

**STEVE SISOLAK**  
Governor

**LAURA FREED**  
Board Chair

STATE OF NEVADA  
**PUBLIC EMPLOYEES' BENEFITS PROGRAM**  
901 S. Stewart Street, Suite 1001 | Carson City, Nevada 89701  
Telephone 775-684-7000 | 1-800-326-5496 | Fax 775-684-7028  
[www.pebp.state.nv.us](http://www.pebp.state.nv.us)

**LAURA RICH**  
Interim Executive Officer

**MEETING NOTICE AND AGENDA**

Name of Organization: Public Employees' Benefits Program Board  
Date and Time of Meeting: March 3, 2020 8:30 a.m.  
Place of Meeting: The Legislative Building 401 South Carson Street,  
Room #3138 Carson City, NV 89701  
Video Conferencing: The Grant Sawyer State Office Building 555 East  
Washington Avenue, Room #4401 Las Vegas, NV  
89101  
Video Streaming Website: [www.pebp.state.nv.us](http://www.pebp.state.nv.us)

**AGENDA**

1. Open Meeting; Roll Call
2. Public Comment

Public comment will be taken during this agenda item. No action may be taken on any matter raised under this item unless the matter is included on a future agenda as an item on which action may be taken. Public comments to the Board will be taken under advisement but will not be answered during the meeting. Comments may be limited to three minutes per person at the discretion of the chairperson. Additional three minute comment periods may be allowed on individual agenda items at the discretion of the chairperson. These additional comment periods shall be limited to comments relevant to the agenda item under consideration by the Board. Persons unable to attend the meeting and persons whose comments may extend past the three minute time limit may submit their public comment in writing to PEBP Attn: Wendi Lunz 901 S. Stewart St, Suite 1001 Carson City NV 89701, Fax: (775) 684-7028 or [wlunz@peb.state.nv.us](mailto:wlunz@peb.state.nv.us) at least two business days prior to the meeting. Persons making public comment need to state and spell their name for the record at the beginning of their testimony.

3. PEBP Board disclosures for applicable Board meeting agenda items. (Brandee Mooneyhan, Deputy Attorney General) **(Information/Discussion)**

4. Consent Agenda (Laura Freed, Board Chair) **(All Items for Possible Action)**

Consent items will be considered together and acted on in one motion unless an item is removed to be considered separately by the Board.

4.1. Approval of Action Minutes from the January 23, 2020 PEBP Board Meeting.

5. Discussion regarding the recruitment process for a new permanent Executive Officer of PEBP. **(For Information)**

6. Applicant interviews for position of the Executive Officer of PEBP. **(For Information)**

6.1. Applicants to be interviewed (approximately one hour per interview):

- Michael Lynch
- Robert Nellis
- Laura Rich

7. Discussion and possible action regarding appointment (from three above named applicants) of the Executive Officer of the Public Employees' Benefits Program, subject to the Governor's approval, per NRS 287.0424(1). **(For Possible Action)**

8. Public Comment

Public comment will be taken during this agenda item. Comments may be limited to three minutes per person at the discretion of the chairperson. Persons making public comment need to state and spell their name for the record at the beginning of their testimony.

9. Adjournment

The supporting material to this agenda, also known as the Board Packet, is available, at no charge, on the PEBP website at [www.pebp.state.nv.us/meetings-events/board-/meetings](http://www.pebp.state.nv.us/meetings-events/board-/meetings) (under the Board Meeting date referenced above).

An item raised during a report or public comment may be discussed but may not be deliberated or acted upon unless it is on the agenda as an action item.

All times are approximate. The Board reserves the right to take items in a different order or to combine two or more agenda items for consideration to accomplish business in the most efficient manner. The Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time. The Board reserves the right to limit Internet broadcasting during portions of the meeting that need to be confidential or closed.

We are pleased to make reasonable efforts to assist and accommodate persons with physical disabilities who wish to attend the meeting. If special arrangements for the meeting are necessary, please notify the PEBP in writing, at 901 South Stewart Street, Suite 1001, Carson City, NV 89701, or call Wendi Lunz at (775) 684-7020 or (800) 326-5496, as soon as possible so that reasonable efforts can be made to accommodate the request.

Copies of both the PEBP Meeting Action Minutes and Meeting Transcripts are available for inspection, at no charge, at the PEBP Office, 901 South Stewart Street, Suite 1001, Carson City,

Nevada, 89701 or on the PEBP website at [www.pebp.state.nv.us](http://www.pebp.state.nv.us). For additional information, contact Wendi Lunz at (775) 684-7020 or (800) 326-5496.

Notice of this meeting was posted on or before 9:00 a.m. on the third working day before the meeting at the following locations: NEVADA STATE LIBRARY & ARCHIVES, 100 N. Stewart St, Carson City; BLASDEL BUILDING, 209 East Musser Street, Carson City; PUBLIC EMPLOYEES' BENEFITS PROGRAM, 901 South Stewart Street, Suite 1001, Carson City; THE GRANT SAWYER STATE OFFICE BUILDING, 555 East Washington Avenue, Las Vegas; THE LEGISLATIVE BUILDING, 401 South Carson Street, Carson City, and on the PEBP website at [www.pebp.state.nv.us](http://www.pebp.state.nv.us), also posted to the public notice website for meetings at <https://notice.nv.gov>. In addition, the agenda was mailed to groups and individuals as requested.



# 1.

1. Open Meeting; Roll Call



# 2.

## 2. Public Comment





# 3.

3. PEBP Board disclosures for applicable Board meeting agenda items. (Brandee Mooneyhan, Deputy Attorney General)  
(Information/Discussion)



# 4.

## 4. Consent Agenda (Laura Freed, Board Chair) (**All Items for Possible Action**)

Consent items will be considered together and acted on in one motion unless an item is removed to be considered separately by the Board.

4.1. Approval of Action Minutes from the January 23, 2020 PEBP Board Meeting.



# 4.1.

## 4. Consent Agenda (Laura Freed, Board Chair) (**All Items for Possible Action**)

Consent items will be considered together and acted on in one motion unless an item is removed to be considered separately by the Board.

4.1. Approval of Action Minutes from the January 23, 2020 PEBP Board Meeting.



**STATE OF NEVADA  
PUBLIC EMPLOYEES' BENEFITS PROGRAM  
BOARD MEETING**

The Legislative Building  
401 South Carson Street, Room #1214  
Carson City, NV 89701

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**ACTION MINUTES (Subject to Board Approval)**

January 23, 2020

**MEMBERS PRESENT  
IN CARSON CITY:**

Mr. Peter Long, Board Chair  
Mr. Don Bailey, Member  
Mr. Tom Verducci, Member  
Mr. David Smith, Member

**MEMBERS PRESENT  
IN LAS VEGAS:**

Ms. Linda Fox, Vice Chair  
Ms. Jet Mitchell, Member

**MEMBERS PRESENT  
VIA CALL IN:**

Ms. Christine Zack, Member

**MEMBERS EXCUSED:**

Ms. Mandy Hagler, Member  
Ms. Leah Lamborn, Member

**FOR THE BOARD:**

Ms. Brandee Mooneyhan, Deputy Attorney General

**FOR STAFF:**

Ms. Laura Rich, Interim Executive Officer  
Ms. Cari Eaton, Chief Financial Officer  
Mr. Brett Harvey, Chief Information Officer  
Ms. Nancy Spinelli, Quality Control Officer  
Ms. Wendi Lunz, Executive Assistant

1. Open Meeting: Roll Call  
Board Chair Long opened the meeting at 11:00 a.m.
2. Public Comment  
Public Comment in Carson City:
  - Priscilla Maloney – AFSCME
  - Donna Healy – UNR Employee
  - Kent Ervin – Nevada Faculty Alliance
  - Marlene Lockard – RPENPublic Comment in Las Vegas:
  - Doug Unger - Employee Benefits Representative UNLV Faculty Senate
3. PEBP Board disclosures for applicable Board meeting agenda items. (Brandee Mooneyhan, Deputy Attorney General) (Information/Discussion)
4. Consent Agenda (Peter Long, Board Chair) (**All Items for Possible Action**)  
Consent items will be considered together and acted on in one motion unless an item is removed to be considered separately by the Board.
  - 4.1. Approval of Action Minutes from the November 21, 2019 and December 20, 2019 PEBP Board Meeting.
  - 4.2. Receipt of PEBP Chief Financial Officer quarterly reports for the period ending September 30, 2019
    - 4.2.1. Budget Report
    - 4.2.2. Utilization Report
  - 4.3. Quarterly vendor reports for timeframe July 1, 2019 – September 30, 2019
    - 4.3.1. HealthSCOPE Benefits – Obesity Care Management Program
    - 4.3.2. HealthSCOPE Benefits – Diabetes Care Management Program
    - 4.3.3. American Health Holdings - Utilization and Large Case Management
    - 4.3.4. The Standard Insurance – Basic Life and Long-Term Disability Insurance
    - 4.3.5. Willis Towers Watson's Individual Marketplace Enrollment & Performance Report
    - 4.3.6. Hometown Health Providers and Sierra Healthcare Options – PPO Network
  - 4.4. Acceptance of the annual PEBP Appeals and Complaints Summary for submission to the Nevada Division of Insurance.
  - 4.5. Acceptance of Health Claim Auditors' quarterly audit findings for HealthSCOPE Benefits for the timeframe of July 1, 2019 – September 30, 2019.



**BOARD ACTION ON ITEM 4**

**MOTION:** Motion to approve items under consent agenda number 4 except for 4.2.1 and 4.3.6, and with corrections on minutes from November to identify Jet Mitchell as a Board Member.  
**BY:** Member Don Bailey  
**SECOND:** Member David Smith  
**VOTE:** Unanimous; the motion carried.

**BOARD ACTION ON ITEM 4.2.1**

**MOTION:** Motion to approve 4.2.1  
**BY:** Member Tom Verducci  
**SECOND:** Member Don Bailey  
**VOTE:** Unanimous; the motion carried.

**BOARD ACTION ON ITEM 4.3.6**

**MOTION:** Motion to approve 4.3.6  
**BY:** Member David Smith  
**SECOND:** Member Jet Mitchell  
**VOTE:** Unanimous; the motion carried.

5. Presentation on self-funded claims trend experience and projections of the composite rate trend for Plan Year 2020 (July 1, 2019 – June 30, 2020). (Stephanie Messier, Aon Hewitt) (Information/Discussion)
6. Presentation on PEBP's 2019 Member Satisfaction Survey. (Laura Rich, Interim Executive Officer) (Information/Discussion)
7. Presentation on EPO End-of-Year Evaluation (Laura Rich, Interim Executive Officer) (Information/Discussion)
8. Discussion and possible action on Budget Enhancement Options for FY22/FY23 Budget (Laura Rich, Interim Executive Officer) (**For Possible Action**)

**BOARD ACTION ON ITEM 8 (Item 1, A - F)**

**MOTION:** Motion to have PEBP provide information at the next meeting on Item One, all those noted A, B, C, D, E and F, which includes the cost to perform an independent actuarial review.  
**BY:** Member Tom Verducci  
**SECOND:** Member Don Bailey  
**VOTE:** Unanimous; the motion carried.

**BOARD ACTION ON ITEM 8 (Item 2, A - C)**

**MOTION:** Motion that staff pursue the additional analysis on the recommendations including the three options that we're discussing (Eligibility System Replacement, Addition of Staffed Las Vegas Office, HSA/HRA Supplemental Funding) to present to the Board.

**BY:** Member Jet Mitchell

**SECOND:** Member Don Bailey

**VOTE:** Unanimous; the motion carried.

**BOARD ACTION ON ITEM 8 (Item 3, A)**

**MOTION:** Motion to allow the PEBP Board to do further analysis on the Save-On program.

**BY:** Member Jet Mitchell

**SECOND:** Member Don Bailey, with addition, much more detail at the March meeting on what exactly this program does.

**VOTE:** Unanimous; the motion carried.

9. Update on Morneau Shepell Performance Improvement Plan (Morneau Shepell) (Information/Discussion)
10. Interim Executive Officer Report. (Laura Rich, Interim Executive Officer) (Information/Discussion)
11. Discussion and possible action regarding the permanent appointment or recruitment of the Executive Officer. (Peter Long, Board Chair) (**For Possible Action**)

**BOARD ACTION ON ITEM 11. (Item 11 tabled for public comment, reopened after public comment)**

**MOTION:** Motion for a 14-day open competitive recruitment to be conducted by agency HR services. Should there be five or more qualified applicants, subcommittee which will be appointed will recommend which five come to the Board. If there are less than five, five or less they will all come to the Board.

**BY:** Member David Smith

**SECOND:** Member Jet Mitchell

**VOTE:** Six in favor, one opposed; the motion carried.

12. Public Comment

Public Comment in Carson City:

- Kent Ervin – Nevada Faculty Alliance
- Marlene Lockard – RPEN
- Priscilla Maloney – AFSCME
- Peggy Lear Bowen - Retiree Participant (See Exhibit A for comments)

Public Comment in Las Vegas:

- Doug Unger - Employee Benefits Representative UNLV Faculty Senate

13. Adjournment

Board Chair Long adjourned the meeting at 2:37 p.m.

# Exhibit A

**These remarks are presented as transcribed by Capitol Reporters.**

AGENDA ITEM 12 - PUBLIC COMMENT FROM MS. BOWEN:

MS. BOWEN: Good afternoon. My name and my words for the record, my name Peggy, P-e-g-g-y Lear, L-e-a-r. Last name Bowen, B-o-w-e-n. Thank you all for your time, energy and efforts today.

Some important things to remind you about and that is monies and controlling monies and search and, quite frankly, Ms. Rich came in and filled the role that we desperately needed. We were at a crunch time then that we put out for a search for people to come in and -- and -- and hers was the only -- she came in and filled the role when no one else would. You said find a person who can do this, that and the other thing.

You're looking right now for legislative session that thinks this Board is important and it is our voice. We hope that you do anything and everything you possibly can to maintain PEBP as an entity and not have it erased from existence.

When -- when -- when Mr. Haycock was here he had a good relationship with the legislature, and you haven't mentioned much about legislative relationship. They are the people with the pursestrings. That's the control they have over PEBP, and Ms. Rich was given some indication where she changed her location, tore her family out of where they lived, brought them all here, moved, lock, stock and barrel to come in for a position that she thought, and I could be speaking out of order, and I apologize if I am and you will surely correct me. She came here thinking this was a permanent position to be had and that -- and she has done an excellent job in every single - - what things have you asked of her that she hasn't done? Name it because that's your responsibility right now.

We're getting into a time where PEBP has to look like it is back in control of itself. You're right. She came in in tough times. Please consider doing that. When it comes to the meetings, she's the one who made access available and she improved the open meeting law.

You'll remember that we had people who actually used PEBP and because there was an auditor, an outside auditor that actually was going to be arrested for stealing funds and embezzling from PEBP and it was -- and Damon Haycock worked very hard to open this up and made sure that all members of PEBP were evaluated. You have not mentioned once that in looking for somebody. You also need to have an evaluation in place by which you're going to evaluate people when it comes to the end of their contract or the end of their time or time for evaluation.

You have to have -- you have to know what, when you have a person come into this position they have to know what the responsibilities are. If you don't have a job description, an evaluation type form in place to do those things ahead of time, you're putting carts before the horses maybe, and maybe by this conversation today that you'll keep that in mind.

And -- and most importantly, take a look at what you've got right now. An interim search, if that's -- if that's what you want to do, I consider that almost a betrayal of what you have. What are you looking for that you're not getting now? That's my personal opinion and -- and I can support having a very short period, but make it extremely short and give the person, whoever it may be, the right and nobody has yet to ask her if -- she obviously wants the job or she wouldn't have come in the first place. She wouldn't have moved. She wouldn't have upset her life. She wouldn't upset her kids' lives. She wouldn't have changed schools and come do this job.

CHAIRMAN LONG: Thank you.

MS. BOWEN: Thank you.

CHAIRMAN LONG: I appreciate it.

MS. BOWEN: And please have a very very -- I hope you had a good Martin Luther King Day and looking forward to a great whatever you practice whatever you believe in in your next celebration.

CHAIRMAN LONG: Thank you.

MS. BOWEN: And go Wolf Pack.

# 5.

5. Discussion regarding the recruitment process for a new permanent Executive Officer of PEBP. (**For Information**)





# 6.

6. Applicant interviews for position of the Executive Officer of PEBP. (For Information)

6.1. Applicants to be interviewed (approximately one hour per interview):

- Michael Lynch
- Robert Nellis
- Laura Rich



# 6.1.

6. Applicant interviews for position of the Executive Officer of PEBP. (For Information)

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- Michael Lynch
- Robert Nellis
- Laura Rich



- Michael Lynch



## Michael Lynch



February 14, 2020

**Delivered via electronic mail: [agencyhr@admin.nv.gov](mailto:agencyhr@admin.nv.gov)**

I am writing to you to offer myself as a candidate for the position of Public Employees' Benefit Program Executive Officer. My professional background in non-profit management, state service along with my private sector experience has made me an excellent candidate for your organization.

I have over twelve years of experience, notably as CEO of one of Nevada's largest trade organizations, including the operation of Nevada's largest association health benefit program. I also have over seven years of experience as the Deputy Commissioner of Insurance, overseeing the regulation of Nevada's domestic insurers – including the implantation of the Affordable Healthcare Act exchange as well as the health insurance co-op. Most recently, I have been working with self-funded employers, notably on their respective networks and reinsurance.

During my time in state service, I had developed valuable skills in public employee management, budgeting, IT utilization, new program development and management. These projects were detailed and deadline sensitive. A large part of my success was innovative communications (often with limited budget resources), creating and expanding Nevada's presence on a national stage.

Letter of Interest Responses:

1. Describe your professional experiences working with a diverse stakeholder group. Specifically, include your experience with any benefit program board of directors, active employee program members, retired program members, state legislative bodies and other elected officials.

Throughout my professional career, both in the public sector and the private sector, I have been afforded many opportunities to work with many diverse stakeholder groups which included elected and appointed officials, industry groups, individual representatives and interested members of the public. A few of these group's goals included policy advocacy to improve funding for capital improvements to build new schools, legislative initiatives, and advocacy for health care reform.

One specific example that would concern employee benefits, notably health care benefits, dealt with the formation of a wholly new program to create a more affordable option for employers seeking to provide group health care to their employees. The first step was to assemble a "blue ribbon" panel of stakeholders which included legislators, regulators, employers and industry group representatives. The initial work of the panel was to foster consensus on what the best option would be for everyone involved. Once this was achieved, we went forward with a plan advocating for necessary regulatory reforms as well as revisions to the NRS. The end result was the formation the largest and longest running association health plan in Nevada, expanding coverage to over 15,000 employees that would have otherwise not received coverage.

2. Describe your communication style with each of the following:

a) Executive management team members and other professional staff;

As a CEO of the largest trade group in Nevada as well as a former deputy commissioner of insurance overseeing the largest section of the division's operations, I have learned many lessons that have led to what I consider to be a unique

approach to communication with management and professional staff members. The most important lesson I have learned is that one must be mindful of each individual's personality and background. Everyone has preferences, what works for one individual, may not be the best approach for another. In general though, I have found an approach that has proven successful in the aggregate.

My main focus is that I consistently ensure that each member of the team is aware of the organization's goals and objectives and their respective roles in achieving those goals. I have used a very simple method to facilitate this approach. On a consistent and recurring basis, each member of the team provides an outline of their specific goals as well any resources or support they may need to ensure success. I use a spreadsheet to monitor and update these goals. I also track the successful achievement of the respective goals. I also include one very vital step as a manager, I continually ask what they need from me on a daily basis, to help ensure their success. This may sound somewhat simplistic, but it is a process that has proven to very successful.

*b) Program Board of Directors;*

I have worked for several boards as well as chaired a large community services non-profit board of directors. The executive director should serve two roles, one of a facilitator ensuring that the board's goal are achieved, and another is to foster cooperation and information sharing amongst the individual board members. There is always one pitfall to be avoided. The executive director should not presume be a "referee" amongst the board.

The executive director should always have a plan of fostering open dialogue amongst the board members as well providing reliable updates on organizational activities. It is also always exceptionally important that all communication with board members is done in an open and transparent manner.

*c) Elected officials; and*

For most of my professional life I have worked with elected officials; local, state and federal. The best approach when working with elected officials is to ensure that the objective is to promote cooperation towards a common goal. When communicating with elected officials it is always best to bring them an issue and proposed solution. One of the quickest ways to do this it to foster a relationship whereby you communicate often with them, not just when you need something from them.

Secondly, it has always been my experience that it is fruitful to include the elected official's staffs as well, as these individuals are often outstanding sounding boards to discuss matters with.

*d) Other member constituencies.*

I am presuming this category would include state employees, members of the public and possibly the news media. The world of public communication has evolved significantly over the last ten years. A simple website or newsletter is no longer sufficient on its own. Many of us now get our information or choose to communicate through social media. I would advocate to any organization that they implement an interactive social media program that includes sharing information through platforms like Facebook and twitter. At the NDOI we even developed our own "app" to share information with the public throughout the year.

*3. Describe your budgetary and financial management experience for self-insured benefit programs in a public (i.e. state or local government) setting.*

I do not have any direct experience with financial management of a public sector benefit program. However, I do have extensive experience with the negotiations of and fiscal planning for several large private sector programs. The elements of a self-funded health plan are somewhat universal.



I was specifically involved in the planning stages for benefits, involving some very unique (and cost effective) carve-out options for the plans. I was also directly involved with negotiating the stop-loss reinsurance and other alternative risk elements of the self-funded plans.

I have had some experience with working with two public sector programs that dealt with workers' compensation for Nevada counties and cities. These primarily dealt with the deemed benefit programs for emergency service employees. There are two separate programs in Nevada that were established that utilize alternative risk funding options that I regulated at the NDOI.

4. Describe the approach you would take in working with the PEBP Board to set benefit plan design priorities.

The priority is to get the most for every premium dollar. My approach would be to present as many options as possible to the PEBP Board, hopefully helping the board achieve their overall goals. Personally, I tend to advocate for innovation. There have been amazing improvements to the health care networks that might provide significant savings. There are two main areas I tend to focus on, one being tele-medicine and the other being behavioral health improvement.

Essentially, it is much more cost effective to keep a member healthy than it is to treat them for illness. Every national study shows that the majority of claims stem from either lack of timely care or lifestyle behaviors. As executive director, I would likely advocate for dedicating my own time as well as other resources to explore these possible solutions.

5. Please include a description of your management and leadership style, along with recent successes and why they were successes.

I personally feel it is the role of the executive director to ensure open communication throughout the organization regarding organizational goals and what is expected of each member of the team. I also personally advocate for a process that ensures every employee is provided with the best chance possible to successful. I make sure everyone knows what is expected of them and that they have the necessary resources needed to succeed. I also promote a culture of accountability.

In the public sector, the approach that was very successful and that I am most proud of is when I was hired by the NDOI initially. The division had recently lost its NAIC accreditation (something paramount to effective insurance regulation) and the morale of the section responsible was frankly dismal. I didn't take too long to discern that no one knew individually where they fit into the over goal of maintaining acceptable accreditation standards. Additionally, many hadn't received the necessary training to be successful in achieving this goal.

I created a large chart with everyone's roles and asked them all to fill-in what they would need to perform their roles successfully. For some it was training, for some it was equipment/software, for others it was change of mind-set. I asked them all, if I could get them what they needed, could they all achieve the goal of reinstating Nevada's accreditation. As a group, they said, "yes". I was able to take this to the Commissioner and then the Director of Business and Industry. I was able to get everything that was asked for. The other side of the coin I explained, was that everyone was now accountable to perform to the best of their abilities. We did achieve the goal of reinstating our NAIC accreditation.

6. Describe your philosophy on the development of staff and the successes you have had with this approach

I have always used the approach that every smart manager should be training their successor. Every supervisor that has someone under them should be making an effort to mentor their subordinates. This approach has many benefits. Firstly, it assures continuity of operations. Secondly, it fosters a sense of pride and recognition in the organization's staff. Thirdly, it also provides and added "touch point" between the supervisors and staff that improves morale.

I take pride that when I have mentored a subordinate and they move on to a new role in part because I helped empower them to be successful.

During my time with the NDOI, I have been involved in the preparation of proposed legislation for several regular and special legislative sessions. These BDR's were comprehensive revisions to Title 57 including the implementation of changes related to

the Affordable Care Act, consumer protections as well as creating new opportunities for economic development. Additionally, I have been involved with budget preparations for several biennial budgets and I am well versed with the state budgeting process.

Most importantly, throughout my career, I have enjoyed the opportunity to successfully manage high functioning teams of diverse and skilled professionals in environments of high demand for organizational performance.

Whether it was achieving the highest national ranking for solvency regulation, implementing new IT solutions or successfully competing for a new multi-billion dollar insurer to choose Nevada as its home, I have a track record of innovation and success.

If you have questions, or if you want to schedule an interview, please contact me at your earliest opportunity. I look forward to meeting with you to further discuss my candidacy for this position.

Sincerely,

A handwritten signature in cursive script, appearing to read "Clark D. Ford".

# Michael Lynch



## Professional Profile

Successful and innovative public sector manager and strategist with a 20+ year record of achievement. Demonstrated success working with policy makers, industry stakeholders and regulators to create positive collaborations and outcomes. Steadfast in the pursuit of improving operations and fostering economic opportunities while maintaining the highest level of responsible oversight.

- HR Management/Team Building
- Budget Preparation
- Economic Development
- Critical Issue Management
- Agency Performance
- Strategic Planning
- Policy Analysis and Advocacy
- Innovative Problem-Solver

## Professional Accomplishments

### Enhanced Regulation of a \$12 Billion Industry

- Ranked 1<sup>st</sup> among all 50 states in 2014 & 2015
- Restored Nevada's NAIC Accreditation
- Redesigned the solvency regulation process with new procedures, enhancing regulatory oversight and promoting a higher level of industry-wide compliance
- Recruited Key Personnel, bringing the NDOI to a new level of technical expertise

### Modernized NDOI Approach to IT Utilization

- Enhanced the utilization of available IT platforms and resources
- Established partnerships with nationally recognized experts to provide contracted services where appropriate personnel were not available
- Expanded the use of vendors to provide assistance with successful ACA implementation
- Partnered with other states to facilitate employee training and establish best practices guidelines

### Expanded Nevada's Domestic Insurance Market

- Successfully competed with other states to form a new \$3.8 Bil. insurer in Nevada
- Created new markets for Nevada domiciled insurers, obtained over \$100 Mil. of funding guarantees from Federal Banking programs
- Maintained a competitive advantage for Nevada in spite of a five-fold increase in states participating in the alternative risk market
- Established national level stakeholder partnerships to support Nevada's domestic programs

## Private Sector

Policy and Strategic Planning for 750+ Developers and Contractors

<p><b>Professional Accomplishments</b></p>	<ul style="list-style-type: none"> <li>▪ State and Local Lobbyist for 20+ Years</li> <li>▪ Coordinate countywide public awareness campaigns for new school construction and roadway financing</li> <li>▪ Coordinated multiple legislative proposals with a track record of successful outcomes</li> <li>▪ Worked with Fortune 100 companies doing business in Nevada on state and local issues</li> <li>▪ Successfully negotiated new tax increment districts for large scale developments</li> </ul> <p><u>Risk Management/HR Benefit Program Development</u></p> <ul style="list-style-type: none"> <li>▪ Successfully created one of the state’s first alternatives to the State Industrial Insurance System, saving employers \$75 Mil. in expenses that were put back into the local economy</li> <li>▪ Successfully worked with the state’s largest and longest running medical insurance programs, extending coverage to a large segment of the county’s population that previously weren’t provided health benefits</li> <li>▪ Implemented industry-wide training and compliance with various OSHA standards</li> <li>▪ Partnered with our region’s largest employers to facilitate human resource management training and established best practices and guidelines</li> </ul> <p><u>Public/Private Partnerships</u></p> <ul style="list-style-type: none"> <li>▪ Two term chairman and long serving board member of Community Services Agency</li> <li>▪ Head Start Grantee serving Washoe County</li> <li>▪ Co-Developed several affordable housing projects as well as commercial re-development projects</li> <li>▪ Established long standing partnerships to support local charities, Adopt-a-School, Boys &amp; Girls Club, Juvenile Diabetes Foundation, American Legion and Pop Warner Football</li> </ul>
<p><b>Education</b></p>	<p>Bachelor of Arts University of Nevada Reno, NV 1992</p>
	<p>Graduate Coursework University of Nevada</p> <ul style="list-style-type: none"> <li>• Public Administration</li> <li>• Public Budgeting</li> <li>• Public Employee Management</li> </ul>
<p><b>References</b></p>	<p>See Attached</p>

## Michael Lynch



### References:

1. **Samuel P. McMullen, Esq.**  
President  
Strategic Analysis Research & Decisions



2. **Chris Ferrari**  
President  
Ferrari Public Affairs



3. **Ty Windfeldt**  
Chief Operating Officer  
Renown Health Systems



4. **Alex Hose**  
Principal  
AMH Properties



5. **Mike Dillon**  
Owner  
Dillon Health Services





- Robert Nellis





**Robert C. Nellis**

[REDACTED]  
[REDACTED]  
[REDACTED]

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February 14, 2020

Agency HR Services  
Attention: Gennie Hudson  
400 W. King Street, Suite 406  
Carson City, NV 89703

**RE: Letter of Interest, PEBP's Executive Officer**

Dear Ms. Hudson:

I am pleased to submit this letter of interest for the PEBP Executive Officer position. Over my 16 years of State of Nevada experience, I have worked with diverse stakeholder groups across Nevada including rural and urban communities in my role as a Supervisory Land Agent, Energy Program Director and Assistant Director of Administration for the Department of Transportation.

In my role as Assistant Director I supervised the Accounting Division responsible for managing the payroll for over 1800 Nevada employees. I have regularly testified before the Transportation Board of Directors, the State Legislature and several other Boards, including the Board of Finance and Board of Examiners.

My communication style with executive management team members and other professional staff is to first listen to them before offering any advice or counsel. I will always ask first if they would like my opinion or observations and if there is an openness to listen to me, I will offer a couple of options that may help them with their dilemma or problem they are facing.

When communicating with a Board of Directors, elected officials and other consistencies, I also take the approach of listening then providing them with all the options and potential consequences and benefits of each option. Communicating respectfully to everyone regardless of their position is natural for me which leads to building long-term trusting relationships.

As Assistant Director of Administration, I oversaw both the Accounting Division and Financial Management division with a biennial budget of over \$1.8 billion. I was responsible for presenting the budget to the Nevada Legislature each biennium as well as testifying before the Interim Finance Committee on a regular basis. I am very comfortable doing both.

The approach I would take in working with the PEBP board to establish plan design priorities is to first take into consideration the forecasted claims cost for the self-insured plan, the forecasted

premium costs for the fully insured plan, the forecasted fixed expenses from plan administrative vendors, the forecasted PEBP internal administrative expenses, the forecasted required adjustments to reserves, and finally, any consideration of material demographic changes.

Working with staff as well as outside consultants would be ideal to ensure the PEBP board is getting the best advice possible from internal and external sources. With this information in hand the PEBP board would then be better equipped to identify the priorities for plan design and potential necessary changes that may include scope of benefits offered by the plan and/or cost sharing methodologies between the Program and its participants.

My leadership style is to build a working environment of trust. Trust is established through frequent open and honest communication so that staff, board members and plan participants feel fully informed about the mission and direction of the PEBP. Every person within an organization must be treated with dignity and respect or they will leave for other employment opportunities. When employees and stakeholders feel they are trusted and respected, they are more productive.

Over the last two years I had the opportunity to work directly with staff on a managerial issue I was facing in one of my divisions. After a strong Division Chief left, the Assistant Chief was creating an unpleasant work environment. After two Section Heads left, I was approached by two remaining Section Heads to inform me they were applying for other jobs and were about to leave. I asked them to trust me and allow me some time to get to the bottom of the issue before leaving.

I decided that I would move my office to be within the division that was facing the difficulties. As my presence was made known on a daily basis, staff felt comfortable approaching me for advice. Within a short amount of time a collaborative environment was created and the Assistant Chief was counseled on how to treat staff better. As a result, the division stabilized and staffed back up to become a highly productive division with little turnover.

I strongly believe in mentoring staff to take my place one day and have been fortunate to have my staff refer to me as their mentor. There is no greater compliment than that as far as I am concerned. My philosophy is that regardless of position, staff members, including the boss, need to work together as a team that supports one another. I have had much success with this approach over the last two years and created a line of succession four levels below me.

Thank you for the opportunity to apply for this position. I believe my experience within the state is both broad and deep enough to enable me to succeed in the position of Executive Officer. It would be a privilege to serve the PEBP board and my fellow employees in this capacity. I believe this letter of interest and attached resume highlight my demonstrated experiences that will lead the PEBP to success. I look forward to the opportunity to interview for the position.

Please let me know if you have any questions.

Sincerely,

*Robert C. Nellis*

Robert C. Nellis, MBA, CPM

# ROBERT C. NELLIS

## CHIEF FINANCIAL OFFICER

Chief Financial Officer • Assistant Director Administration • Transportation Finance • Public-Private Partnerships • Bond Sales • Creative Financing Solutions • Legislation • Public Bank Administration • Jobs Creator • Procedural Efficiencies • Collaborator • Effective Communicator • Executive Leader • Champion of Staff

### WORK EXPERIENCE

**Nevada Department of Transportation, Carson City, NV**  
**Chief Financial Officer/Assistant Director-Administration**

**Aug 2013 – Feb 2020**

- Chief Financial Officer of biennial budget of \$1.8 billion; Presented budgets to the Transportation Board, Governor's Finance Office, and the Legislature; Testified regularly.
- Grew a healthy highway fund balance within the \$1.3 billion Capital Improvement Program.
- Directed five divisions with 150 employees: Administration Services, Accounting, Financial Management, Information Technology and Flight Operations; Trained, motivated, evaluated, and corrected deficiencies as needed; Advised director on department-wide projects.
- Analyzed fiscal projects for director, board, and legislature; Reviewed revenue projections; Recommended long-range project funding; Ensured programs were fully financed.
- Ensured successful operations during volatile economic times.
- Saved the state \$1 billion in bonding options over 40 years and \$14.7 in bond refunding.
- Achieved AAA bond rating from Standard and Poor's for responsible bonding program.
- Liaised with auditors from the legislature, executive branch and federal government.
- Built strong relationships with legislators to improve department's budget.
- Passed new legislation with RTC to create a State Infrastructure Bank (SIB).
- Advised Transportation Board Members individually and publicly; Oversaw monthly Transportation Board meeting agenda items, staff reports and presentations; Presented contracts and agreements to board comprised of Governor, Lieutenant Governor, Controller and four Board Members; Implemented policies and procedures with best financial practices.
- Collaborated with 36 divisions to update 100 policies and procedures.
- Led internal audit to develop and recommend operational efficiencies over 10 task areas.
- Added a new Management Analyst section in Admin Services for more efficient operations.
- Created the Total Compensation Calculator on nevadadot.com as a recruitment and retention tool.
- Modernized NDOT's procurement and financial systems.

- Contributed to SMART 21 statewide ERP IT project.
- Championed the Customer Service and Communication teams for strategic plan.
- Communicated with key stakeholders, experts and solution providers.
- Resolved difficult and sensitive issues within government, outside agencies and the media.

**Nevada Governor’s Office of Energy**  
**Energy Programs Manager**

**Dec 2009 - Aug 2013**

- Implemented the \$35 million American Recovery and Reinvestment Act (ARRA) program.
- Led multidisciplinary team; Program recognized as a “Top 10” State.
- Acquired new federal grants for additional programs and staff funding beyond ARRA.

**Nevada Division of State Lands**  
**Supervisory State Land Agent**

**Jan 2004 – Dec 2009**

- Reduced staff attrition by upgrading the State Land Agent Series with collaborative effort.
- Created the State Lands Information Management System.
- Developed strategic plan with Budget Division; Authored mission statement; Prepared revenue projections and budgets; Wrote legislation; Amended bills; Testified.

**Brent Rowlands and Associates, PLC**  
**Business Manager**

**Sept 1999 – Dec 2003**

- Generated revenue through new fee structure and collection process.

**Spring Lane Group, LLC**  
**Project Manager**

**Sept 1993 – Aug 1999**

- Added \$1 million in home sale profits through detailed analysis.

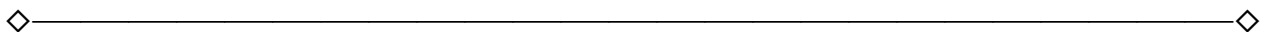
**EDUCATION**

**University of Nevada, Reno** **2017**  
**Master of Business Administration**

**Regent University, Virginia Beach, VA** **1993**  
**Master of Arts in Communication**

**San Jose State University, San Jose, CA** **1991**  
**BS of Business Administration**

**AWARDS AND CERTIFICATIONS**



**Awards:** Eagle Scout Award, National Eagle Scout Association. ARRA Top 10 State.

**Certifications:** Certified Public Manager, Nevada Division of Human Resource Management.

*Robert C. Nellis*

- Laura Rich



February 11, 2020

Department of Administration  
Agency HR Services  
Attention: Gennie Hudson  
400 W. King Street, Suite 460  
Carson City, NV 89703

Dear Ms. Hudson,

This letter is to formally express my interest in the Executive Officer position for the Public Employees' Benefits program. As the Operations Officer and most recently, the Interim Executive Officer of PEBP since 2015, I have been heavily involved in all areas of the program. As PEBP's Operations Officer for the previous 4 years, I oversaw most of the agency units, including eligibility, member services, communications and IT as well as working closely with both quality control and the Chief Financial Officer. I also generally oversaw most human resources functions of the agency. Most significantly, I have had the opportunity to be part of the executive leadership of the program through my participation in policy decision making, legislative matters and strategic planning.

Prior to my experience at PEBP, I was both the Project Manager and Quality Control Officer at the Silver State Health Insurance Exchange. During my time at the Exchange, the agency was among the first to successfully transitioned away from a failing vendor on to a hybrid version of the federal platform. As the project manager, I had direct oversight of many insurance related programs such as plan certification and quality control. Indirectly, I played an integral role in many other parts of the program such as marketing, navigator assistance programs and broker training and certification. Most importantly, being part of the initial roll out of the Affordable Care Act provided immense experience and knowledge about federal and state insurance mandates.

During my tenure at PEBP I have placed heavy importance on modernizing the program and providing an improved member experience through enhanced communication and greater accessibility. I also believe that in order to continue providing high quality benefits to members, many of the strong relationships that have been developed with the advocacy groups must be maintained and relationships with other state agencies should be strengthened.

As requested, I have included my responses to the questions referenced in the job recruitment on a separate page.

Thank you for taking the time to review my resume and consider my qualifications. I would be honored at the opportunity to continue to serve PEBP as its Executive Officer.

Sincerely,

Laura Rich  
Interim Executive Officer

1. *Describe your professional experiences working with a diverse stakeholder group. Specifically, include your experience with any benefit program board of directors, active employee program members, retired program members, state legislative bodies and other elected officials.*

Both the Public Employees' Benefits Program (PEBP) and my previous agency, the Silver State Health Insurance Exchange (SSHIX) are governed by a Board of Directors and although different, they both have diverse stakeholder groups for which the organization is accountable to. During my tenure at the SSHIX, there was enormous public pressure on the Board, elected officials and staff to ensure the program was carrying out the federal and state requirements of the Affordable Care Act. The delicate nature of the situation required consistent interactions and communication with the Board, the Governor's office and various congressional representatives and their staff. At PEBP, the desires of various stakeholder groups are constantly being addressed and assessed to ensure PEBP is meeting the needs of each group equally.

2. *Describe your communication style with each of the following: a) Executive management team members and other professional staff; b) Program Board of Directors; c) Elected officials; and d) Other member constituencies.*

*(a) Executive Management team members and other professional staff*

My communication style with staff is one of inclusiveness. I believe it is important to seek and understand other points of view in order to solicit engagement from staff and to build relationships and trust within my team.

*(b) Board of Directors*

First and foremost, it is important for a Director to recognize the type and level of communication that should be conveyed to the Board. My focus is to provide important, but high-level updates to ensure the Board receives clear and concise information regarding the program. Offering one-on-one discussions provides individual board members who wish to receive more in depth explanations an opportunity to discuss matters in greater detail while adhering to open meeting law requirements.

*(c) Elected Officials*

Elected officials and their staff are always prioritized as it is critical to have open communication with the leaders of our state. Often, a director's role when communicating with elected officials is to educate and provide defensible statistics to assist elected officials determine strategies and draft legislation.

*(d) Other member constituencies*

The most effective tool when communicating with member constituents and their advocacy groups is to be willing to listen and be receptive to input. Seeking high quality engagement is more productive and produces better results to the membership you are responsible to serve.

3. *Describe your budgetary and financial management experience for self-insured benefit programs in a public (i.e. state or local government) setting.*

As a member of the PEBP Executive team, I have worked closely with the CFO and Accounting section to develop new budgets and ensure operations remain within established approved appropriations and projected expenses. I am aware of the state budgetary process and understand the functions related to accounting, budgeting and fiscal management of the program. Additionally, I have extensive experience with procurements, including the development of solicitations,



evaluations, negotiations and ongoing contractual oversight. I have also been involved in the rate setting process for the self-insured plans at PEBP and have an understanding of the complexities of the program, such as the potential volatility and impacts of trend, the effect rates have on the budget process and how every decision can create a large impact on plan cost. Moreover, my experience as Interim Executive Officer has provided me with the opportunity to analyze and further understand the fiscal position of the program.

4. *Describe the approach you would take in working with the PEBP Board to set benefit plan design priorities.*

This is best accomplished through annual strategic planning, where staff, Board members and vendors are invited to engage in conversations with the ultimate goal of developing strategies and identifying opportunities for the program. All benefit enhancements and cost saving opportunities would be vetted through contracted actuaries and a complete analysis, as well as budgetary impacts would be presented to the Board at the annual plan benefit design board meeting. It is vital that the Executive Director receive input from other various stakeholders, such as legislative bodies/members, the Governor's Finance Office and advocacy groups throughout each stage of this process.

5. *Please include a description of your management and leadership style, along with recent successes and why they were successes.*

My leadership style is similar to that of my communication style. I attempt to lead not only by example, but I find that my mix of participative and strategic leadership engages staff and creates a team of well-equipped individuals who play an integral part in the overall success of the organization. Despite my tendency to be an inclusive leader, I am not afraid to take charge, make final decisions and be held accountable for the results. I employed my leadership style through the implementation of a recent system upgrade. As Operations Officer, I empowered my team throughout the project by allowing lead staff to make decisions and implement appropriate solutions in their functional areas. Leading up to the launch, the vendor was unable to meet the agreed upon deliverables and discovered numerous system glitches. As a result, many staff had become so invested in the project that they dedicated their own personal time to ensure the system launch went as smoothly as possible.

6. *Describe your philosophy on the development of staff and the successes you have had with this approach.*

I believe it is the obligation of a leader to build and develop staff. I have reaped the benefit of being mentored and taught by those in leadership positions throughout my career. Had I not been provided the opportunities I was given throughout my 11 years in state service, I would not have many of the crucial skills and knowledge that I have today. Developing staff by leveraging their strengths and empowering them not only provides value to the employee, but also to the agency and the state. At PEBP, I believe the empowerment of staff has shown to be a success. Staff who were offered cross-training opportunities quickly received promotional opportunities as a result of the additional experience and training. When PEBP expanded its communication program, the team was provided direction, general goals and resources. However, they have also been provided extensive autonomy and creative discretion. As a result, PEBP has greatly improved the materials and communication that is available to its' members.

# LAURA RICH



## OBJECTIVE

To bring my strong sense of dedication, motivation and experience and knowledge of state and federal programs to the Public Employees' Benefits Program.



## EDUCATION AND CERTIFICATION

**Bachelor of Arts, LS (Elem. Education) | California State University** Dec. 2004

**Master of Business Administration | Western Governor's University,** Jan. 2020

**Certified Public Manager (CPM) | State of Nevada** Apr. 2018



## EXPERIENCE

**Operations Officer/Interim Exec. Officer | Public Employees' Benefits Program**

AUGUST 2015 – PRESENT

- Oversee and direct all agency operations, including eligibility and enrollment, IT, member services, communications and program management. Motivate and lead 20+ staff to ensure high performance and continuous improvement.
- Participate in strategic planning and policy development.
- Presentations to the Board and public as well as presenting testimony to the legislature.
- Develop and participate in RFP's, negotiations and contracting.
- Direct project implementation, both internally and in coordination with other state agencies and outside organizations.
- Conduct ongoing vendor management.
- Coordinate with the Attorney General's office on agency related legal matters.
- Oversee communications program responsible for communicating program information to over 70,000 active and retired members and dependents.
- Oversee the Human Resources functions of the agency.
- Collaborate with EO and CFO on fiscal matters, including budget building, program utilization analysis, and legislative fiscal notes.
- Perform ongoing analysis, review and administration of the health plan to ensure compliance within all federal and state regulations.
- Participation in statewide and project steering committees.

**Project Manager, Quality Assurance Officer | Silver State Health Insurance Exchange**

AUGUST 2013 – AUGUST 2015

- Responsible, under the supervision of the COO, for the management of the day-to-day projects and operations of the agency. Managed and coordinated with federal partners

(CMS, HHS) on various programs and projects related to the implementation of the Affordable Care Act in Nevada.

- Managed and led staff, coordinated with federal and state agencies, consultants and vendors on several projects and ultimately transitioned Nevada on to a new technology platform.
- Development and oversight of health plan certification and Quality Control as well as administration of marketing campaign, broker certification and training programs, Navigator program, and several massive IT interconnectivity projects.
- Constant review and interpretation of proposed and enacted federal regulations in a constantly evolving regulatory landscape.
- Developed and presented reports and presentations to the Board, media and to the public.
- Coordinated with the offices of various elected officials to assist consumers requiring program assistance.
- Coordinated with various state agencies (DWSS, DHCFP, DOI) regarding all aspects of the SSHIX program and ACA implementation to ensure compliance, solvency, efficiency and consumer satisfaction.

## **Social Services Program Specialist II, III | Division of Health Care, Financing and Policy**

**APRIL 2012 – AUGUST 2013**

- Responsible for supervision of the unit, including a team of staff and program management.
- Program oversight of Medicaid waiver programs to ensure CMS requirements.
- Participated on various committees.
- Program oversight of Medicaid estate recovery efforts.
- Managed various IT development projects and implementations.
- Evaluate and interpret statutes and regulations and develop program policies and procedures.

## **Elder Rights Advocate II | Division of Aging and Disability Services**

**AUGUST 2009 – APRIL 2012**

- Conducted routine visits of long term care facilities to identify issues related to resident care. Coordinated with facility managers and administrators to develop strategies to rectify compliance concerns.
- Conducted independent investigations on facility complaints reported to the division.
- Provided outreach and educational presentations and trainings in community and facility settings.
- Educated families, residents, facility staff on Medicaid resources as well as Medicare and other community resources.



## **SKILLS**

- Strong health care and Medicaid knowledge
- Solid understanding of State processes
- Bilingual; fluent in Spanish
- Proven ability to develop strong relationships
- Certified Public Manager (CPM) certification

## Professional References:

Damon Haycock  
Executive Director  
Public Employees' Benefits Program

[REDACTED]  
[REDACTED]

Heather Korblic  
Executive Director  
Silver State Health Insurance Exchange

[REDACTED]  
[REDACTED]

Agata Gawronski  
Executive Director  
Board of Examiners for Alcohol, Drug and Gambling Counselors

[REDACTED]  
[REDACTED]

# 7.

7. Discussion and possible action regarding appointment (from three above named applicants) of the Executive Officer of the Public Employees' Benefits Program, subject to the Governor's approval, per NRS 287.0424(1).  
**(For Possible Action)**



# 8.

## 8. Public Comment

Public comment will be taken during this agenda item. Comments may be limited to three minutes per person at the discretion of the chairperson.

Persons making public comment need to state and spell their name for the record at the beginning of their testimony.





# 9.

## 9. Adjournment