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December 19, 2023

To All Persons Interested:

Re: Letter of Recommendation for Keith Lewis

I have been asked by Keith Lewis to write a letter of recommendation on his behalf with respect to his new business venture, Modern EducateHR, L.L.C, which I understand will provide human resources consulting services. I do so with great enthusiasm.

I first met Mr. Lewis in 2014 during a bargaining impasse and arbitration between the teachers' union in Douglas County School District and DCSD management. He was a middle school principal and a member of the management's bargaining team. As DCSD's legal counsel in this arbitration, I needed reliable data compiled on teacher salary and benefits comparability in Nevada to present to the arbitrator. Mr. Lewis took the initiative to compile the data, spending long evenings after midnight, and created easy-to-understand spreadsheets which we presented to the arbitrator, and which ultimately convinced the teachers' union to drop its high wage demands and settle the dispute.

Mr. Lewis utilized these spreadsheets (and similar comparability spreadsheets for other bargaining groups) going forward when he was appointed as HR Director for DCSD in 2015 and Superintendent in 2020. His approach was to provide transparency with the salary data and financial information at the outset of negotiations. This was part of a larger strategy in creating trust with the employee unions and employees by treating them with respect while remaining firm in protecting the public fisc. The result was seven years of labor peace for DCSD while maintaining fiscal restraint. I have represented local government entities in Nevada on labor and employment issues for most my 29-year career and have never been more impressed with one individual's efforts in achieving labor peace.

Regarding Mr. Lewis' other human resources skills, I had full confidence that he and his HR team had complied with the vast array of complicated employment statutes, rules and regulations during his tenure at DCSD. He only occasionally sought guidance from my law firm on these matters, and not once was I asked to clean up or correct any errors after the fact. In employee discipline matters, Mr. Lewis was fair but firm and knew how to pick his battles in determining when suspension or termination of a vested public employee was appropriate. His

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ability to document the relevant factual grounds for discipline deterred employee unions from pursuing arbitration, and no arbitrator ever reversed or modified any discipline imposed.

In summary, I highly recommend Mr. Lewis in this new business endeavor as an HR consultant. His vast skillset transcends well beyond HR consulting, and his problem-solving skills are unparalleled. I am available by telephone at 775.827.2000 if you have any questions or need more information.

Sincerely,



Rick R. Hsu