



STATE OF NEVADA

BOARD OF EXAMINERS FOR SOCIAL WORKERS (BESW)

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Board Meeting Minutes, Monday, January 30, 2023

Kelly **Marschall**, SEI started the online platform for the welcomed everyone to the Board of Directors Strategic Planning meeting (workshop) for the Board of Examiners for Social Workers, Part 2, 9 a.m., January 30th, 2023.

Agenda Item 1 - Call to Order, Roll Call. Linda **Holland Browne** called the meeting to order and took roll call: Linda **Holland Browne**, Vice Chair for the Board; Abby **Klimas**, Board member; Jacqueline **Sanders**, Board member. Board Staff: Tom Durante, community member, immediate past president of NASW-NV, and Board investigator; Sandy **Lowery**, Deputy Director; Karen **Oppenlander**, Executive Director. Harry **Ward**, Deputy Attorney General/ Board Counsel. Invited guest: Dr. Lillian Wichinsky, University of Nevada Reno, School of Social Work. Consultants: Cara **Sanner**, Association of Social Work Boards; Kelly **Marshall**, Social Entrepreneurs; Margaret Del Giudice, Social Entrepreneurs; Suzanne **Olsen**, Casey Neilson.

Agenda Item 2 - Public Comments. There were no in-person, written, or online comments.

Agenda Item 3 - Review and Discuss Revised Audit Draft 01.16.23 (For Possible Action). Suzanne **Olsen**, CPA and BESW auditor shared her screen so that the audience could see a copy of the revised draft of the audit. She highlighted in yellow the various changes that had been made. **Olsen** said that it was brought to our attention that GASB 75 information was not previously reported on the financial statements. **Olsen** stated that they confirmed that actuarial information was public record and identified that BESW had contributed to OPEB since the implementation of GASB 75 and was required to report employment benefits other than pensions. This is why we are looking at a revised copy of the previously approved audit.

Oppenlander indicated that the Board may approve the revised audit so that each Board member could take the revised copy and go over it before the February 15th, 2023, Board meeting. At the February meeting, the Board may approve the Final Audit based on the changes that Suzanne **Olsen** will present today. Even though the changes are substantial, they are easier to understand as they are based on an audit that the Board had already reviewed and approved.

Olsen proceeded to go from the beginning to the end of the financial statements and touched on where things have been changed. As part of the audit, Casey Neilson added the other post-employment benefits, information, schedule, a proportionate share of the net OPEB liability. **Olsen** pointed out where the new information could be found. The objective of the statement is to improve accounting and financial reporting by State and local governments post-employment benefits other than pensions. The financial impact after the different inflows of resources and long-term liabilities resulted in the position of the Board reflecting a deficit of \$12,106 after a reduction in the fund balance of \$176,470. The most significant impacts hit in the earlier years when the implementation was originated just to bring that multi-year balance onto the books. Specifically, the contributions that the Board made was \$5,049 for the year-

ending June 30, 2022, based on the actuarial assumptions made over the plan. In the next portion, she explained the discount rate being used, the sensitivity of how the Board's proportion is shared, and that both have liability to changes in the discount rate. All this information is coming from the actuarial report of the Public Employee Benefits Program.

Olsen summarized changes made with converting the Board's financial statements to government financial statements. This brings the different inflows and the different outputs related to OPEB by bringing on that liability. And the last footnote is talking about the fact that they had to book a prior period adjustment, reporting 5 years of data as the Board had not adopted GASB 75 until this fiscal year. The goal will be to now book this information on an annual basis. The amounts are small and would be considered an immaterial amount. What makes this a reportable issue is the liability itself is material to the financial statements and that it is a GASB requirement. So those are the reasons why this had to get implemented once it was brought to our team. **Holland Browne** asked if there were any questions about the changes presented on the revised draft. **Sanders** requested a copy of materials for review before the February Board meeting. **Oppenlander** agreed to disseminate today's report.

Abigail Klimas made a motion to approve the revised draft audit as presented by Suzanne Olsen, Casey Neilson to be moved forward to the February BESW Board meeting for final approval; seconded by Jacqueline Sanders. Passed unanimously.

Next is **Agenda Item 4 - Discussion and Drafting the Strategic Plan**. It has multiple parts to it, and it is the bulk of our meeting today. It is discussion and drafting the strategic plan and Kelly **Marschall**, SEI was asked to facilitate.

Marschall began with **Item 4A - Review and Refine Critical Issues (For Possible Action)**. She began by reviewing the critical issues that were developed at the previous meeting on January 23rd; and then refining these critical issues. She described the plan for the day as follows: The next part of this agenda item is for you to draft some goals and then build out as many proposed strategies and action steps as possible; and as you are able, you would be identifying timing and leads. This is the workshop portion of the strategic plan. This does not have to be linear. As the group began to toggle back and forth, **No Board Action was taken at this time.**

Over the next few hours, the group worked together on the following: **Agenda Item 4B - Draft Goals (For Possible Action); Agenda Item 4C - Proposed Strategies and Action Steps (For Possible Action); Agenda Item 4D - Strategy Timing and Leads (For Possible Action)**. **No Board Actions were taken during these portions of the work group session.**

Marschall facilitated a fluid discussion, asking for additional discussion, asking revisions or additions or changes that the group would like to make. She provided context as needed; she said that we're striving for smartie goals and objectives. Typically, if the goal is measurable and specific, if it's achievable, it's realistic. If we're able, set a timeframe for it. And keep an equity lens. One is inclusivity, that the goal will include traditionally marginalized people into process so that these activities and decisions are made in a way that shares power. And then equity or equitable, is the goal addressing systemic inequity or injustices? **Marschall** then moved to the other item that would ensure accountability. She said that we intend to include language that the strategic plan incorporates strategies and accountability factors, including who the lead is. Who owns this doesn't mean they're entirely responsible for implementation and often it's a collaborative effort between the Board and staff. We identify who that lead is, what the timeline is for

completion, and if there are resources, what those resources are that are needed to execute that goal or strategy. So that that is how we build accountability into this process. **Marschall** also invited comments from invited subject matter experts who can raise issues for the Board to consider. Based on this discussion the following began to emerge:

Critical Issue 1: Regulatory Changes

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Goal 1 By June 30, 2026, BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of social work while addressing compliance, supervision, burdens and barriers to expanding licensed social workers.			
Strategy	Action	Timeline for Completion	Lead Staff Member
1.A Determine participation in and implications of the Interstate Compact	a. Evaluate the Interstate Compact as finalized to determine Nevada's participation b. If participation in the Compact is approved, determine NRS and NAC changes to implement the Interstate Compact	To be determined	Karen Oppenlander (Executive Director)
1.B Revise Nevada Administrative Code to comply with Nevada Revised Statutes	a. Review and follow Legislative Council Bureau's manual to draft and complete NAC revisions	July 1, 2024 and TBD thereafter	Sandy Lowery (Deputy Director)
1.C Ensure Compliance	a. If Compact is approved for Nevada and Compact is established, participate in Interstate Compact Commission	To be determined	Karen Oppenlander (Executive Director)

Critical Issue 1: Regulatory Changes Cont.

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Goal 1 By June 30, 2026, BESW will participate in discussion, development, and evaluation of the Interstate Compact and ensure that regulations promote the professionalization of social work while addressing compliance, supervision, burdens and barriers to expanding licensed social workers.			
Strategy	Action	Timeline for Completion	Lead Staff Member
1.D Promote professionalization of social work	a. Evaluate license exemptions	July 1, 2024	Karen Oppenlander (Executive Director)
	b. Evaluate post graduate supervision process	December 31, 2023	Sandy Lowery (Deputy Director)

Critical Issue 2: Communication, Education, and Partnership

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Goal 2 By June 30, 2026, BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners, and highlight the role and impact of social work practice.

Strategy	Action	Timeline for Completion	Lead Staff Member
2.A Participate in forums and apprise the board of changes in the state and national landscape	<ul style="list-style-type: none"> a. Participate in Nevada's small board administrative collaborative b. Participate in ASWB convenings c. Participate in NASW convenings d. Participate in legislatively established committees whose work pertains to BESW e. Participate in other relevant meetings that pertain to BESW f. Summarize implications of changes to state and national landscape in Board meetings 	Monthly as scheduled, through June 30, 2026	Karen Oppenlander (Executive Director)

Critical Issue 2: Communication, Education, and Partnership

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Goal 2A. By June 30, 2026, BESW will adapt to the changing state and national landscape and engage with other boards to protect the public, educate partners on, and highlight the role and impact of social work practice.

Strategy	Action	Timeline for Completion	Lead Staff Member
2.B Identify and educate partners on the role and impact of social work practice	<ul style="list-style-type: none"> a. Conduct outreach to and share information with social work practitioners regarding board and legislative actions b. Convene public workshops on NAC changes c. Create a communication plan to share information and engage in productive social media d. Email licensees on changes and impacts to social work practice e. Post changes and impacts to social work practice to the website 	Monthly As appropriate and necessary December 31, 2023 Monthly Monthly	Sandy Lowery (Deputy Director) Jacqueline Sanders to work with staff and Abby Klimas to gather information from other boards (ASWB to support)

Critical Issue 3: Board Design and Staff Structure

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Goal 3 By June 30, 2026, BESW will determine its optimal administrative design, and the approach to doing the Board's work including the board staffing structure, succession planning, and enhanced resources for accounting.

Strategy	Action	Timeline for Completion	Lead Staff Member
3.A Determine optimal Administrative Structure	a. Establish and implement an annual review process for the Executive Director aligned with best practices	September 30, 2023 and annually thereafter	President Langston
	b. Review and refine staff job descriptions and review evaluation criteria	July 1, 2024	Executive Director
	c. Conduct an annual review of agency staffing needs and budgetary constraints	July 1, 2024 and annually thereafter	Executive Director
	d. Identify new positions or resources needed to fulfill BESW's mission	July 1, 2024 and annually thereafter	Executive Director
3.B Implement succession planning for staff	a. Create a staff succession plan	March 31, 2024	Board
	b. Identify timing and processes to update BESW documents in the succession plan	March 31, 2024	Executive Director

Critical Issue 3: Board Design and Staff Structure Cont.

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Goal 3A. By June 30, 2026, BESW will determine its optimal administrative design, and the approach to doing the Board's work including the board staffing structure, succession planning, and enhanced resources for accounting.

Strategy	Action	Timeline for Completion	Lead Staff Member
3.C Evaluate resources for accounting and determine if they meet BESW's needs moving forward	a. Meet with auditor and review audit to determine if additional resources are needed to comply with GASB	July 1, 2024	Executive Director

Critical Issue 4: Financial Strengthening

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Goal 4 By xxxx, BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

Strategy	Action	Timeline for Completion	Lead Staff Member
4.A Track and report on financial resources	a. Prepare budget to actual and financial reports	July 1, 2023 and quarterly thereafter	Executive Director
	b. Present financial reports to the Board	July 1, 2023 and quarterly thereafter	Executive Director
4.B Identify accounting principles and strategies to strengthen the Board's financial position	a. Review previous and current management letters		Executive Director
	b. Create a plan to respond to management letter findings		Accounting Resource
	c. Implement plan to respond to management letter findings		
4.C Implement policies to ensure financial sustainability	a. Identify financial institution(s) to deposit funds over the FDIC protected amount		Executive Director
	b. Identify and adopt long-term investment strategy		Board
			Board

Critical Issue 4: Financial Strengthening

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Goal 4 By xxxx, BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

Strategy	Action	Timeline for Completion	Lead Staff Member
4.D Implement policies to ensure practices align with appropriate accounting principles	a. Review and identify policies to align with appropriate accounting principles		
	b. Draft and adopt policies to respond to GASB 96		

For the next portion of the Strategic Planning session, **Marschall** guided the attendees through the Critical Issues that had been identified.

Critical Issue 1: Under regulatory changes, the Board of Examiners for Social Workers will participate in discussion, development, and evaluation of the interstate compact. Also under regulatory changes: Ensure that regulations promote the professionalization of the field while addressing compliance, supervision, and burdens and barriers to expanding the field of social work.

Next was Critical Issue 2: Communication, Education, and Partnership. Under this category BESW will adapt to the changing state and national landscape, and engage with other boards to protect the public, educate partners on, and highlight the role of social work practice.

Critical Issue 3: Board Design and Staff Structure -- BESW will determine its optimal administrative design; more specifically, the Board and staffing structure, including succession planning with enhanced resources for accounting and the approach for doing the Board's work.

Critical Issue 4: Financial Strengthening -- BESW will ensure it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability.

Marschall stated that things may change between the workshop and what the Board wants depicted in its strategic plan by May or adoption prior to June thirtieth. There were a variety of topics discussed e.g., supervision of clinical interns, telehealth, Governor Lombardo's new Executive Orders 2023-003 and 2023-004, legislative bills being brought forward, social work interstate compact; and other issues of concern that illustrated the changing landscape and/ or perceived burdens and barriers being faced; as well, there were perceived opportunities to change and evolve.

There were discussions about what to leave out, what to include, and what might fit best into the introduction that will be a narrative form because there's so many changes in our environment right now.

As the meeting moved forward, there was more clarity on the strategies that may help BESW move closer to the goals identified; and ideas about which staff members and Board members will lead each strategy; and this led to think about the timeline for completion of the goals.

There was preliminary acknowledgment of keeping the language in critical issue one.

And the group moved on to look at critical issue two with a suggestion to enhance the language here to highlight the role and impact of social work practice. **Holland Browne** did not call for a vote but did want to check for consensus on critical issue two. There was consensus.

The group moved to critical issue 3 - board design and staff structure determining its optimal administrative design to include succession planning, and with enhanced resources for accounting. There was a request for clarity in the language especially about how the Board views, analyzes itself? How does it move itself through the steps to becoming a constantly improving structure? Besides the staff structure, we consider the Board when we're looking at optimal administrative design. When you look at the Executive Director position, how do you look at that and what do you reflect on? Is that executive director doing what you want them to be doing? Are they working according to your strategic plan, effectively and efficiently, and so forth? **Oppenlander** said, "You hire me. I hire the staff. And there's a lot of nuanced places in between where we can have constant improvement". **Holland Browne** asked for further discussion. There was some slight wordsmithing.

Next, the group reviewed critical issue four - financial strengthening of BESW. **Marschall** referred to the morning audit presentation by Suzanne **Olsen**. As there was agreement that financial strengthening would continue to be a priority area or a critical issue, there was also a call to implement appropriate accounting practices to satisfy ongoing responsibilities that the board must attend to.

Holland Browne called for brief break before next agenda item and after checking for a quorum, the meeting resumed @ 10:40 a.m.

Marschall, in the spirit of diversity, equity, and inclusion, posed the question of how each goal would include traditionally marginalized people into the process, into these activities and decisions, in a way that shares power as possible and appropriate, and how each goal might address systemic inequity or injustice.

Next, she modeled how to move the process forward with actions so that the group could put in a timeline for completion, and then identify lead staff as possible. Having launched into a conversation that involved NRS and NAC changes, she asked if it makes sense to the Board that they would want to have a strategy related to revising NACs that comply with the NRS? **Lowery** mentioned that there is an entire administrative manual devoted to how to make NAC changes, and we basically follow the process as determined by the Legislative Counsel Bureau. **Marschall** asked, "Are you saying that this would be appropriate as a strategy?" **Lowery** agreed.

The conversation moved into discussing the development and evaluation of the social work interstate compact. **Oppenlander** suggested that Dr. Wichinsky and Dr. Langston may have opinions here. Dr. Lillian Wichinsky said, "I'm not sure that I know more than all of you other than that I've been participating in the discussions, and nothing's been decided. I got an agenda for the Deans and Directors meetings, and I'm part of a work group. The next Deans and Directors meeting is in April, and there's a lot of discussion, because different states, of course, do different things. There are some that are discussing removing the BSW license, and others are looking at removing the LMSW license in their states and retaining the clinical license. I don't know if there's really a consensus yet. When we met with ASWB, they talked about the fairness of the exam from their perspective. She continued by saying that she knew there's a lot of belief that an interstate compact needs to take place.

Sanner commented that there are not any licensing boards or regulatory authorities that are currently considering eliminating an exam; however, there is advocacy on the part of some NASW State Chapter executives, and some academics to modify the exam requirement. She suggested that the Board opt for the flexibility to go back and review the statute as an ongoing process. But if we are going to act, according to what we know today, there wouldn't be any changes with respect to the licensing exam requirement. **Marschall** suggested trying to craft something that is fluid enough and at the same time has some level of specificity e.g., to evaluate the interstate compact when it is finalized and once it is finalized to determine Nevada's participation. Other questions arose and **Sanner** added that the intention is for states to be able to participate in a compact for the licenses that are consistent with the requirements of the compact.

When asked, **Oppenlander** commented that the Board would recall **Vander Poel's** statement that the legislative session is not over until Sine Die. And that he thought it could be possible that someone would want to try to amend another piece of legislation with our social work interstate compact. She thinks there are too many unknowns today, but we are continuing to evaluate the interstate compact in terms of participation, speak with legislators about providing leadership around the concept of interstate compacts, and so forth.

Sanner spoke about the threshold for enacting the compact is 7 states. Assuming we have a compact finalized within a few weeks, in theory, we could have 7 States adopting the compact before 2025. Nevada could be helping to close the gap and be that seventh state. In any case, there is going to be a period where states need to enact the legislation. When that occurs, the Interstate Compact Commission will be convened, and each State will be given a representative to sit on the Interstate Compact Commission, and there will be a process to develop the regulations narrowly within the scope that is provided in the compact legislation. There will need to be staff for those kinds of details. There would need to be transitioning time and to some extent that gives the Board time, and time within the strategic plan, to see how things are evolving, and to make any determinations you have about statute changes that may be needed and etcetera. **Oppenlander** commented that **Sanner** had taken everyone through about 16 pages of the draft legislation – all condensed into one brief paragraph. **Marschall** confirmed that if the compact is approved for Nevada, and the compact is established because there are 7 states, then we would be a participant in the to-be-formed Interstate Compact Commission; therefore, the timeline is yet to be determined.

Lowery added information about adding multistate license categories if Nevada joins the social work interstate compact. **Marschall** asked, “I thought the intent of the compact was to streamline and optimize licensing”. Dr. Wichinsky asked, “Does this mean that social workers will have to pay for an additional license?” **Sanner** commented that maybe we are making this more complicated than it needs to be. She does not agree that we would need to adopt statutes to mirror the interstate compact license because of the legislation that you're adopting, and then the regulations are going to address how you manage those licenses or licensees, and the Interstate Compact Commission is going to have a very well-defined procedure for enforcement. Restating the example that **Lowery** had given, if you have an Ohio licensee whose home state is Ohio, Ohio grants them an interstate compact license, or a multi-state authorization to practice. Then that social worker from Ohio can practice in any state that participates in the compact. If that Ohio licensee has a complaint filed against them, it would be the responsibility of the home state to investigate that. I think this may be getting a few steps down the road, and these are the details that your representative on the Interstate Compact Commission will negotiate on your behalf with your interests in terms of ensuring that the enforcement procedure is something that the Nevada Board is comfortable with. The legislation outlines the enforcement procedures as well. So, I almost feel like there's just a little bit too much that we don't know right now, and I would hate for us to just be speculating about things that we're really not sure about. There will be an additional fee for the compact license and those fees have not been determined, so an individual would pay one fee to only practice in the state. They would pay another fee for that multi-state authorization to practice, and those fees will be established by the Interstate Compact Commission once that's formed.

After some wordsmithing this to agreement, **Marschall** turned to another area, “Ensure that regulations promote the professionalization of social work while addressing compliance”. **Marschall** asked some clarifying questions. **Sanner** asked if it would be appropriate to evaluate the licensing exemptions that are currently on the books. ASWB shows that there are exemptions for state and local governmental employees, and then also county welfare directors. If that has been part of the discussion with the Board already, or maybe there have been changes that have been made, then her records aren't current. As changes have not been made, **Marschall** determined that the action may be ‘Evaluate license exemptions’ and **Oppenlander** indicated that this could be handled by the Executive Director.

Holland Browne thought that this looks good and asked for comments, additions, corrections, deletions.

Klimas asked about the placement of supervision (as an action or strategy?); and is supervision related to the compact? **Marschall** thinks the issue being raised is: Is this in two parts? Is supervision dealt with in the compact; and in addition to the compact, would supervision need to be explicitly stated somewhere else as a strategy that could have an action item under it.

Klimas asked if someone in Ohio could supervise somebody in Nevada? She doesn't know what that might look like and if that has been addressed. Also, she added, we do have a current supervision plan specific to Nevada re: move to offsite as well as onsite supervision, depending on your hours and telehealth supervision. So, we do have a Nevada plan. If we wanted to make an action step around our current plan, we could evaluate if that model is working.

Klimas suggested that the Interstate Contact Commission is going to have to address regulations around supervision as well, so it could be encompassed within that too; but we can't make an action step around that because we have no information on that right now.

Marschall commented that a goal that includes supervision, elevates it. She added that as Ms. **Lowery** has a pilot supervision process and that she could include a standalone piece to evaluate that. **Lowery** clarified the current process and distinguished it from any supervision process that may be part of a compact. The current process is for post-graduate interns, not for fully licensed individuals. We must be careful as we have a well-established supervision process. **Lowery** continued that we have had to adapt or adjust Nevada's supervision plan based on Senate Bill 44 in 2021. Then we made some proposed modifications based on requests from the rural regional behavioral healthcare policy board about relaxing our onsite requirements. **Marschall** helped with wordsmithing to distinguish it appropriately so that it would show that BESW is testing one aspect of a complex and comprehensive supervision process. **Lowery** stated that the pilot could be evaluated in one year (12/2023) and that her name should be listed as the responsible party.

Oppenlander opened an early draft of the compact legislation (2021) and read from it after commenting that it had language referring to telehealth and to supervision. She read the following examples from the draft: Requires applicants for clinical license to complete a period of supervised practice; and, from another sentence in that draft: Completed a period of 3,000 hours or 2 years of full time postgraduate supervised clinical practice. Since the compact draft specifically called out supervision, then we might expect to see it again in the final product. **Marschall** thought we'd successfully tackled the first critical issue, and the hardest area successfully, so the remainder would predictably be smooth sailing.

Holland Browne called for a lunch break at noon with a goal to have a quorum meet again at 12:30 p.m. At 12:32 p.m., she called the meeting back to order.

Marschall reminded everyone that we had left off having completed the objectives, the goals, and the objectives for critical issue one and that we are ready to start on critical issue two. A starting point would be a general discussion of what strategies are important to include in this goal area to address the critical issue of communication, education, and partnership. **Oppenlander** suggested that we think more broadly that we usually do about who our stakeholders are (e.g., the business owners and corporations that hire social workers).

Durante (immediate past volunteer president of NASW-NV) stated that he had been involved with a NASW off and on for over 20 years. He had been in the Vice President role and about 3 or 4 years ago, the

President ended up leaving the State; so, he stepped in as president of the Nevada chapter. He has found it interesting to see the discussion about things like the interstate compact, because he knows that the chapter's executive director had very different ideas in terms of licensure, etc. So, it will be interesting to see how that moves forward. A lot of times, I think it's a misunderstanding as only certain aspects get promoted to the NASW members, and they may not always understand the risks if we go down the path of not testing masters' levels, etc. And how that might contribute to deeper professionalization concerns. Durante continued that in general we are lacking in that area of communication partly because we would need to take such an active role in getting the information out there. He gave an example. If we go along with the Illinois licensing message, most members got really focused on savings for student membership and they didn't hear the rest. So, it's for the Board to be able to, in a non-judgmental way, realize that these are additional concerns that could arise. There needs to be back and forth communications between the partners, and then dissemination of that information to all the members or licensees when it makes sense.

Holland Browne commented that she had long thought that many social workers work in isolation. And very often I don't think people understand how Board action, national changes and regulations affect them directly. Durante agreed with that 100%. A good example of that is the requirement now of the cultural competency CEUs. A lot of licensees think that was coming from the Board of Examiners for Social Workers, not realizing that this was out of the Board's hands and came from the legislature. Communications like that can get misinterpreted or misunderstood. And that's not easy to correct, that's for sure.

Marschall listed other items brought up earlier e.g., participation in the Administrative Collaborative, participating in ASWB forums, convening public workshops on NAC changes, may fit under Identify and Educate Partners on the Role and Impact of Social Work Practice. It also could be a fit where BESW could participate in forums to apprise people of changes in the state/ national landscape. **Lowery** added that both the Executive Director and the Deputy Director have sat on university advisory committees over a several year period to expand partnership opportunities. Additionally, BESW has been helping potential licensees prepare for licensure by reaching out with training opportunities.

Marschall said that she is hearing that there would be an expectation that there would be regular outgoing communications from the Board. But how would we determine if we are reaching people? In the context of inclusion and equitable practice, the Board could go to licensees to ask what communication methods work best for them.

On a related note, **Oppenlander** shared that in 2022, the Board had been welcoming individuals and groups to come and speak to them, to help the Board better understand the challenges that we are facing. This effort has been in preparation for this Legislative Session that will start next week. Also, in speaking with Member **Klimas**, she was talking with the ED about a newer board, and how much social media they came right out the gate with. We could look at and decide what we could tackle our outreach similarly. **Oppenlander** shared concern about social workers that use social media inappropriately. Many do not realize that as a social worker, for example, they really can't use Facebook in the same way that a non-social worker might use it. Sometimes, a licensee might trip up and inadvertently get themselves into compliance unit problems. Most of them don't realize when they're crossing boundaries using social media. **Holland Browne** agreed that it's one of the areas where people could get into trouble. It would be valuable that we think, before we do anything. **Klimas** thought we could look at other states and see what

they do and if best practices have been determined. **Marschall** took time to align this ongoing communications conversation with the strategic template. **Klimas** added that it would help to begin to create a communications plan; **Marschall** word smithed this to read: Create a communication plan to share information and engage in productive social media. **Klimas** and **Sanders** volunteered to help in this area. And **Sanner** said that ASWB could send some questions out through their lists and see what they're able to compile, to assist with these efforts.

At this point, **Marschall** moved the group forward to Critical Issue 3 while understanding that the group will also have Critical Issue 4 to work on. Therefore, she took the liberty of trying to outline some potential strategies. Critical Issue 3: By June 30, BESW will determine its optimal administrative design and the approach of doing the Board's work, including the Board, staffing structure, succession planning, and enhanced resources for accounting. **Marschall** asked, "What are the action steps needed there?" **Klimas** indicated that the Executive Director annual review process needs to be elevated, established, and implemented. **Marschall** asked that if there were problems, is there a probationary period? Has that been established? Since there is not a probationary period e.g., 6 months, it would be up to the Board to establish one. **Holland Browne** stated that historically, Executive Directors have served the pleasure of the Board and there generally is an annual review. Most state agencies have a 90-day, 6 months, or one-year probationary period in Nevada. **Marschall** responded, "So, under the best-case scenario, you might have an Executive Director that was hired before Karen left, or around the time Karen left. I would say that you know the best practices and how they would be evaluated. It could be that by September 30th, the Board would have established and would begin to implement the annual review process.

Oppenlander added that as part of the recruitment process, she has written her own job description as one did not exist previously. Also, the Deputy Director does not have a job description. Perhaps the all-encompassing Executive Director job description (that came from the Administrative Collaborative) could be parsed out. It currently indicates the overall organizational requirements that are overseen by the ED. It could be divided out to distinguish a position description especially for the Deputy Director.

The office administrative staff (Administrative Assistant III and Legal Secretary II) have job descriptions, as do the Investigator I and Investigator II positions. These position descriptions and pay grade information are coming directly from State of Nevada human resources. And the administrative staff has been receiving annual reviews and annual pay adjustments as appropriate in alignment. Looking at the overall scheme of things, the new Governor's recommendations for an 8% increase in all positions in the State plus a \$500 quarterly or \$2000 annual longevity bonus, may help to create a useful beginning place for establishing a pay grade for the Executive Director position and will help with budgeting, staff structuring and etcetera.

Oppenlander next gave an overview of a succession plan that would be accompanied by an inventory telling where the documents and organizational information are located, contact information for all employees, contact information for all Board members, a charting of all the bank and any brokerage accounts, it would include the location of legal documents. It would include passwords too and this is in the hands of the President and the Executive Director (locked offsite). You'd also include a listing of any significant stakeholders in the community and the associations that BESW works with. There is also a communication plan within the succession plan so that you know if something happens – Who do you go to, who do you contact. A plan like this that outlines the succession issues, and the inventory information can really help with transitions like the one the Board is going through right now. Obviously, there is a planned transition e.g., like the current one for the Executive Director, and then it is also useful with the

transitions that you don't expect to happen. It's matter of safeguarding and operationalizing institutional knowledge.

Succession planning, more broadly defined, also has to do with constantly building the successors to the organization, that know about how it operates. So, you are always trying to encourage, and try to train everybody, and cross train everyone.

For example, Caroline came to BESW qualifying as a Legal Secretary I. She has become incrementally involved in the progressive roles within the Compliance Unit. We encouraged her to apply her legal knowledge toward reviewing background checks and potential license violations of Chapter 641B. She advanced to become a Legal Secretary II. This is an example of succession planning, bringing her up to her next level. We continually look at staff members for developmental opportunities that they might be interested in. On the flip side, while we are not trying to get rid of anyone, we are mindful that one day very soon BESW needs a new Executive Director, and then one day down the road, BESW will need a new Deputy Director.

Marschall commented that **Oppenlander** is shepherding this process and has a vision for how to do a short-term emergency plan, and then you have Sandy as a backup. The question for succession planning is always What is the Plan when both Karen and Sandy Aren't Here? And then, how comfortable are you with your succession plan? And I would say it's dependent on them at this point; and, so do you want, in fact, a Board of Social Work Examiners succession plan? And if so, what is the timing for it? The group was able to finish up with Critical Issue 3. There was a realization that this plan could be updated when **Holland Browne** emphasized that this is a living document.

Marschall moved the group to concentrate on Critical Issue Four – Financial Strengthening: BESW will ensure that it has sufficient resources and practices to implement appropriate accounting principles and ensure financial sustainability. Marschall noted things she heard in the January 23rd discussion e.g., meet with the auditor and review audit to determine if additional resources are needed to comply with GASB, identify accounting principles to strengthen financial sustainability; implement policies to ensure alignment, identify strategies to strengthen the board's financial position.

For example, it was called out that BESW would want to diversify its funding across multiple banking institutions to ensure its safety under FDIC guidelines.

Also, because GASB 96 will come up for the June 30, 2023, audit, we need to proactively identify what changes that will require, now and in the future, and then implement them.

Holland Browne wanted to know how often the Board received budget updates and **Oppenlander** said that they get a quarterly budget update. **Holland Browne** stated that it seems that we have a pretty good handle on that, and quarterly reporting is reasonable. Marschall: So, we have prepare budget to actual and financial reports and present financial reports to the Board, and the timing is at least quarterly.

Then, we must identify accounting principles to comply with changing GASB regulations and practices. And identify how to implement accounting practices as outlined by the previous and current auditor. And follow through on an upcoming audit letter that will be forthcoming that is relevant due to GASB 75 corrections made on the June 30, 2022, Audit.

Also, as Marschall mentioned re: FDIC, the Board will need to split its monies into several buckets if you will, so that it's properly insured. Related, the Board needs to manage its reserves. Last year, the Board revamped its reserve policy, and you would want to be deciding to whether to put some monies into checking accounts, and savings accounts, and certificates of deposit, and other options.

These will be new steps for this Board. But for now, instead of ending June 30, 2022, in the black, the GASB 75 issue means that BESW is about \$12K in the red. And this is why you decided to have a large reserve fund so that we could figure all of this out. Meanwhile, the good news is the BESW has a substantial sum of money sitting on the bottom line right now and that ought to be managed better than being stuck in a non-productive checking account, right? And for the record, in my estimation and based on my background, this must be a Board directed effort.

Marschall said, 'And so what we have is to review previous and current management letters, create a plan to respond to management letter findings, implement, plan to respond to management letter findings and then, under policies, we have identified financial institutions to deposit funds that are over the FDIC insured amount; identify a long-term investment strategy and adopt a long-term investment strategy for sustainability. And this is where you are talking about CPA level assistance for compliance so there aren't any surprises in the future.

DAG **Ward** answered a question that came up around choosing a banking institution: To my knowledge, I don't know of any Nevada statute, no regulation that requires a public entity to choose a specific bank or banking institution to do their business with. On the other side, representing a banking institution that was not quote unquote chosen, I'd be asking why you didn't you choose my banking institution? **Oppenlander** thought that BESW might move this forward more quickly if there's a state approved vendor. If so, we can move forward more quickly with a less lengthy and complex RFP process. At this point there was consensus on Critical Issue 4.

Marschall verified that SEI will be back to the Board twice more with the strategic plan - once for a review, and then once for adoption. This will occur within regular Board meetings. Holland Browne check if this was agreeable to everyone? Hearing general agreement, the Board moved forward.

Next up, **Agenda Item 5 -- Executive Director's Report (Informational)**. **Oppenlander** under **Item 5A** covered a **Process for Recruitment**. Using a screen slide, she went over the need for the Board to approve a job description and to approve a pay range before the Board could move forward with the standard job recruitment process e.g., advertising for the executive director position and etcetera. Board members commented on the process. Besides an outline of the overall process, the Board was able to see a draft job description as gathered from the members of the Administrative Collaborative. On February 15th, I'll bring these items back to the Board for your review and approval.

She moved to **Item 5B -- Future Agenda Items**. Knowing that SEI will be back to wrap up the final stages of the BESW 3-year Strategic Plan, **Oppenlander** thanked Kelly **Marschall** and Margaret Del Giudice from Social Entrepreneurs for facilitating the two January 2023 workshops; and thanked them both for all of the work and planning that went into making this successful. Social Entrepreneurs has worked with BESW over the last year to get us ready for today. I know there was some vacillating between meeting today to discuss the job recruitment process or meeting to finish up this contracted, previously scheduled workshop. And while I don't want to minimize the recruitment process or minimize what it's going to take for you all to find the next right person for the position, we really need that person to have the benefit of

a strategic plan that gives the next Executive Director the benefit of your guidance. I suspect we can put some more time on the February Board meeting, so that we can move forward successfully with the recruitment process. **Holland Browne** thanked **Oppenlander**.

Following, **Oppenlander** announced **Item 5C -- Next Board Meeting** is scheduled for 9:00 am Wednesday, February 15, 2023.

Agenda Item 6 -- Public Comment. There was no public comment in-person, in writing, or online.

Agenda Item 7 – Adjournment. **Holland Browne** adjourned the meeting at 3:10 p.m. Susan **Nielsen** said “Thank you. Everyone did a great job!”

Meeting minutes respectfully submitted by Karen Oppenlander.