

STATE OF NEVADA BOARD OF EXAMINERS FOR SOCIAL WORKERS (BESW) 4600 Kietzke Lane, Suite C121, Reno, Nevada 89502 775-688-2555

Board Meeting Minutes, Wednesday, February 15, 2023

The February 15, 2023, Board Meeting was called to order by Dr. Esther Langston at 9:00 a.m. A **Roll Call** was taken. In attendance were Board members Esther **Langston**, Linda **Holland Browne**, Abigail **Klimas**, Susan **Nielsen**, and Jacqueline **Sanders**. BESW Staff: Karen **Oppenlander** and Sandy **Lowery**. Also in attendance was Board Counsel/ Deputy Attorney General (DAG) Harry **Ward**.

Public Comment: **Oppenlander** stated that there was no public comment online, written, or in person.

Oppenlander asked for permission to move Agenda Item D down below Agenda Item G today, because a Board Member is going to leave early, and Item D is not an action item. **Langston** asked if there was any objection to moving Item D and there was none.

Langston moved to Agenda Item 3A – Review and Discuss December 21, 2022, Board Minutes. (For Possible Action).

Motion was made by Holland Browne to approve the December 21, 2022, Board Minutes; seconded by Jacqueline Sanders. Approved unanimously.

Langston moved to Agenda Item 3B – Review and Discuss January 23, 2023, Board Minutes. (For Possible Action).

Motion was made by Holland Browne to approve the January 23, 2023, Board Minutes; seconded by Jacqueline Sanders. Approved unanimously.

Langston moved to Agenda Item 3C – Review and Discuss Final Audit for Year-End June 30, 2022. (For Possible Action). Oppenlander stated that this is the audit that was presented on January 30th, 2023, by Auditor Suzanne Olsen. Board members have already seen it and have had it explained by her. Olsen reviewed the changes being made because of GASB statement Number 75, Accounting and Financial Reporting for Post-employment Benefits Other than Pension. Following the meeting, the Board President and Executive Director received a delinquency notification letter from the legislative auditor, noting that our Board is expected to have the final audit approved in February then directly forward it to the legislative auditor. This information was provided last week to the Assembly Committee on Commerce and Labor by the legislative auditor who told them she would be updating that committee in June with the audit. She suggested that that the Board do a motion to accept this audit in two parts. The first part would be a motion to accept this final audit for June 30th, 2022. The second part, because there needs to be a response to the internal control letter that the auditor wrote, is that the Board would agree to the Current Year Findings 2022-01, Application of Accounting Principles and Standards. If this two-part motion is made and voted upon, this will become a matter of public record, and the

auditor will handle recording this after that fact. The staff will also file the approved audit with the State of Nevada Legislative Auditor as required by law.

Motion was made by Sanders to approve the January 23, 2023, Final Audit for Year-End June 30, 2022, and Current Year Findings 2022-001 Application of Accounting Principles and Standards; seconded by Klimas. Approved unanimously.

Langston proceeded to Item 3E – Association of Social Work Boards - Selection of Board Members (Staff Members) for New Board Member Trainings and Other Opportunities (For Possible Action). Oppenlander announced that there are several board member trainings upcoming that ASWB provides. In the process of looking at the schedule, she noted that Sanders had been through a Board Member training and Klimas had been through a Board Member training online. Langston had been scheduled for a Board Member training but ended up being ill and having to drop it. Oppenlander said that she sent information out to Holland Browne about an upcoming training, that if registered for by this Friday February 17th, will be on March 23rd through 25th, 2023 for new Board Member training in Tampa, Florida. All costs of going to these trainings and so forth are covered by ASWB.

Oppenlander stated that the next education meeting is scheduled for April 20th through 22nd, 2023, in New Orleans, Louisiana. She noted that **Klimas** has indicated she might be able to attend. Also, on June 8th through 9th, 2023, there is a new board member training online, which could also be open for **Holland Browne**. Then, on September 28th through 30th, there's a new Board Member training in Metro DC. **Langston** is already registered for that. This training fits in with the rest of her ASWB scheduling. **Langston** then stated that she was asked, and she agreed, to serve on the new Research Committee for ASWB.

Oppenlander suggested a motion be made to approve for **Holland Browne** to choose from the March 23rd through 25th, 2023, or June 8th through 9th, 2023 Board Member trainings; **Klimas** to be approved for the education meeting on April 20th through 22nd, and **Langston** to go to the new Board Member training September 28th through 30th, 2023.

Motion was made by Langston to approve that a Board Member will attend the Board Member training in Tampa, Florida, education meeting in Louisiana, and the Board Member training meeting in DC; seconded by Holland Browne. Approved unanimously.

Langston moved to Item 3F – Board Review of Hearing for Virgilio DeSio, License No. 6200-C. (For Possible Action). Ward stated that he is working on a resolution. He said he will contact both the attorney and the licensee again and try and get something moving. They seem to be dragging their feet, but he'll put a flame underneath them and asks that this matter be continually put on the agenda until it is resolved.

Langston moved to Item 3G – Review and Discuss Executive Orders from Governor Lombardo (For Possible Action).

Oppenlander stated that the first executive order that she wanted to discuss is Executive Order 2023-003 with a report due on or before May 1st, 2023. While BESW staff agrees and wants to comply with submitting recommendations to reduce regulations, it is difficult to do so in terms of timing. Staff is working to create a list of recommendations to include in the report to bring back

to the Board for approval. But within the overall timeframe to create the report, BESW will also need to include a public hearing with licensees (consistent with NRS 233B) to gather licensee input as well as conduct a small business survey. This information is to be reflected in the summary of findings and recommendations. We will set out a timeline and attempt to accomplish this.

Oppenlander said that over the last week she has contacted two of the attorneys that are involved in working with Executive Branch agencies so that we can comply with the Governor's orders. There is also Executive Order 2023-004 to consider. The attorneys appreciate that we're trying to work together with them to get an exemption to add specific NAC language for SB44 while at the same time make recommendations to streamline, clarify, reduce, or otherwise improve to ensure 641B regulations that would provide for the general welfare of the state without unnecessarily inhibiting economic growth.

Regarding the gender language in the provisional license section, **Langston** asked if it could be changed from "he/ she" to "applicant" so it would be more inclusive. **Lowery** replied that we can't change any of this language at this time because it is existing legislative language. She said we have no control over that level of detail when we look at NAC changes. **Langston** commented that social workers are inclusive and yet we continue to discuss he/ she in 2023. **Lowery** agreed but stated that this is not something we can deal with now. She went on to say this is part of the Executive Order 2023-003, where we must identify regulations that we would get rid of and ask for permission to become compliant with the SB 44 at the same time e.g., adding language regarding the LMSW license category. Doing this typically is a 9-month process and the Governor is asking everyone to do this in a short timeframe.

Oppenlander mentioned that BESW would like a motion leaning towards giving the staff flexibility towards fulfilling the executive orders to the best of our ability. She said one example of a place that can be eliminated relates to a lingering provisional license option that is available to applicants. It would be easier for us to take advantage of the Governor's desire to get rid of and streamline 10 things if we discard the existing provisional language. In the future, if we want to offer a provisional license option, it could be added later using language that is not antiquated. The problem with a lot of the current language is that new language is overlaid on the legacy language. That becomes the new legacy, which is then overlaid repeatedly. The end result can be discordant. She mentioned that in British Colombia, Canada, an engineering board took apart their entire law, basically discarded it, and rewrote it. She said that reading a law that's entirely rewritten from the beginning to the end is amazing because it contains current thinking like Langston suggested. We are subjected to a very restricted way to try to work within the framework of the government and try to do a nine-month process in a quick turnaround. If the Board could give staff some flexibility to fulfill the requirements, staff will bring recommendations back to the March 15th board meeting with the status. Then the Board can approve what staff is doing and we can take it the rest of the way forward.

Motion was made by Linda Holland Browne to grant staff permission to review regulations in terms of clarification and housekeeping in a manner prescribed, to meet the Governor's deadlines with review to occur in March; seconded by Abigail Klimas. Approved unanimously.

Langston moved to Item 3D – Review of 2023 Legislative Session – Flynn Giudici Government Affairs Advocates. (For Discussion Only).

Oppenlander stated that Nick **Vander Poel**, from Flynn Giudici is at a different meeting this morning for another bill that the Board is tracking; we are communicating very regularly. She said the Board is currently tracking several bills: Assembly Bill 37, which authorizes the establishment of the Behavioral Health Workforce Development Center in Nevada, as described in a presentation from Dr. Hunt earlier in 2022; Assembly Bill 45, which creates a program to repay the student education loans of certain providers of healthcare, including social workers; Assembly Bill 54, which makes various changes related to education and mentions school social workers; Assembly Bill 65, which revises provisions relating to education and also mentions school social workers; Assembly Bill 69, which is a loan repayment program administered by Nevada Health Service Corps to include certain providers of behavioral healthcare including social workers.

She continued, that we are looking at 4 other interstate compacts including the model language for the massage compact; tracking Assembly Bill 108, which would enact the nurse licensure compact; Assembly Bill 97, which enacts provisions governing the interstate practice of physical therapy; Assembly Bill 158, which ratifies the recognition of emergency medical services personnel licensure interstate compact. While the social work interstate compact bill is not quite ready yet, the overall timing is good for interstate compacts because they are being strongly encouraged by Governor's office. In one of the Governor's Executive Orders that we were talking about earlier, we must explain our plan to implement an interstate compact. When **Nielsen** attended an ASWB meeting in Edmonton several years ago, she brought back a Mobility Toolkit, and that has evolved since then into the interstate compact for social work. It is in process of being written and is being funded by the Department of Defense and supported by the Council on State Governments.

Oppenlander noted that the physical therapy interstate compact that was presented this morning by Senator Gansert to Senator Spearman's committee seemed to be generally well accepted. At that meeting they had the Department of Defense explaining how it really helps military families. Also, they had other national participants supporting the Bill. Their board chair and executive director were there and everybody there was in alignment about why this was important to do.

In conclusion, **Oppenlander** commented that, according to **Vander Poel**, there have been 976 bills introduced. Not all of them have LCB language yet and can't get to the table in the various committees because they're proposed, but without LCB's language added to them yet. Besides bill tracking, BESW is also submitting fiscal notes, and other things that are throughout session so that there is no open space in our calendars. **Langston** commented that real work on the bills will probably begin around mid-April, early May.

Item 3H – Review and Discuss Recruitment of Executive Director. (For Possible Action). Oppenlander stated that we had included a document called Stages of Recruitment that starts with (1) executive director job description and (2) determining the salary range and so forth including: advertising the position, attracting candidates to apply for the job, managing applications, the selection process, the negotiations in the job offer, following up on references, background check (if the Board wants one), sharing progress with the Board, and sharing results with the community. **Langston** wanted to know the salary range for the position. **Lowery** stated that the 2018 salary range was \$70,000 to \$80,000 and proceeded to share a detailed report about how that came about and changes in the marketplace since then. She concluded that based on this information and BESW's budgetary numbers, she proposes a salary range for the Executive Director of between \$90,000 and \$105,000. It was added that the Governor has recommended an 8% across the board salary increase along with a \$500 per quarter bonus to a total of \$2,000. **Oppenlander** commented that when **Lowery** was preparing the information. **Holland Browne** commented that the salary range is reasonable for the level of responsibility, number of applicants that we have, and the regulatory responsibilities that BESW has.

Motion was made by Langston that the salary range for the Executive Director will be in the range from \$90,000 to \$105,000; seconded by Holland Browne. Approved unanimously.

Langston inquired, since she was not at the strategic plan meeting, has the job description been developed for the Executive Director position, and who is on hiring committee to review those applicants and make a recommendation? **Oppenlander** replied that the job description is almost complete. It is missing a small section on licensing that **Lowery** will add. **Oppenlander** commented that If BESW had a succession plan in place, Board members would know exactly what to do next because there would be a transition and search committee within five working days to plan and carry out a transition to a new permanent Executive Director. However, there is no succession plan.

Langston asked **Lowery**, when BESW has searched for an Executive director, who has been a part of the search committee? **Lowery** replied that she participated twice, once as a Board Member and then once as the Interim Executive Director. She said that when applications came in, they were reviewed by her as the Interim Executive Director, and the Board President. When they determined that there was somebody that BESW was willing to consider, then the application was circulated among the rest of the Board members. They determined who was appropriate and who they wanted to bring in for an interview. **Langston** confirmed that the search committee for an Executive Director will consist of the current Executive Director and members of the Board.

Sanders stated that she is under the impression that the Board has had the opportunity to review the succession plan and now we're looking at voting on it so that we can start the process for selecting the executive director. **Oppenlander** confirmed that it is agendized to do it that way. **Langston** asked that Board Members to view the succession plan on page 79 of the Board packet. **Oppenlander** explained that the intent of a succession plan (which would not have to be approved today to move forward) is for the situation we are in right now. There are different things that are used in a succession plan. For example, if the Executive Director had a snowcat accident and was hospitalized, that is an unplanned temporary absence. On the next page it covers if the event of an unplanned absence is long term. This is the place where typically an agency brings in an interim replacement. **Oppenlander** said that she is not necessarily suggesting that BESW have an interim, but if it doesn't come to fruition timely, the Board might want to think about it. **Langston** stated that if the Board has not decided by April 30th, then they will appoint an interim.

Oppenlander went on to say the last part of this in this is in the event of a permanent change in Executive Director. That is where we are at right now. She stated that what happens in this kind of a situation is that information that Board members, staff, and the Executive Director needs would be available but not publicly available as it would contain proprietary / confidential information. It would be in the hands of whoever the Executive Director and President are. This document would include information such as: Where are the blank checks? Who are our vendors and how do we contact them? This document is basically a listing of the bank accounts, who is our legal counsel (and how do you reach Harry Ward?). Who do we have a lease with and those types of things. **Holland Browne** stated that one of the things that we need to recognize is that timeliness is critical. When Kim Frakes left, we had the advantage of **Lowery** being able to step in as Interim Director. That advantage is gone now. We must be able to decide and act on it quite quickly. **Langston** asked **Lowery** why it isn't possible for her to step in as interim director. **Lowery** explained that in 2016, she came to work for the Board managing a small area, which

was the internships. In 2017, when she was asked to step in as the Interim Executive Director there were a lot more Full Time Employees (FTEs) in the office. Kim Frakes moved in the lateral position over to disciplinary. Moinette LaBrie was the office manager and took care of finances. Sandy, Loni, and Caroline took care of licensing. Lowery inherited the legislative focus, which was primarily what she did, along with getting the position circulated to recruit a new Executive Director. We had a whole additional layer of two FTEs that she joined. Currently, we don't have that. Lowery continued stating that now she has a halftime position with BESW handling internships, the daily management of licensing, and managing finances. Oppenlander does all kinds of oversight, but boots on the ground, it's **Lowery**. She has a full load now at her part-time position. Lowery stated that the only part of Oppenlander's job that she could realistically take over on May 1st would be the Yes Policy Screening (policy approvals for licensees that need to have additional review typically because of legal history or sanctions history). Lowery said she can take that on because she has done it both as a Board Member and as the Interim Executive Director. Beyond that, she doesn't have enough time to be able to do more. Langston asked Lowery. if BESW needed her. could she step in as interim director. Lowery replied that she has a part-time private practice, and she also teaches two classes at UNR. That is why she is a part-time Deputy Director. Holland Browne added that Lowery has a very large successful private practice, and she is now working roughly 60 hours a week. She doesn't think the Board can ask more of Lowery. Holland Browne remarked that one of the things she was concerned about is that there might be a misconception that **Lowery** could, again, step in and that's simply not possible.

Sanders stated that she will assume the Yes Policy Screenings and will work with the staff directly. She said that if something else is needed, she can help with that. **Sanders** commented that she likes how the succession plan reads and her understanding of it. It gives the Board protocol for the process of searching and hiring the next Executive Director.

Motion was made by Jacqueline Sanders to Approve the Succession Plan; seconded by Holland Browne. Approved unanimously.

Langston suggested that if there are things that some of the Board members can do away from the office, then they can take over some things that Karen is doing if we don't have an Executive Director in place by May 1st. Then the Board would carry through on those until a replacement is found. The other option is to determine if there is anything that a temp could do. Lowery commented that we have two temporary staff right now that are working industriously because (as you may know), this is licensing season. We are averaging five to ten applications coming in daily. Langston inquired if we could hire another temp if needed May 1st to do some of those things. Lowery replied, no; because the things that **Oppenlander** does are not things that happen in the office. Even though the job description talks about what **Oppenlander** is responsible for in a practical day-to-day way, she doesn't deal with any of the day-to-day operations of the Board, except for the Yes Screening Policies. That is an incredibly important contribution. But **Oppenlander's** focus is on disciplinary, contracting, Board of Directors, and legislative matters. The majority of what she does on a day-to-day basis is outward facing, not backend. That is what Lowery does, handles the backend. Langston recapped by saying, the first suggestion is that whatever the Board can do, they will do that. We need an Executive Director by at least March 15th, because there should be some transition time while **Oppenlander** is still in the office. Langston confirmed that the job announcement, with whatever changes we've made today, will be ready to go out for recruitment by Monday. The recruitment committee will be **Oppenlander** and members of the Board. Langston asked Ward if that was good, and he replied that he doesn't see that being a problem.

Langston stated that the job announcement goes out Monday to the agreed upon entities. She mentioned that the Board should decide on a date we need to close for applicants to be received. She asked if it is possible applications will be sent in electronically and wanted to know if there is a rubric for how applications are reviewed and scored. There was not rubric so she determined that **Oppenlander** will develop the rubric since she knows what the position does, etc. **Langston** stated that the Board will use the rubric as they will review the applications, and they can rate them. A discussion about the recruiting period ensued. Then, it was determined that after the closing date, the Board will need to set up a date for review and rating of the applicants, then start the interview process.

Sanders commented that if **Oppenlander** needs some help doing anything else, like something to do with the rubric, or typing things up, she can contact **Sanders**. **Sanders** asked if the Board is contacting the NASW Nevada Chapter or national as far as using their employment database? **Oppenlander** replied that if Board members look at the page of the Board packet with the blue arrow at the top, there is a list of the suggested places for the Board to advertise with based on history. She also discussed pricing for ads. **Langston** suggested that it be sent the Board members because they may have mailing lists, organizations that they can send it out to.

Langston asked for the top applicants to do a background check, what additional information that may not be on a resume would be required to conduct background checks? Ward suggested accepting all resumes, cover letters, and letters of recommendation, and then from there, the committee would narrow it down. He said most of his boards will make an offer and the offer will include the information that there will be a background check. Ward reiterated that he would not suggest making background checks before the interviews, but once a candidate has been selected, advise the candidate that they will be, or may be employed, subject to a background check. Ward commented that he doesn't think it's appropriate for us to do that when you accept or receive a resume. He wants to avoid a lawsuit against the Board. Ward said the recommendation he has made to the other boards, is once you select the candidate, then let the candidate know they will be employed, subject to a background check. He does not recommend doing a background check on the last few candidates, prior to the selection. Langston replied that is what she needed to clarify; if there were certain information we would need to have from them for a background check. She asked who does the State use to do background. Lowery stated that BESW uses Nevada Department of Public Safety (NV DPS). We would probably have candidates fingerprint the way we do anybody applying for a license. She noted that we are eight to 12 weeks out on getting a background check reports back from NV DPS. Ward replied also because of delay in background checks with NV DPS, once again, his suggestion would be that BESW can always employ someone subject to the background check because NV DPS is so backed up.

Oppenlander mentioned that BESW has access to doing TLO reports and we were approved to use TLOs in certain circumstances, by prior DAGs. She went on to explain that it is a way to run a check on somebody. Not quite the same as a background check, but it does give a fair amount of information. It is run by the Experian Corporation. We currently run TLOs in limited circumstances. **Oppenlander** wondered if while we're waiting for the eight to 12 week background check to take place after the Board selects a candidate, could we run a TLO on that candidate more immediately. That takes about an hour. **Ward** said that would not be a problem. He went on to say even when he was employed with the Attorney General's office, they would advise a candidate on the fact that nothing comes up in the background check report. He said the Board doesn't need to be worried about the delay in getting the true background check by NV DPS. He suggested that once the Board is down to the last three applicants, they could do that quick background check, as mentioned by **Oppenlander**. The Board could also tell the applicants, if

you are hired, you will do the typical fingerprinting in the background check, which may take six to eight weeks. **Ward** would not let that deter the Board from looking for the new Executive Director.

Oppenlander stated that materials for recruitment will be out the door by Monday. Langston suggested that the Board set March 10th as the due date for applications. **Oppenlander** agreed and that would be 15 working days from February 20th. Langston stated that submissions will be reviewed as we receive them. Oppenlander mentioned that March 15th is the next Board meeting. She confirmed that Holland Browne can run while Langston is travelling. Langston said she will arrive at her destination sometime early morning, and she'll be three hours ahead. If she is not available, the Board should carry on and she'll join in when she can. At the next Board meeting, reviews will have started. If March 17th is our deadline, we complete our reviews by the 20th. Langston suggested that the Board consider March 21st to start connecting, decide, and then start conducting interviews by March 23rd. Lowery pointed out that the Board will also need to come up with their panel of questions. As the state always does, you will want to ask all candidates the same questions. Langston confirmed that everybody gets asked the same question. And if a candidate asks us to clarify question number three, then we must do that for everybody else. She then asked if there was a set of questions ever developed for the recruitment of an Executive Director. Ward reminded the Board that when they set this up, they need to set up three or four interviews because it must be done in an open meeting.

Langston asked **Oppenlander** to send Board members the questions that she has available to compare with the job description. Board members can then review it with additions, subtractions, etc., send them back and we will then compile the list that works for us. She said Board Members may have several Zoom meetings called on a dime, because this process must go very quickly. She requested that Board Members review the questions, etc. and send any comments or changes, as soon as possible because we must be sure we are asking a legal question. She asked for a schedule for open meetings stating that it is possible the Board will have meetings on these days at these times. **Oppenlander** acknowledged the discussion and said that we do have Board meetings scheduled for March, April, May, and June. **Langston** responded that they are trying to hire an Executive Director by May 1st. **Oppenlander** said that she understands the urgency and is making certain that everyone is aware that there are backup plans. The Board will try to have some extra meetings. She reminded Board members that earlier in this meeting they were discussing that BESW has Governor's Orders and a legislative session right in the middle of all this. The Board has many requirements that it is obligated to fulfill.

Langston replied that the Board will do the heavy lifting on recruiting so that **Oppenlander** can concentrate on what she needs to do. And then when we start the interviewing process, the Board needs to set up a schedule so they can meet all the open meeting law requirements so people will know what they are meeting and talking about, nobody claims they did anything illegal. **Ward** commented that with his other boards that have hired new Executive Directors, he or another DAG is not present during these open meetings because Board members know what to do; follow the agenda. Everything must be done openly. The Board still needs public comment at the beginning and the end. He said his other boards, especially boards that are on billable clients, may say that they are going to meet at eight o'clock or they notice for eight or nine or even after five. Usually you do not need a DAG for this, but he hopefully would be available if that is a need or a request.

Sanders mentioned that she was thinking that our open meeting law requires 14 days' notice, is that correct? No, three days? She was wondering if by chance we come across resumes, is it possible for those resumes to be disseminated amongst the Board members, so that they can

review and have time to schedule a meeting and then schedule a Zoom meeting to address it. Langston confirmed that as soon as **Oppenlander** receives an applicant's resume, it will be immediately sent out to Board members to review and rate so that they will continually be reviewing as the resumes are received. **Ward** reminded Board Members when they do receive the resume in the packet, do not converse or email with other Board Members because you don't want a walking quorum. Board Members keep their own ideas, make notes. When the Board Members have the meeting, they can't discuss the applicants with other Board Members after the interview. Langston asked Lowery if, once Board Members rate an applicant, could they send the ratings to her so she can put them into an Excel sheet for the Board? Lowery said she would. She also stated that she just found the interview questions from 2018 and sent them to **Oppenlander**. Lowery reiterated that the job description is dramatically different, but it's at least a starting point. Langston asked if there were any other questions or discussions about the process for hiring an executive director.

Langston moved on to **Item 3I – Executive Director's Report (Informational). Oppenlander** stated that future agenda items will include the March Strategic Planning. SEI will come back to summarize what you decided on in January. To help with that are approximately 60 to 70 pages of slides from January 23rd and 30th in your Board Packet. Board members can review those and see if there's anything they left out and want to add. Another item in the future, which we are already started discussing are changes to our chapter 641B. Those changes are going to be happening through the Nevada Administrative Code as asked for by the Governor, and through NRS, which is happening through the legislative session. **Oppenlander** announced that the next Board Meeting is scheduled for 9:00 AM on Wednesday, March 15th via Zoom.

Langston moved to **Item 4 – Public Comment**. **Oppenlander** responded that there was no public comment online, in writing, or in person. **Langston** stated that hearing no comment, the meeting was adjourned at 11:00 a.m.

Minutes Respectfully Submitted by Caroline Rhuys.