Cárdenas, as its Managing Partner. Recent Secretary of Homeland Security Janet Napolitano was a partner, Senate Majority Leader Harry Reid was a partner of a firm that later merged with us in Nevada, and at least 29 of our former partners and colleagues have gone on to become judges. We started the highly regarded Florence Immigration and Refugee Rights Projects, which each year provides free legal services to thousands of immigrants who are detained in facilities in Arizona. We believe in, work for and celebrate diversity. We are an active member of the DuPont Legal Network; a student we hired at a DuPont Minority Job Fair a few years ago went on to get the highest score on the Arizona Bar exam. We have always recruited nationally. For decades the firm has handled matters throughout the U.S. and our intellectual property and gaming practices are sought after by companies around the world.

All firms claim they provide great service and value relationships with their clients. We believe we can demonstrate Lewis Roca Christie's deep commitment to such principles. Overall as a combined firm Lewis Roca is able to help clients facing legal challenges across a broader geographic area. Clients will benefit from the combined firm's expanded legal capabilities and larger geographic footprint.

## Introduction to the Team

Thank you for providing Lewis Roca LLP the opportunity to be selected as outside counsel for the Nevada State Board of Dental Examiners (Dental Board). We believe that our Government Relations practice group will provide what we believe the Dental Board will find is unparalleled service, sensitivity, commitment and quality.

Sixty-four Lewis and Roca attorneys are recognized in the current edition of *The Best Lawyers in America* including the chair of our Indian Affairs practice. Over half of our lawyers have achieved *Martindale-Hubbell Legal Directory's* highest preeminent rating. Members of the firm hold leadership positions in key energy interest, economic development, trade and industry, civic, cultural and charitable organizations. Lewis and Roca is pleased to offer a qualified team of professionals to serve The Dental Board's needs. Complete resumes for each of the proposed team members are included.

### ***Relationship Manager***

Alfredo Alonso will serve as your relationship manager and the Dental Board's primary point of contact at the Firm. Mr. Alonso is the Principal of the Government Relations Practice Group. He works extensively in both northern and southern Nevada and has regularly represented clients before the Nevada Legislature and state and local government agencies since 1995.

Given Mr. Alonso's substantive experience, we believe he is more than qualified to serve as your relationship manager. We think that you will find him to be very approachable, responsive and sympathetic to the need to obtain high quality state and local government affairs services.

Mr. Alonso's direct contact information is:

Alfredo Alonso  
Lewis and Roca LLP  
1 East Liberty Street, Suite 300  
Reno, Nevada 89501  
Phone: 775.321.3421  
Fax: 775.823.2929  
Email: AAlonso@lrrc.com

## Government Relations

Lewis Roca has well established government relations practice in Nevada. As one of the Southwest's oldest and largest firms we have had the privilege to gain experience and develop relationships in great depth. Our thorough understanding of the politics and history of the region gives our clients a competitive edge.

It is our mission to construct a comprehensive agenda for you and to pursue it in a timely and meaningful way.

At Lewis Roca we will create a government relations plan that is designed to educate key people in the community about the need for appropriate legislation and policies which will strengthen your public policy interests. In the course of our representation, we strive to achieve the following:

- Raise the client's profile by building relationships with decision-makers who have jurisdiction and responsibility over matters affecting client interests.
- Create fact sheets and talking points that effectively convey your concerns to public officials.
- Identify acceptable outcomes in legislative and regulatory matters and continually access progress and prospects for success.
- Prepare, track and lobby for or against legislative proposals as needed to protect your interests.
- Attend hearings and meetings where legislation regulations that may impact you are developed and negotiated, and advocate your positions as necessary.
- Develop opportunities to work together with stakeholders having common interests, to devise a coordinated strategy.
- Monitor ongoing legislative and regulatory initiatives and contract opportunities.
- Conduct regular meetings to update you on the current status of our government relations strategy.

We help our clients understand the government decision-making process and we help you to craft, manage and promote your public policy message. We anticipate what is needed, we develop it, and we make it work.

## Nevada Representation and Experience

Lewis Roca regularly represents its clients' interests before the Legislature, the Governor's Office and administrative agencies on a wide variety of matters. The firm's Government Relations group members also develop, coordinate and implement strategies before governmental bodies. We follow legislation and assist in developing, coordinating and implementing strategies before the Nevada Legislature, Nevada's Constitutional Officers other state and local governmental agencies.

Lewis Roca handles every client relationship with two principal goals: to provide responsive, consistent client contact and to deliver value to our clients through efficient and excellent work. Long-term mutually satisfying relationships with our clients are the lifeblood of Lewis and Roca. Accordingly, at the outset of our relationship, we would work with you to gain a full understanding of the precise scope of the regulatory and legislative matters to be handled, and the Board's priority of these matters. In follow-up to the information, we would learn all we can about your principal goals and concerns as they relate to the legislative and regulatory matters involved, and would tailor our strategic advice to meet your overall goals.

The primary objective of our Government Relations team is to establish, maintain and enhance your association's visibility and to protect your best interests in Nevada's political landscape. In order to successfully represent your company our priorities include:

- Establish a position of stature in the Nevada political community by building relationships with decision-makers who have jurisdiction and responsibility over matters affecting your association
- Raise awareness and create a positive perception in the public's eye
- Establish a position of stature in the Nevada political community
- Active representation during the legislative session, including preparation, tracking, and lobbying for legislative proposals to promote your association's interests
- Strategy for interim year including access to Interim Committee Meetings and Special Committee Meetings
- Share our thorough knowledge of the regulatory process with you
- Involve the association in the appropriate local government activities, political campaigns and relevant coalition building projects

### **Non-partisan**

Our long-term success in government relations reflects an ability to work substantively and pragmatically with policymakers across the spectrum. We are not a partisan firm, but instead prefer to focus on substantial issues rather than political goals of affiliation. What this means for you as our client is not only an ability to connect with policymakers and lawmakers at all levels of government – state, county or municipal – but also the ability to work with the key decision makers regardless of political affiliation.

## Client Service

### *Communication*

Communication is the foundation for a cost-effective and successful client relationship. Lewis Roca will continue to work closely with your in-house representatives to clearly evaluate legislative issues and determine, from the outset, appropriate strategies for delivering high-quality legislative services of acknowledged and exceptional value.

We encourage regular meetings between our lawyers and your in-house representatives. Whether these meetings occur in person, by conference call or by videoconference, we think it is important that we get to know each other and communicate frequently so that we can better understand your goals and strategies, as well as your corporate culture and approach to legal matters. Frequently these meetings may take the form of informal discussions with only one or two lawyers and with no formal agenda. On occasion, it will likely make sense to get together in person. We can be available to come to you and welcome your in-house representatives to visit any of our office locations.

We encourage the implementation of Lewis and Roca's Client Service Assessment (CSA) tool. The program was designed to accomplish one goal: to ensure our delivery of high quality legal service. The assessment is conducted via interviews with our client's applicable in-house representatives. We measure a number of criteria including responsiveness, work product quality, project management, cost effectiveness, billing practices and other criteria appropriate for the particular relationship.

We do not measure for measurement's sake. Once we have received the feedback we develop an action plan to address any concerns. It is our way of enhancing our working relationship and making sure we continually improve the quality and consistency of our service. After implementation of the action plan, we follow-up with the client to determine if our steps are improving the issues identified. If not, further steps will be taken.

We are committed to working with the Dental Board to provide cost-effective government affair services. Our proposal for providing legislative and professional services is a periodic retainer of \$5,000 per month during legislative session years and \$3000 during the interim year.

The retainer payments shall cover state, local and regulatory services. Dental Board will be responsible for paying reasonable costs and expenses that we incur in connection with our representation. Such costs include charges for telephone calls, postage, facsimile transmissions, messengers, overnight deliveries, photocopying, and computerized database retrieval (e.g., Lexis and Westlaw), travel expenses of our attorneys, and fees charged by governmental agencies.

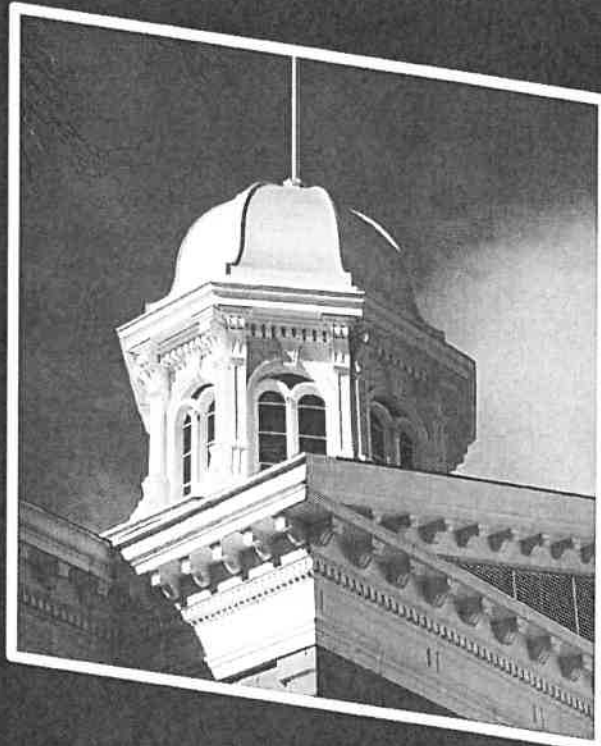
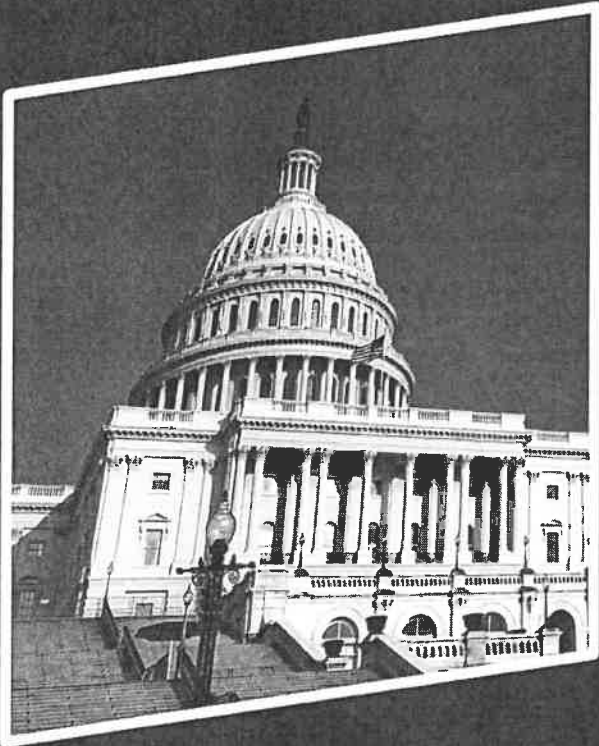
We have taken great care in creating a team of professionals and attorneys for the Dental Board who have superior legislative and legal experience as well as in-depth knowledge of their respective areas. Complete resumes for each of the proposed team members are included

**LOBBYIST BID:  
Perkins Co.  
- Richard Perkins -**



# THE Perkins COMPANY

FEDERAL, STATE & LOCAL PUBLIC AFFAIRS



## Nevada State Board of Dental Examiners Proposal

The Perkins Company  
631 North Stephanie Street  
Suite 202  
Henderson, Nevada 89014





# THE Perkins COMPANY

FEDERAL, STATE & LOCAL PUBLIC AFFAIRS

## Our Mission

*We are dedicated to helping our clients navigate Government's rocky waters, advocating for our clients' issues ethically and responsibly.*

## Firm Profile

### **Honesty, Respect & Determination**

Since 2008, the Perkins Company has represented and advocated for clients at all levels of government. Regardless of strategy, the best representation is based on the same core principles: **honesty, respect** and **determination**. Whether shepherding a bill through the legislature, building coalitions around a client's goals or just keeping an eye on that political atmosphere, the Perkins Company will bring these principles to the table each and every time.

Honesty in all our dealings is paramount. While we obviously protect all of our clients' privileged information, the key to anybody's legitimacy in a negotiation is that their word can be trusted. We have worked tirelessly to build and maintain trust-based relationships with lawmakers, regulators and our colleagues to ensure we can be effective for our clients.

This honesty extends to conflicts of interest. We work diligently before taking on a new client to deal with any potential conflicts before they arise.

In the last decade, lobbyists have gotten a bad rap and – in many cases – rightfully so. Citizens have been confronted by stories of hubris amongst the lobby corps, nationally and locally. It is clear that, somewhere along the line, some people in this business lost respect for the institutions it is their job to lobby. At The Perkins Company we stress this respect for institutions, its members and the other people with whom we interact as a cornerstone of our business.

Honesty and respect on their own are next to meaningless without the determination to service our clients and get the work done. The Perkins Company is ready and equipped to do the research, build the coalitions and conduct the education required to accomplish our clients' goals. Often, Lobbyists have to get up-to-speed on issues affecting a client in short order, or quickly become experts on foreign issues. The Perkins Company is always ready to build our repertoire and put in the hours to accomplish our clients' goals.

As a result of the honesty, respect and determination we bring to the table, clients and lawmakers all turn to the Perkins Company for counsel and education. We take our duty to these individuals seriously, and we look forward the opportunity to demonstrate the quality of work we bring to the table.

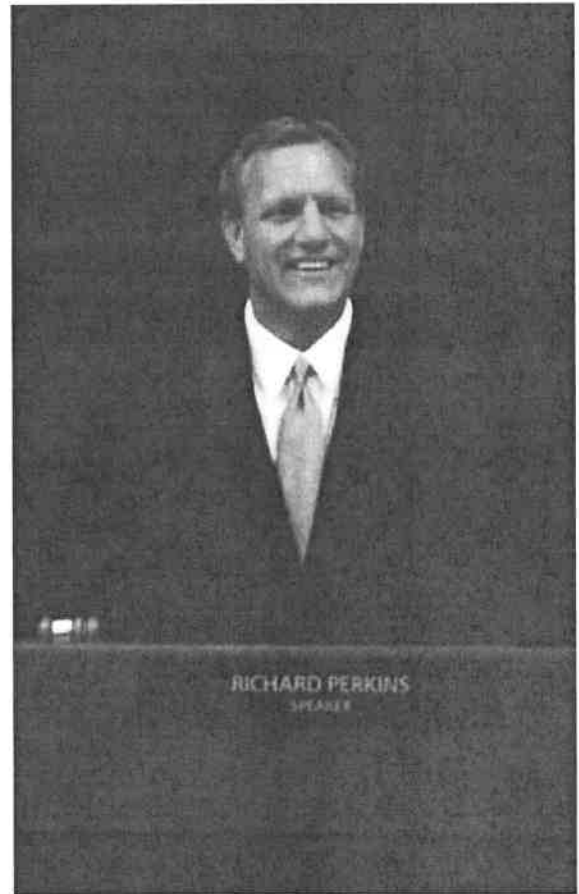
## Our People President

### **Richard D. Perkins**

Native Nevadan Richard Perkins spent 14 years in the Nevada Legislature, including 2 years as Democratic Floor Leader, 4 years as Majority Leader, and 6 years as Speaker of the Assembly. With a record for consensus and coalition-building, he is considered a bi-partisan leader and counts his friends in both major parties. In 2006, he chose not to seek re-election to the Legislature and focused on his law enforcement career as the Chief of the Henderson Police Department, a career he retired from after 25 years. As president of the Perkins Company, Richard oversees the quality political and strategic consulting services clients have come to expect.

Perkins' extensive political and law enforcement network reaches all corners of Nevada and all across the country. He is also very involved in the National Speakers' Conference (Past President), the State Legislative Leaders Foundation (past Board Member), the National Conference of State Legislatures, the Council of State Governments, the International Association of Chiefs of Police, and many other political, policy, and law enforcement organizations. He has developed a network of elected and police officials whom he considers friends in other states and on Capitol Hill who include U.S. Senate Majority Leader Harry Reid, the entire Nevada delegation, dozens of other members of Congress, and many Governors, Speakers, and other legislators

For fourteen years, Perkins helped guide Nevada's \$14 billion biennial budget that included more than 425 state agencies. In this time he worked closely with HHS officials to draft budget, build programs and write policy. His relationships with career leaders in HHS and other departments remain to this day. In this time, Perkins also established the Nevada State College, spearheaded K-12 education funding and reforms, provided leadership on energy and water issues and developed expertise in gaming, labor/management, health care, and public lands issues.



#### **Richard Perkins, by the numbers:**

- 6 years as Speaker of the Nevada Assembly
- 4 years as majority leader in the Nevada Assembly.
- 2 years as Democratic Floor leader.
- 25 years with the Henderson Police Department, where he retired as Chief of Police.
- 3 children: Ashley, Rikki and Alexander.

Perkins served as the President of the National Speakers Conference in 2005 and still serves on its executive committee. Richard participated with the National Conference of State Legislatures (NCSL) Law and Criminal Justice Committee and Task Force on Homeland Security and Emergency Preparedness. Perkins has been a guest speaker on anti-terrorism, criminal justice and many other topics for the NCSL, State Government Affairs Council (SCAC), and the Council of State Governments (CSG). In 2004, Perkins was invited as a guest lecturer at an international anti-terrorism conference in Gdansk, Poland.



After a distinguished career in the ranks, Perkins became the Police Chief for Nevada's second largest city in April of 2006. Throughout his career, he was recognized for his work with crime victims and in 1991 was honored by the Clark County District Attorney and the Nevada Attorney General. Perkins attended the 183rd Session of the FBI National Academy in 1995, and is active in the Nevada Sheriffs and Chiefs Association (NSCA) and the International Association of Chiefs of Police (IACP).

**Richard Perkins,  
in his own words**

*When times are tough, it's important to have quality representation. I look forward to working with you to ensure you meet your goals.*

Richard is the proud father of five children. Privately, he enjoys hunting, fishing, reading, traveling and competitive sports. Perkins holds two degrees – one in Criminal Justice, one in Political Science – from the University of Nevada, Las Vegas. Perkins is a Council of State Governments Toll Fellow, an American Swiss Foundation Young Political Leader, a Leadership Las Vegas graduate, an attendee of the John F. Kennedy School of Government at Harvard University and is listed in Who's Who in American Politics. Chief Perkins also serves on the Board of Directors for Paramount Bank of Nevada, Opportunity Village and several other non-profit boards and committees.

Perkins is proud to serve our clients as President and chief lobbyist for the Perkins Company. From current clients like Newmont Mining or the City of Henderson or former clients like the Building Trades Council or Diageo Liquor, Perkins has brought his all to the lobbying arena. Politics is about relationships, integrity, and credibility and Richard Perkins brings all three to the table. In a fast-paced environment where many situations can be handled with a phone call, it's difficult to imagine a circumstance in which he wouldn't know who to contact.

**Our People**  
**Client Services Manager**  
**Brian S. Evans**

Brian Evans first joined The Perkins Company in the 2013 Legislative Session as an administrative assistant. Brian brought a background of dedication, hard work and motivation that helped him grow in the legislative process. Brian returned for the 2015 Legislative Session as a lobbyist, taking on a more significant role within The Perkins Company. Brian helped with efforts on behalf of various clients ranging from issues in healthcare, education, local government, energy and gaming. Brian lobbied on key bills that enacted laws in areas of tort reform, network adequacy, telehealth, Medicaid and insurance, HOA's, taxes and local government control. Brian later worked



for the Nevada State Medical Association developing a further understanding of healthcare issues before re-joining The Perkins Company full time as a client service manager.

Brian was born and raised in Northern Nevada where he attended Galena High School in Reno. Brian later went on to earn his Baccalaureate degree in Business Administration from Grand Canyon University in Phoenix, AZ, where he also played on the baseball team all 4 years. During his college years, Brian took many classes in history and political science that developed a strong interest in U.S. history as well as Federal and State law. This ultimately served Brian well when he joined The Perkins Company.

**Our People**  
**Director of Strategic Communications**  
**Mari Nakashima**

Mari Nakashima specializes in brand development, crisis communications, and issues management. She has worked in the political and public policy arena at the state and national level for more than a decade. Most recently she served as the Communications Director for Nevada Governor Brian Sandoval. In that capacity she managed all media relations, expanded the governor's online and social media presence, served as his primary speech writer, and worked to help build and strengthen the "new Nevada" brand as envisioned by Governor Sandoval and his administration



During her time with the Sandoval administration, Mari led the planning and execution of major media events. Most notably her work supporting three special legislative sessions resulted in Tesla, the NFL Raider franchise and other significant businesses locating in Nevada. In addition, funds to expand the Las Vegas Convention and Visitors Authority and provide significant new resources for the hiring of more police officers in Southern Nevada were established.

Mari also regularly coordinated with federal, state, local, non-profit, and community partners to effectively communicate both the governor's and state of Nevada's message or priorities. In 2015, she was given the unique opportunity to manage the 2015 Inauguration Ceremony including building the program and statewide media presence. Mari's experience also includes working with the governor and his team in drafting and refining two State of the State addresses and producing the event.

Prior to state service, Mari worked in the private sector for a local marketing and public relations company where she served as the account representative for both public and private clients. Her experience also includes service in the offices of Congressman Joe Heck, Congressman Dean Heller who now serves as Nevada's Senior Senator, and the Republican National Committee. She is a native Nevadan, proud graduate of the University of Nevada, Las Vegas and mother of two daughters, Darla and Scarlett.

## Our People

### Policy Director

# Leo Drozdoff

Leo Drozdoff is a national and state leader in the fields of environmental protection, energy and health care. He has been heralded by Governors, Senators, Congressmen and Legislators of both parties as an effective and pragmatic leader. He has been judged by business leaders, local government officials, NGOs and tribes as a consensus builder who delivers results. His most recent public sector experience includes serving as Director of Nevada's Department of Conservation and Natural Resources (DCNR) and as Chairman of Nevada's Public Employee Benefit Program Board (PEBP). As the most senior member of Governor Brian Sandoval's Cabinet upon his retirement in 2016, Leo directed an agency with a \$160 Million operating budget which consisted of over 900 employees. Major agencies within the Department are: Environmental Protection, Water Resources (State Engineer), Forestry, State Parks, State Lands and Historic Preservation (SHPO).



As the DCNR Director, Leo was responsible for the development and implementation of policy and leading staff to meet executive and legislative goals for the betterment of the citizens of Nevada. In this capacity, Leo negotiated Lake Tahoe legislation that resulted in a bi-State regional plan which included matching legislation in Nevada and California, negotiated a management and financial commitment agreement between the State of the Nevada and the Department of Energy (that agreement was signed by Governor Brian Sandoval and Energy Secretary Ernest Moniz), secured a \$1.1 Billion judgement while working with the Department of Justice and EPA to ensure the clean-up of perchlorate in Southern Nevada and the Colorado River System, and led a government streamlining project that resulted in returning DCNR to 2005 spending levels, a reduction of full time employees and the elimination of over 20 outdated regulations, among other accomplishments.

As Chairman of the PEBP Board from 2011 until 2016, Leo and the Board provided direction and oversight to an executive agency that provides health insurance and other benefits to 30,000 public employees, retirees and their families. Under his leadership and facing insolvency and unprecedented losses during the Great Recession, the Board fundamentally transformed the program to a high deductible health plan with health savings accounts, giving public employees greater choice and predictability in their health care decisions as well as the ability to save money tax free for many years, maintained a less than 1% yearly cost increase of the health plans over a four year period while national medical inflation rose more than 40%, and he also led the Board's efforts to successfully integrate the requirements of the Affordable Care Act into the Nevada program.

In addition to serving as Director of DCNR and Chairman of the PEBP Board, Leo has 30 years of highly recognized experience in the public and private sectors. He holds a BS in Civil Engineering from Bucknell University and an MBA with a management focus from the University of Nevada. He is a licensed civil engineer in the State of Nevada.

## Our People

### Mike Willden

Mike Willden is an experienced health and human services, state budget and governmental policy leader. Mike retired in January 2019 following an impressive 45-year career in Nevada state government. Mike's public career included more than four decades of service within the Department of Health and Human Service, including 13 years as the Director, a gubernatorial appointment which spanned three different governors, finishing in 2014. Mike ended his state service employed as former Governor Brian Sandoval's Chief of Staff, a position he held for nearly five years.



For 25 years, Mike worked in the state's Welfare Administration Division, beginning as a case worker and promoting to a number of positions until ultimately becoming the state Welfare Administrator. In this capacity, Mike managed the Division of Welfare and Supportive services and multiple agencies which are now housed within the Divisions of Child and Family Services and Aging and Disability Services. In 2001, Mike was appointed the Director of the Nevada Department of Health and Human Services by then-Governor Kenny Guinn. Governors Jim Gibbons and Brian Sandoval reappointed him to that position when they were elected in 2007 and 2011, respectively.

While the head of DHHS, Mike oversaw the state's expansion of Medicaid under the Affordable Care Act in 2013. Mike was an influential voice in Governor Sandoval's decision to opt-in to the Medicaid expansion, marking the first Republican administration in the nation to do so. As part of this implementation, more than 250,000 Nevadans were granted access to Medicaid which cut the state's uninsured rate in half.

As the Governor's Chief of Staff, Mike led the executive staff and cabinet through two regular legislative sessions and two special sessions. In Mike's final 2 years serving as Chief of Staff, he helped put together a \$8.1 billion General Fund state budget that marked the highest in Nevada history. During his tenure in the top executive office, Nevada experienced dynamic population growth driven by the state's aggressive economic development policies. Mike also spearheaded the statewide effort to combat the national opioid epidemic. Nevada's four prong approach to tackling this crisis, which claimed the life of one Nevadan every day, was heralded as one of the nation's most comprehensive and progressive policies in the ongoing battle against prescription drug abuse.

Mike hails from Lincoln County, Nevada and is a proud native of the Silver State. He holds a Bachelor's Degree in Business Administration from Southern Utah University.



# Confidential Proposal

## Qualifications, Background, and Experience

**Richard Perkins** is the lead lobbyist for The Perkins Company. His experience in legislative matters, and particularly health care matters, extends back to his freshman legislative session in 1993. In his capacity as a lawmaker, and later as a legislative leader, Richard assisted in crafting health care policy in Nevada as a legislator for fourteen years and has operated on the government relations side for eight years. He has had great success in guiding and rebranding clients. As a trusted former colleague and a respected member of the lobby corps, Richard's counsel is frequently sought by elected officials when faced with making decisions on various policy proposals.

**Brian Evans** has been a contributing member of The Perkins Company for three legislative sessions, a total of six years. During that time, he also spent several months reporting directly to the Nevada State Medical Association. Brian's grasp of health care issues, as well as his relationships with legislative and executive branch staff responsible for health care policy, is significant.

**Mari Nakashima** brings her public relations, media, and communications skills to bear for clients in a unique way. Her grasp of messaging as it influences politics is unmatched. Having spent years working for Governor Brian Sandoval handling the 24/7 media and communications cycles brings a significant advantage to our clients and positions them for success.

**Leo Drozdoff** is a highly respected leader in public policy in Nevada. He brings a great deal of credibility and knowledge to bear for our clients. Having served on Governor Sandoval's Cabinet and provided common sense solutions to various sectors of state government, Leo has earned the trust of those in the Executive and Legislative Branches of Nevada government.

**Mike Willden** joins The Perkins Company following a 45-year career in Nevada State service. Most recently, Mike served nearly five years as Chief of Staff for former Governor Brian Sandoval. Prior to being Chief of Staff, he served for 13 years as the Director of Health and Human Services, the largest state agency, and was appointed as DHHS Director by three Governors. Mike has taken part in every Legislative Session since 1981, preparing budgets and testifying on HHS issues.

The Perkins Company prides itself on its dedication to clients and reputation for being among the hardest working lobby firms in Carson City – no one will better serve their clients or have better access to decision-makers. We prefer to work behind the scenes, building coalitions with like-minded groups, leaving nothing to chance. Once the groundwork has been laid, Richard uses his profile as the former Speaker of the Assembly, his relationships with leadership, and his knowledge of the process to ensure his clients maintain a distinct advantage.

## **Re-statement of the Issues**

The Nevada State Board of Dental Examiners (Board) is the entity that is statutorily designated to regulate the Dental industry in Nevada under NRS Chapter 631 and NAC Code 631. The Board is charged with developing and maintaining programs to ensure only qualified professionals are licensed to practice dentistry and dental hygiene, and to ensure violators of the act are sanctioned. The Board's office is located in Las Vegas and receives complaints from the public and licensed practitioners. On occasion the Board will seek to modernize its practice act and/or seek to obtain authorities to better accomplish its statutory mission.

The Board will face several challenges over the next few years. The growth in the Silver State alone is daunting. But, including advances in dental practices, conforming to and clarifying challenging health care policies such as the new opioid prescribing rules, withstanding those who wish to encroach upon the dental industry's scope of practice, there is much to be prepared for. Since the Nevada Legislature only meets every other year, any statutory changes desired need to be researched, prepared, and presented in a short time frame.

The Perkins Company employs a number of strategies to accomplish client goals. The primary factors in determining which strategies are best include consideration of the client's stated goals, the client's culture, and the client's infrastructure – as such, The Perkins Company may be more aggressive in some settings, or more reserved, depending on the legislative environment and what is required to achieve the best possible outcomes. The Perkins Company is well-equipped to execute any strategy necessary to accomplish the goals of the client, understanding that preservation of the client's reputation and agenda are keys to long-term success.

Although the biennial Regular Legislative Session garners the most attention in the media and business world, the most successful legislative strategies are grounded in work performed during the interim period between legislative sessions. During this period is when key relationships are built and maintained, legislative champions are identified, legislators and candidates are educated, and other financial/educational support is strategically exercised in order to set the stage for success in the Regular Session.

Our team members are embedded in the political and policy landscapes in Nevada. We share your team's understanding that a combined strategy of community outreach, and education, are crucial components in effectuating public policy change. We know that we can raise those efforts to a higher level with our knowledge of the key players and an understanding of Nevada's dynamic culture. Additionally, a crucial role in changing policies and effecting change includes the day to day monitoring of related issues and lobbying of legislation. Our experience is unsurpassed and can identify those who are truly supportive of your goals and others who may be insincere in their support. We can also identify the motives of the players and identify why some may choose to oppose our efforts or disengage instead of supporting the policies the Board advocates for.

We are well-equipped to develop and execute the Board's strategy as it evolves. To endure success, a comprehensive strategy is always necessary. In this case, the efforts will include both the Executive and Legislative Branches of Nevada government, including supporting good public servants for elected office. It will also require identifying potential opponents and supporters and keeping its own house in order.

## **Cost and Fees**

The Perkins Company will provide comprehensive Government and Legislative Affairs services (as described above) at the state level from July 1, 2020 to June 30, 2022. The fee for those services will be \$5,000 per month.