

# Item 3

# Ross Armstrong

STATE OF NEVADA  
BEFORE THE NEVADA



COMMISSION ON ETHICS

**WAIVER OF NOTICE REQUIRED UNDER NRS 241.033(1) TO  
CONSIDER CHARACTER, MISCONDUCT, OR COMPETENCE  
OF SUBJECT IN ETHICS COMPLAINT PROCEEDINGS**

Pursuant to NRS 281A.230, the Nevada Commission on Ethics Personnel Subcommittee ("Subcommittee") will be considering interviews for certain qualified persons for referral to the Nevada Commission on Ethics ("Commission") for a second interview and possible appointment to the position of Executive Director, which applications and appointment will be considered in a notice public meeting. Pursuant to NRS 241.033, in order to hold a meeting to consider the professional competence of any applicant, the Commission must provide notice to that person of the time and place of the meeting in compliance with such statutory provisions. The undersigned hereby knowingly and voluntarily waives his/her rights to personal written notice required under NRS 241.033(1) to permit the Subcommittee and/or the Commission to consider his/her qualifications, competence, and character to hold the position of Executive Director of the Nevada Commission on Ethics, at the following public meetings or meeting to be noticed in the future:

1. Personnel Subcommittee public meeting to be held on Wednesday, November 3, 2021, starting at 9:00 a.m.
2. Personnel Subcommittee public meeting to be held on Thursday, November 4, 2021, starting at 9:00 a.m.

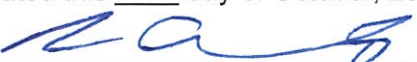
The location for each meeting will be as indicated below, unless you are served with a notice of another location:

**Nevada State Capitol Building  
Guinn Room  
101 N. Carson Street, Second Floor  
Carson City, NV 89701**

In addition, if the Personnel Subcommittee selects the undersigned to be considered by the Commission for the position, the next regular meeting of the Commission will be held on November 17, 2021, at a time and location to be determined and noticed. If the Chair schedules a Special Meeting of the Commission on another date to consider the qualifications of applicants, the date, time and location of the Special Meeting will be provided to selected applicants.

Personnel Subcommittee Members and applicants may appear via Zoom (virtually or telephonically). Further, notice is provided to the undersigned that he/she may at any time withdraw both this waiver and related application for appointment to the position of Executive Director; however, once the agenda is posted for the applicable meeting, it will identify the names of each of the applicants unless a withdrawal is received prior to the deadline for posting the agenda.

Dated this 28 day of October, 2021.

  
By: print name Ross Armstrong

## Ross E. Armstrong, Esq.



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October 1, 2021

Kari Pedroza  
Executive Assistant  
Sent via email: [k.pedroza@ethics.nv.gov](mailto:k.pedroza@ethics.nv.gov)

To whom it may concern:

I entered public service with the State of Nevada in 2011 and although my roles have varied over the last ten years, a common thread has been my belief that government can do good things for the people of our state. I've worked to enhance the public's faith and confidence in government through competent execution and continuous improvement of government functions.

The blend of legal and administrative experience I've gained in the last ten years prepares me well for the role of Executive Director of the Commission on Ethics in these specific ways:

- As a Deputy Attorney General I practiced throughout most of the state including criminal and civil investigations and cases and agency-specific litigation. This work regularly required coordinating investigations, analyzing facts, and applying them to the law.
- As Deputy Administrator and Administrator, I've overseen large agency operations including budget development, personnel matters, quality improvement, and state and federal compliance. These roles also required professional public communications including but not limited to testimony before executive, judicial, and legislative hearings, community outreach, and media engagement.

While my professional skills are important to the position, my unwavering belief that government can do good and that the people of the State of Nevada are worth fighting for every day are equally important for your consideration of my application. That belief will be my driving force in service to the Commission on Ethics as Executive Director. I heard about this position on the state's website for unclassified positions.

My resume and references are enclosed; in the event I am selected to interview I will submit letters of recommendation to the public body at that time. I look forward to the opportunity to further discuss my application for this position.

Sincerely,

A handwritten signature in cursive script, appearing to read 'R. Armstrong'.

Ross E. Armstrong, Esq.



# Ross E. Armstrong

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## **Education**

**Willamette University College of Law, Salem, Oregon**

J.D. *cum laude*, 2010; Top 15%, Class Rank: 18T/116, Dean's List (Fall 2007)

First Year Appellate Competition Finalist

High Paper: Federal Courts

**University of Nevada, Reno, Nevada**

B.A., *cum laude*, Economics, 2007

Honors Thesis: *An Economic Interpretation of Nevada's Constitution*

Undergraduate Research Award, 2006

## **Professional Experience**

**Nevada Division of Child and Family Services, Carson City, Nevada**

*Administrator* April 2018 – Present

- Lead an agency of approximately 950 staff to deliver quality services to youth and families including residential and community juvenile justice and children's mental health services. The agency's work also includes direct child welfare services in rural Nevada and oversight of two urban child welfare agencies.
- Work with my team to manage fiscal operations, regulatory functions, community outreach, and legislative initiatives.

**Nevada Division of Public and Behavioral Health, Carson City, Nevada**

*Deputy Administrator, Regulatory Services* November 2017 – April 2018

- Oversaw health regulatory functions for the state including but not limited to medical facilities, radiation control, emergency medical services, environmental health services, and medical marijuana patient registry.

**Nevada Division of Child and Family Services, Reno, Nevada**

*Deputy Administrator, Juvenile Services* November 2015 – November 2017

- Led Nevada's State juvenile justice system including the operation of three residential youth facilities, the youth parole bureau, and the juvenile justice programs office.
- Worked with a team within the Division of Child and Family Services to coordinate efforts delivering justice, mental health, and welfare services across the state.

**Office of the Attorney General, Reno, Nevada**

*Deputy Attorney General, Health and Human Services Division* June 2013 – October 2015

- Initiated and processed petitions to terminate parental rights including drafting the petition, court appearances, and witness management

Writing Samples and References Available Upon Request

- Worked in a team of three attorneys to civilly advise and represent the Division of Child and Family Services, including matters of child protection, juvenile justice, and children's mental health
- Advised and defended personnel actions within the state personnel statutory and regulatory framework

**Office of the Attorney General, Pahrump, Nevada**

*Deputy Attorney General (Tri-County VAWA Prosecutor), August 2011 – May 2013*

- Prosecuted misdemeanor and felony crimes specializing in domestic violence, sex offenses, and child sexual abuse in Nye, Esmeralda, and Mineral Counties
- Helped to lead a multidisciplinary team of social workers, law enforcement, mental health services, and other service providers to review and staff child sexual abuse cases through a Child Advocacy Center
- Coordinated training and outreach with law enforcement, advocates, and the courts

**Nevada Legislature, Legislative Counsel Bureau, Carson City, Nevada**

*Constituent Services Unit Senior Research Analyst, October 2010 – June 2011*

- Researched and responded to legislator and public requests for governmental information through letters, memos, and phone conversations
- Utilized intimate knowledge of state legislative process, statutory schemes, and government agencies to assist constituents and legislators

**Other Professional Experience:** Oregon State Lottery Law Clerk, Independent Contractor for Legal Services, Attorney General Special Prosecutions Summer Intern, Insurance Defense Records Coordinator, Office Assistant, and Retail Clerk

## **Other Experience**

**Office of the Attorney General, Carson City, Nevada**

- Victim Assistance Academy of Nevada, Steering Committee Member, 2014, 2015
- Violence Against Women Act Grant Committee, 2012, 2013
- Liaison for Secretary of State's Election Integrity Task Force, 2012

**Willamette University, Salem, Oregon**

- *Willamette Law Online, Ninth Circuit Service*, Electronic Case Summaries and Law Updates: Writer (2008-2009), Editor (2009-2010)
- Additional Activities: Class President, student mentor, and STARS Program

**Boy Scouts of America, Reno, Nevada**

- Eagle Scout, 2002
- Western Region Chief, Order of the Arrow, 2005
- National Distinguished Service Award, 2006
- Nevada Area Council Board of Directors, 2018-Present

**Professional Memberships**

- State Bar of Nevada, Admitted 2010 (#11905)
  - LGBT Section, Public Lawyers Section
- Council of Juvenile Correctional Administrators (now CJJA), 2015-2017
  - Board of Directors, West Region Chairman, 2016-2017
- Supreme Court Commission on Juvenile Justice Reform, 2015-2018
- Nevada Juvenile Justice Oversight Commission, member 2018-present
- Supreme Court Children's Commission, co-chair, 2018-present

## **Ross E. Armstrong**

[REDACTED]  
[REDACTED]

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### References

Julie Slabaugh

Chief Deputy Attorney General, Nevada Attorney General's Office

[REDACTED]

Coworker at Attorney General's Office and current leads the Attorney General's team providing legal representation to the Department of Health and Human Services including the Division of Child and Family Services.

Justice Nancy Saitta, Ret.

[REDACTED]

Key partner during my work as both a Deputy Attorney General and while at the Division of Child and Family Services. We serve as co-chairs together on the Supreme Court's Children's Commission. Collaborator on legislative changes including juvenile justice reform and commercially sexually exploited children.

Dr. Kathryn Roose

Former Deputy Administrator, Division of Child and Family Services

[REDACTED]

Dr. Roose was a direct report to me and can speak to my interactions with teams I lead, organizational direction, and support for staff.

Lisa Sherych

Administrator, Division of Public and Behavioral Health

[REDACTED]

Department of Health and Human Services leadership teammate.

**Shani Cooke**

## Kari Anne Pedroza

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**From:** Tracy Chase  
**Sent:** Thursday, October 28, 2021 6:15 AM  
**To:** Shani Cooke  
**Cc:** Kari Anne Pedroza  
**Subject:** RE: Nevada Commission on Ethics Personnel Subcommittee Executive Director Interviews - Please respond by 8 a.m. on Thursday, November 28, 2021

Good morning Shani,

Thanks for sending the signed waiver.

Regards,

Tracy L. Chase, Esq.  
Commission Counsel  
Nevada Commission on Ethics



704 West Nye Lane, Suite 204  
Carson City, NV 89703  
(775) 687-5469, ext. 222  
Fax: (775) 687-1279  
<http://www.ethics.nv.gov>

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Please consider the environment before printing this e-mail.

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**From:** Shani Cooke [REDACTED]  
**Sent:** Wednesday, October 27, 2021 10:45 PM  
**To:** Tracy Chase <tchase@ethics.nv.gov>  
**Subject:** Re: Nevada Commission on Ethics Personnel Subcommittee Executive Director Interviews - Please respond by 8 a.m. on Thursday, November 28, 2021

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Morning Tracy,

This email is confirmation of my continued interest in the position of Executive Director and my intent to interview for that position. I understand that the interviews are public and have attached the signed waiver as requested. I also confirmed that I will not view or listen to any of the other candidate interviews.

Please contact should additional information be needed. Thank you again for the opportunity to interview.

Sincerely,

Shani Cooke



Sent from my iPhone

On Oct 27, 2021, at 5:43 PM, Tracy Chase <[tchase@ethics.nv.gov](mailto:tchase@ethics.nv.gov)> wrote:

Good evening Shani,

As you discussed today with Ms. Pedroza, this email confirms that your resume for the position of Executive Director has been received and you are offered an interview. Pursuant to NRS 281A.230, each applicant's qualifications for the position will be considered first by the Personnel Subcommittee, which members (Chair Wallin, Vice Chair Duffrin and Commissioner Oscarson) will determine whether to refer any applicants for interview and possible appointment by the Nevada Commission on Ethics ("Commission"). Meetings of the Subcommittee and the Commission will be noticed as a public meeting. Please find attached a waiver of the notice requirements of the Open Meeting Law to permit your name and information to be on the associated public agendas and included in meeting materials for public meetings of the Subcommittee or the Commission, as applicable, which must be signed and returned to me to permit consideration of your qualifications for the position.

We will be posting agendas for next week's meetings at 9 a.m. tomorrow and you will receive a copy of the agendas. Accordingly, please sign the waiver and return it to me by 8 a.m. tomorrow, Thursday, October 28, 2021. If you want to withdraw your application from consideration so your information will not appear in a public posting, please reply all to this email or text me on my cell number at 775-530-6907 before 8 a.m. tomorrow. In addition, it is requested that included with your reply email, a confirmation that you will not watch the interviews of other applicants for the position.



If you have any questions, please contact me on my cell phone or you may call the Commission's Executive assistant Kari Pedroza, at the Commission offices or contact her by email.

Kind regards,  
Tracy

Tracy L. Chase, Esq.  
Commission Counsel  
Nevada Commission on Ethics



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Carson City, NV 89703  
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Fax: (775) 687-1279  
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Please consider the environment before printing this e-mail.

# SHANI COOKE

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To Whom It May Concern,

With great enthusiasm, I submit my application for the position of Executive Director of the Nevada Commission on Ethics which was brought to my attention by the Chair of the Commission, Ms. Kim Wallin. I am an experienced manager and relationship builder who has a deep understanding of legal ethics. I am committed to change management through strong decision-making and thoughtful leadership. I worked for the Nevada Attorney's General's Office drafting and implementing policies related to laws in Nevada and am confident I can use these skills for the benefit of the Commission.

I launched my career at the United Nations and the United States Agency for International Development (USAID). In these positions, I advised senior officials, acted as an agency representative on investigatory bodies, and produced reports and advisory opinions based on my analysis of research and data related to country conflicts. I made recommendations to agency leadership for the development and implementation of programs that empowered local communities in global locations to access voting rights and learn about rule of law concepts. A large part of my success was my ability to use my legal research and writing, program management, and budget skills in new and ever-changing environments.

While at the Nevada Attorney General's Office, I led a team that developed a state-wide plan for criminal justice reform. I followed the same open-door management policy that I used early in my career where I thoroughly considered the ideas, feedback, and career goals of my direct reports. This allowed me to mentor and train them not only to be successful on my team, but to be assets to the organization and grow in their careers. By using this approach, I honed my management and communication skills and established my commitment to the organization and its mission, leading to a commendation by the Attorney General.

My interest in the Commission is twofold: first, I am passionate about ethics issues in the law and the real-world impact it can have on building public trust and saving public funds. I am a leader who is not afraid to take action in order to help organizations change and operate more effectively. There are pressing issues before the Commission right now, including the proper use of government property, honorariums, and self-dealing contracts. These are ethics issues that I dealt with while at the United Nations and USAID, as there are a myriad of contractual, consultant, and payment issues at the heart of these organizations' everyday work. I implemented changes in the approval, oversight, and auditing functions that targeted both honest mistakes and bad actors, that saved the organization money and time investigating cases.

I would welcome the opportunity to assist the Nevada Commission on Ethics to meet the challenges and growth opportunities that lie ahead. My personal interest and professional background in ethics issues and large-scale management will allow me to be a valuable asset to the Commission. I appreciate your time and consideration of my application.

Sincerely,

Shani M. Cooke

# SHANI COOKE

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## SUMMARY OF QUALIFICATIONS

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A Legal Professional and International Relations Specialist with ten years of experience, specializing in policy formulation and analysis, program management, legal research, and community outreach. A proven track record of building strategic partnerships and presenting proposals to C-level executives. Adept at conducting complex legal research to ensure compliance with local, state, and federal regulations.

## EDUCATION

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### *Juris Doctor*

**Duke University School of Law**

**Graduated May 2018**

**Durham, NC**

- **Associations:** International Law Society, Moot Court Board, Women's Law Student Association

## WORK EXPERIENCE

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### *Intern*

**Office of the Attorney General/Nevada**

**June 2019 – October 2019**

**Las Vegas, NV**

- Designed a state-wide action plan for criminal justice reform, set deadlines for drafts and final deliverables, and presented proposals to the Attorney General and Executive Leadership, which resulted in the adoption of the Criminal Justice Reform Resource Guide and the Know Your Rights Campaign.
- Coordinated with the 2<sup>nd</sup> Assistant Attorney General to develop a community guide and policy manual.
- Managed a team of interns for the Criminal Justice Reform project, assigned responsibilities, provided coaching and mentorship, evaluated performance, and supported complex legal research.
- Managed the Fall Externship Program, led onboarding and orientation for all externs, provided guidance for HR, IT, and security processes, and served as the point of contact for the program.

### *Post-Graduate Fellow-Intern*

**Hon. Mary Ellen Coster Williams, U.S. Court of Federal Claims Washington, DC**

**September 2018 – May 2019**

- Researched various areas of law across the federal, state, and local levels and reviewed facts in evidence to provide Judge Williams with references on laws and decisions material for legal determinations.
- Provided legal support for proceedings, pretrial conferences, motion sessions, and trials and attended court sessions to hear oral arguments and record necessary case information.

### *Law Clerk*

**Cooke Robatham LLC**

**January 2016 – July 2017**

**Washington, DC**

- Drafted legal briefs for submission to the National Labor Relations Board on the National Labor Relations Act and identified classifications of bargaining units and professional employees.
- Researched, drafted, and edited contracts, memoranda, and briefs on a variety of issues.

### *Summer Law Clerk*

**Motley Rice LLC**

**May 2015 – August 2015**

**Mount Pleasant, SC**

- Coordinated with attorneys on compliance, securities litigation, labor, and M&A matters, prepared legal memoranda, and researched and drafted opposition briefs to motions in pending litigation.

### *Summer Law Clerk, Legal Diversity IL Scholar*

**Towers Watson**

**May 2014 – August 2015**

**Arlington, VA**

- Drafted advisory letters and memoranda on attorney-client privilege, work-product doctrine, and case law related to securities class action litigation and corporate governance issues.
- Performed research and drafted summaries of labor laws in Malaysia, Thailand, and Vietnam.

### *Conflict Management and Mitigation Specialist*

**United States Agency for International Development**

**September 2010 – August 2013**

**Washington, D.C**

- Supported conflict mitigation responses, reconstruction, and stabilization efforts in West, East, and Southern African sub-regions.
- Participated in a Department of State Interagency Conflict Assessment contributing to a U.S. government-wide strategy for Zimbabwe's 2013 presidential elections.
- Conducted assessments for the Land Tenure and Conflict Assessment for Mozambique.
- Developed a multi-country research project exploring the nexus between conflict, youth, and education.
- Represented the Africa Bureau on advisory committees, including USAID's Higher Education Solutions.

# SHANI COOKE

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## ***President/Consultant***

### **International Pathways Consulting**

**January 2010 – September 2010**

**Washington, D.C**

- Served as a Subject Matter Expert for project management, business development, and international affairs and presented the Motir Inc. infrastructure development proposal to the Government of Nigeria.

## ***Associate Political Affairs Officer***

### **United Nations Department of Political Affairs**

**April 2007 – September 2009**

**New York, NY**

- Served as Desk Officer for anglophone countries and organizations in West Africa, including ECOWAS.
- Provided analysis and recommendations to senior leadership in the areas of preventive diplomacy, governance, peace and security, post-conflict reconstruction, and sustainable development.
- Designed and managed a joint-UN/ECOWAS Fact-Finding Mission resulting in the successful and peaceful resolution of a bilateral dispute between the Governments of Ghana and Gambia.
- Served as the UN Representative to the ECOWAS Conference on the West Africa Coast Initiative, a regional discussion on efforts to combat drug trafficking.
- Participated in the Technical Review Conference for the ECOWAS Conflict Prevention Framework.
- Coordinated the interagency monitoring team for Ghana's 2008 presidential and run-off elections.

## ***Assistant Political Affairs Officer***

### **United Nations Department of Political Affairs**

**March 2006 – May 2007**

**New York, NY**

- Drafted correspondence from the UN Secretary General to Libyan President Muammar Qaddafi to support negotiation efforts for the pardon and release of Bulgarian medical staff.
- Served as Desk Officer for countries in North and West Africa and coordinated inter-agency policy formulation through consultations with member states and regional stakeholders within the UN system.
- Conducted a political assessment prior to the 2006 Gambian presidential election and drafted a report recommending the appointment of a special envoy to monitor upcoming contested elections.
- Acted as political advisor to the Secretary General's Special Envoy for the 2006 Gambian Elections, Former Nigerian President General Abdulsalami Abubakar.
- Briefed the Secretary General and Under-Secretary for Political Affairs on the election results at the request of the Special Envoy.

## **ADDITIONAL EDUCATION**

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### ***Intensive Arabic Language Course***

**Middlebury College Language Schools**

**Completed 2020**

**Middlebury, VT**

### ***Master of Science (M.S.) African Politics***

**School of Oriental and African Studies**

**Graduated 2005**

**London, England**

### ***Master of Science (M.S.) Middle Eastern Politics***

**School of Oriental and African Studies**

**Graduated 2004**

**London, England**

### ***Arabic Language Program***

**The American University of Cairo**

**Graduated 1999**

**Cairo, Egypt**

### ***Bachelor of Arts (B.A.) International Relations***

**Wellesley College**

**Graduated 1999**

**Wellesley, MA**

## **PROFESSIONAL SKILL**

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- **Program Development:** Community Outreach, Research, Community Partnerships, Education Programs, Event Management, Team Management, COTR Certified, Fundraising, Project Management, HR Management, Onboarding, Hiring, Recruitment, Budget Management
- **Legal:** Contract Review, Statutory Interpretation & Analysis, Policy Analysis & Development, Legal Agreements, Negotiations, Corporate Governance, Litigations, Memorandum
- **USAID Trainings:** Advanced Conflict Assessment, Programming in Conflict Prone Environments, Crisis Stabilization and Governance, Programming Foreign Assistance, Project Design
- **Languages:** Arabic (Proficient)

# SHANI COOKE

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## REFERENCES

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### **Marilyn Forbes (Recommendation)**

Professor of Law  
Duke University School of Law

[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

Professor Forbes is a Senior Lecturing Fellow at Duke University's school of law, where I took her course in Pretrial Litigation. During my time at Duke and since graduating, she has been a trusted guide and mentor.

### **Christine Jones Brady**

Second Assistant Attorney General  
Office of The Nevada Attorney General

[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

Second Assistant Attorney General Christine Jones Brady was my direct supervisor while I worked at the Office of the Attorney General. She tasked me with several projects that included legal research and writing, presenting to senior leadership, and project design and team management.

### **Professor Rachel Anderson**

Professor of Law  
University of Nevada at Las Vegas

[REDACTED]

[REDACTED]  
[REDACTED]

Professor Anderson served as the General Counsel in the Office of the Attorney General and was responsible for the OAG's Internship and Externship Programs. In addition to interviewing and hiring me, Professor Anderson also served as my mentor throughout the program and supervised several projects on which I worked as a team member.

### **Angela Dougan-Sherrer, Esq.**

Senior Director and Associate General Counsel  
Twitter, Inc.

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

Mrs. Dougan-Sherrer and I have known each other for more than twenty years. We met when we attended college together at Wellesley College. Due to similar career paths in government and the law, a shared commitment to civic engagement, and a longstanding friendship, it is unlikely that anyone can speak more holistically or honestly to my development as a professional than Mrs. Dougan-Sherrer.



**Marilyn R. Forbes**  
**Senior Lecturing Fellow**

Duke University School of Law  
210 Science Drive  
Box 90360 • Durham, NC 27708-0360  
Phone: 919-613-7203 • Fax: 919-613-7231  
forbes@law.duke.edu

October 25, 2021

VIA E-MAIL: [k.pedroza@ethics.nv.gov](mailto:k.pedroza@ethics.nv.gov)

Ms. Kari Pedroza  
State of Nevada  
Commission on Ethics  
704 W Nye Lane #204  
Carson City, Nevada 89703

Re: Ms. Shani Cooke

Dear Ms. Pedroza:

It is my pleasure to recommend Shani Cooke for the Nevada Commission on Ethics Executive Director position. Shani is a creative thinker, an effective writer, and a delightful person. While Shani has not been my student since 2017, we have remained in touch over the past four years. I am confident that she would embody the highest ethical principles and fairness requisite for this important position.

Shani was a student in my Fall 2017 Pretrial Litigation class at Duke University School of Law. In this small interactive seminar, I had significant opportunities to observe the quality of her work. During the semester, students must prepare and respond to written discovery, argue a motion to compel before a federal judge, take and defend an hour-long deposition, and prepare an expert witness outline in a products liability personal injury case. During class, Shani consistently asked thoughtful questions and made astute observations, revealing a deep understanding of the legal concepts we were discussing. Shani was particularly effective in working with both the law and the facts of the discovery issues when she argued her motion to compel before a U.S. Magistrate Judge. She received one of the highest grades in the class. Feedback on her oral argument included the following:

You had the presence of a lawyer rather than a law student arguing a discovery motion. Your preparation showed. You spoke knowledgeably about the privilege and effectively used the judge's own word "germane" as you discussed the purposes underlying the privilege. You remained an advocate while directly meeting the judge's questions and comments. You did a great job incorporating NC case law, NIH data points and the case specifics regarding the documents and the [disease] at issue.

Ms. Kari Pedroza

October 25, 2021

Page 2

In my experience, Shani desires to excel in all that she does. During a difficult family time in the last two years, Shani has remained committed to using her law degree in pursuit of justice. While her transcript demonstrates her intellect, she is so much more than that. She is a delightful person with a broad range of skills and interests. I urge you to give her application the best possible consideration.

Sincerely yours,

A handwritten signature in cursive script that reads "Marilyn R. Forbes". The signature is written in dark ink and is positioned above the printed name and title.

Marilyn R. Forbes  
Senior Lecturing Fellow

MRF:bjp



**Andre Gardner**

**STATE OF NEVADA  
BEFORE THE NEVADA**

**COMMISSION ON ETHICS**

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Guinn Room  
101 N. Carson Street, Second Floor  
Carson City, NV 89701**

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Dated this 28<sup>th</sup> day of October, 2021.

  
By: print name ANDRE GARDNER

**ANDRE GARDNER**  
**Statement of Qualifications**  
**Executive Director, Commission on Ethics**

With more than 20 years of success as a senior executive and a talent to build and cultivate strong teams to support the organizations mission and goals, I would like to inform the Commission on Ethics recruitment team for the State of Nevada that I have reviewed the Executive Director job announcement published on September 28, 2021, and I feel that my extensive and diverse background, experience, and expertise, as an Executive Director, California Labor Standards Investigator (Peace Officer), California Deputy Labor Commissioner, City Planning Commissioner (City of Dixon & Fairfield), and former United States Air Force Criminal Investigator makes me a very qualified candidate to compete for the available position.

Upon review of the Career announcement, I personally feel that I meet, and in some areas exceed, the educational background and career requirements to successfully succeed in the position. In my current position at the Executive Director for the Northern California Electrical Construction Industry, I have more than 16 years of executive senior management experience and have a vast amount of experience with implementation of performance measurements, benchmarking, and organizational development strategies to ensure the success and smooth operation of the organization to meet all the goals and objectives established by the Board of Directors. I am responsible for the revenue recording, fiscal management of the program and I manage legislative inquires, maintain and track legislative bills and review and determine the fiscal impact to the program as it relates to legislative changes. I have also prepared draft bi-partisan legislation within both the State and Federal governments and given testimony to the Congress, Senate, and Assembly.

With my current position as an Executive Director and in my past position as a California State Deputy Labor Commissioner, over the past 16 years, I have administered activities to ensure compliance with State and federal policies, procedures, and regulations. This included various agency coordination's, efficient and effective utilization of personnel, maintaining liaison duties with local entities, State and federal agencies, sister organizations and appropriate public representatives. I have conducted several seminars, trainings, and education presentations throughout the State, and I also represent the organization and the industry by conducting formal presentations before a variety of interested groups to local governing bodies, legislative subcommittees, civic groups, and professional organizations.

As a senior executive my primary objective is to mentor and motivate staff and delivering on the organization's strategic goals and objects. Getting started early does several things: It introduces implementation language and concepts into organization in time for both management and labor to become a familiar and well-understood. Getting my team members, especially key personnel, to buy into the plan and to become fully committed to it early is essential. The implementation of the strategy begins with communicating the plan throughout the organization. It needs to be made clear that the plan is consistent with the organization's vision, mission, and general business strategy and that the plan has broad approval from my board of directors and industry partners. Establishing benchmarks and oversight practices are essential to the plans success. Oversight confirms that benchmarks are being achieved according to schedule. I have

observed that the presence of monitoring activities also sends employees a message that the plan is still in place and remains important. Leaders are powerful instruments to facilitate change and encourage desired behaviors within an organization. In my combined 20 years of senior managerial experience, I have always led by example because if the leader does not support the strategic goals and mission of the organization then why should the employees. In collaborating with a variety of internal and external groups on a high level, and with politically sensitive projects, I feel that this is one of my strengths. As an example, it is my responsibility to ensure that state and federal awarding agencies for public projects remain in compliance with all public works laws and are held accountable if they violate any laws that would create an unfair bidding environment for the more than 500 signatory contractors that our organization represents in Northern California. The electrical contractors informed me that they were having trouble with federal awarding agencies regarding change orders. I immediately informed my Board of Trustees of the issues and put a memorandum out to the industry to establish a focus group with our internal contractors to discuss the issues and establish a plan to address the issue. We then coordinated the efforts with our National Organizations Legislative Department to draft legislation that would help address the problem. This coordination involved many group, both internally and externally and took more than two years. During the two-year process my efforts were steadfast and focus to ensure that the playing field was level for all contractors dealing with change order issues. The efforts ultimately paid off, as the National Defense Authorization Act of 2019 was sign by our current President of the United States and the act includes a key provision requiring federal agencies to provide a notification to prospective bidders regarding the agencies policies on change orders. In addition, the federal agencies will be required to make public their payment practices and history of payment on past change order work.

In addition, I am responsible for the preparation, implementation and monitoring of the programs approximate 1.8 million budgets. My involvement includes developing the plan of actions, determining what the program expenses will be, by category; estimating what the programs sources of income will be, including grants and in-kind donations from our industry partners, analyzing the differences between the programs income and expenses and determining what expenses need to be reduced and how we will need to consider a different level of service. With more than 14 years of senior management experience, I have had several occasions with analyzing complex problems and recommending to my Board of Directors, and senior leadership, effective courses of action, however one example stands out above the rest.

When I was appointed to my current position as the Executive Director of the Northern California Electrical Construction Industry, I assumed a program that was struggling financially, and if the issues were not corrected immediately, the program would not have the financial budget to exist and would have ultimately dissolved. This budgetary issue had an impact on the overall mission and the current plan was not working properly or getting the desired results. I developed a plan for the unexpected; which included key areas involving the anticipated revenue and the length of time to receive; what to do if there is a financial crisis, or if there were fluctuations in contributions; presentation of my draft budget and cash flow statements to my Board of Directors, and key groups (auditors) within the organization for inputs and endorsements. This plan also included a major budget reduction strategy that included minimizing resources and personnel, resulting in a 25% budget reduction. This plan was very successful in keeping the program from

dissolution and, in fact, it has led to a major surplus in revenue to ensure the future success of the organization for years to come.

I currently have 16 years' experience leading, and later managing, a workforce development operation in the private sector which involved multi-discipline teams to meet the programs' goal and objective. On two separate occasions I led the implementation of a construction career academy within the local high schools that would assist in developing the future construction workforce.

The Northern California Electrical Construction Industry, together with National Electrical Contractors Association and the International Brotherhood of Electrical Workers collaboratively worked together to create a Technical Career Academy. This resulted in a brainstorm session because we had seen steady construction growth for more than a decade, a trend that was expected to continue across the State. As the industry gets busier, and the work force ages, the needed to find a new and innovative way to get new entrants within the electrical trade.

The concept was simple, the academy would benefit the students by reinforcing academic curriculum & national education standards, building teamwork skills, promoting interest in math and science, and preparing the students for college, state apprenticeship programs, and/or a job in the electrical industry earning a living wage. The benefit to the teachers are a rigorous curriculum connected to real world applications, soft skills learned and reinforced, work ethic and quality of performance improved, better attendance, and motivated students. The benefit to the industry is a better prepared "potential workforce". The academy is like a vocational school program, with the major difference being that the entire curriculum is focused on construction, architecture, and construction management. Students get hands-on learning at the academy, with math serving as a critical element in their education. Other subjects will revolve as much as possible around construction concepts. The programs were designed to show students how math, science, and other academic subjects are applied in the construction industry. The goal of our program is to establish a solid partnership with the community, employers, and the educators to help implement and develop a future construction workforce through construction career technical academy.

I have more than 16 years of experience evaluating the efficiency of program procedures, which includes the business process; and more than 20 years' experience measuring the performance of my staff in meeting the programs objectives. I have always used a six-step process as a part of the evaluations. First, I engage all the stakeholders to gather information, facts, and information. Second, I describe to the interested party(s) the program and its procedures, goals and objectives. Third, I focus the evaluations to each individual or group. Fourth, I then gather the necessary credible evidence to create the foundation, information under review, charts, etc. The fifth step that I take is to justify my conclusions and share the results with the parties involved. Finally, I ensure the use of the information and share any lessons learned.

I have found that my method of evaluating the efficiency of the program and evaluating the performance of staff has created a standard for further improvement. It is a practical approach to evaluation based on steps and standards but can and has been applied in almost any setting within all my past, and current careers. I have more than 10 years' experience working with legislators, both on a national and state level, a variety of public agencies and construction unions. The work

involved high-level policy initiatives that I was personally involved in implementing, and on some pieces of legislation developing. One piece of legislation that I was involved in developing and coordinating with interested parties, which included meeting with several state assembly members and state senators was the Pre-Qualification Legislation: California AB 1565, this was electrical industry sponsored legislation that requires school districts to perform pre-qualification of contractors on school construction projects. AB 1565 will require that on school construction projects valued at over \$1 million, general, mechanical, electrical and plumbing contractors must be pre-qualified. This bill become effective January 1, 2014.

I have earned my bachelor's degree in Business Administration in 1999, and I am currently in the process of completing my master's degree in Criminal Justice from the University of Cincinnati. I am confident in my skills and abilities and feel that I would be an excellent fit for the city's leadership team. As requested within the job announcement, I have also enclosed a copy of my current resume. I would like to thank you for your time and consideration, and I look forward to meeting with the leadership team soon to discuss my qualifications further.

Respectfully Submitted,

*Andre Gardner*

Andre Gardner

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

# Andre Gardner

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*Seeking a position as a*  
— **EXECUTIVE DIRECTOR, ETHICS (ED)** —  
*to assist in the planning, organizing and administering  
of the organization's goals and objective.*

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## AREAS OF EXPERTISE

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- |                                   |                                  |                               |
|-----------------------------------|----------------------------------|-------------------------------|
| ▪ Organizational Culture & Vision | ▪ Organizational Leadership      | ▪ Legislative Advocate        |
| ▪ Labor Relations & Negotiations  | ▪ Regulatory Compliance          | ▪ Labor Law Interpretation    |
| ▪ Organizational Management       | ▪ Budget / Legislative process   | ▪ Community Relations         |
| ▪ Business Ethics & Integrity     | ▪ Strong Communication Skills    | ▪ Senior Executive Management |
| ▪ Negotiate Labor Agreements      | ▪ Building working relationships | ▪ Human Resources Specialist  |

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## PROFESSIONAL EXPERIENCE

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### **Executive Director / Director of Operations**

**Northern California Electrical Construction Industry NECA & IBEW.** ■ Stockton, CA

**2005-Pres**

- Works in close collaboration with Trust Board of Directors (NECA & IBEW Trustees) to formulate organizational vision, strategic action, mission and leadership; Develop and maintain governmental partnerships.
- Report to the Board of Directors, Executive Board, Electrical Membership, and Electrical Contractors
- Responsible for ensuring that the relationship between the Executive Director and the Board is nurtured and strengthened. In addition to developing and maintaining relationships with our community partners.
- Under the direction of the Board of Directors, responsible for the development and implementation of the annual work plan and financials for the organization
- Chief union contracts negotiator for Management. Handle grievances maintain all the accounting records.
- Maintain current Bylaws which have been approved by the Board and provide a copy of the Bylaws to all members. Training Coordinator for Organization. Speak publicly to large groups.
- Assists in the recruitment and evaluation of staff; Supervise 10 personnel (Field and Admin.)
- Acts as liaison between the membership, contractors, staff, and the Board of Directors.
- Administration and Management responsibilities include the hiring, firing and supervision of all staff.
- In matters of personnel, ensure that staff are operating in accordance with the mission of the organization
- Perform accounting function and prepare checks in payment of all bills. Keeps all financial records of the Trust. Responsible for keeping an accurate accounting of all monies coming into the Trust, as well as all deposits made on behalf of the Trust, as directed by the Board.
- Oversee a budget of \$1.3 million, and manages the collection of all contributions, dues, and assessments.
- Also responsible for maintaining mutually beneficial relationships with NECA and the IBEW to advance common goals and objectives and ensure funding from the NECA/IBEW is stable and reliable
- Chief Administrator responsible for ensuring legal responsibilities and Organizational Compliance w/laws
- Principal spokesperson, media relations, government relations, political relations, partnership Director
- Business Development for Electrical Contractors and Union Electricians, legislative advocate
- Oversees the management of the Chapter office and for the employment of such assistance as the Board may authorize.
- Represent Trust in negotiating collective bargaining agreements written between the NCECI Compliance Program and their respective OPEIU Local Union.

### **Agent - Gaming / Indian Gaming Compliance & Enforcement**

**California Department of Justice, Division of Compliance & Enforcement** ■ Sacramento CA

**2004-2005**

- CES-North under the direction of a Special Agent in Charge - Monitored gambling operations within California and provide specialized investigative support to minimize criminal involvement, ensure compliance with the law, and bring accusations to the attention of the California Gambling Control Commission on problematic cardroom violations.
- While working in CES-North was responsible for 65 cardrooms and 35 tribal casinos - Implemented routine inspections of gambling operations; Targeting non-compliant gambling establishments; Investigating suspected violations of the Gambling Control Act and other gambling laws; Safeguarding against embezzlement of gambling establishment's profits and money laundering; Investigating complaints lodged against licensees or other persons; prepared concise reports for Senior Special Agent.
- Coordinated with multi-jurisdictional criminal investigations involving gambling establishments with local, state, and federal agencies; and examined the integrity and legality of gaming devices and equipment.



# Andre Gardner

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- Conducted gaming related investigations involving bookmaking, loan sharking, burglary, robbery, counterfeiting, extortion, cheating scams, illegal gaming, embezzlement, narcotic distribution, and prostitution.

## **Deputy Labor Commissioner / Labor Standards Investigator (Peace Officer)**

***Department of Industrial Relations, Division of Labor Standards Enforcement*** ■ Sacramento CA      **1999-2004**

- Hold informal investigatory hearings, examines witness statements, takes affidavits, collects evidence, makes and directs investigations, resolves disputes arising under State Labor laws and Industrial Welfare Commission orders. Gather, review, and analyze facts, conducts criminal investigations, initiates civil and/or criminal action. Testify in court, file various court actions and legal documentation. Inspect places of employment and employers' records for compliance with the laws. Conduct major investigative audits; Advise Sr. Deputy on Legislative matters regarding investigations. Write concise reports, apprehend and arrests subjects, prepare and serve search and arrest warrants, interview and interrogate, perform background investigations, write legal reports, makes recommendations on investigative procedures. Maintained a working relationship with other State and Local Law Enforcement agencies, work with task forces for the underground economy. Ensure that workers rights are not violated. Enforce apprenticeship labor law violations, coordinate with the Division of Apprenticeship Standards. Convened with contractors and subcontractors to review and explain the provisions of the Labor Code related to prevailing wage
- Supervise LSI's, Deputies, Industrial Relations Representatives and Auditors, conducted investigative audits of employer's records, advises employers of violations committed and executed corrective action
- Issued notices to governmental agencies, Public Information Officer, Internal Affairs investigations
- Interviewed employees and other witnesses regarding violations and conducted onsite inspections of project sites to determine that works were being performed, work multi-agency enforcement partnerships

## **Planning Commissioner**

***City of Fairfield*** ■ California

**2006-2010**

- Review City development plans deliberate and decide on land use issues, communicate new project developments to the public via local television broadcast and news media. Conduct merit reviews; hold informal education sessions for local area schools and organizations. Approve/Disapprove projects presented by the developers, city officials, business owners, or the public in a formal forum. Review environmental reports, review contractors' blueprints and design plans, write reports for the City Manager, conduct interviews with the media and the public, vote on key issues pertaining to the local governmental policies. Assist in deciding what is best for the citizens of the City of Fairfield, Participate in State and regional political meetings on County and State issues.

## **Workers Compensation Insurance Representative**

***State Compensation Insurance Fund*** ■ Sacramento CA

**1999-2000**

- Performed Underwriting duties, accounts receivable, handle and resolve complaints, researched, and investigated potential client's credit and background history, customer service on existing accounts, coordinated with other State agencies, reports new account activity to supervisor on a weekly basis. Write reports, evaluate data, and perform computer functions daily, conducted audits of accounts, evaluated policies and procedures, research data, prepare research reports.
- Provided claims information and responded to Customer/public questions regarding program requirements in-person or in an Automated phone environment and automated data systems
- Conducted formal investigations regarding discrimination complaints

## **Franchise Store Owner / Manager**

***Candy Bouquet International Franchise*** ■ Dixon, CA and Sacramento, CA

**1996-1999**

- Supervised and trained all company employees, developed, and maintained all financial books, i.e., accounts payable, and receivable, payroll and various ledgers
- Developed and implemented new decorative designs for all local and regional Franchises
- provided training to all area franchises, public relations coordinator for Northern California Stores
- Inventory Manager developed and maintained store business and marketing plans
- Established Corporate accounts for the Sacramento and Solano Counties
- Prepared and present power point presentations to potential clients
- Public relations coordinator & Franchise training officer

# Andre Gardner

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**Planning Commissioner**  
**City of Dixon** ■ California

**1999-2003**

- Review City development plans deliberate and decide on land use issues, communicate new project developments to the public via local television broadcast and news media. Conduct merit reviews; hold informal education sessions for local area schools and organizations. Approve/Disapprove projects presented by the developers, city officials, business owners, or the public in a formal forum. Review environmental reports, review contractors' blueprints and design plans, write reports for the City Manager, conduct interviews with the media and the public, vote on key issues pertaining to the local governmental policies. Assist in deciding what is best for the citizens of the City of Dixon, Participate in State and regional political meetings on County and State issues.

**Correctional Officer (peace officer)**  
**State of California-Solano** ■ Vacaville CA

**1990-1998**

- Enforce State laws, rules and regulations. Protect the public from convicted felons, supervise convicted felons, write concise reports, evaluate inmate behavior, supervised work details, and developed recreation programs. Counsel inmates, investigate and preserve crime scenes, collect evidence, apprehend suspects. Perform searches and seizures, interview and interrogate, conduct training for staff. Reviews files provide reports for the Board of Prison Terms. Investigate prison crimes, ensure the safety of the public and staff members.

**Sergeant - Criminal Investigator (Peace Officer)**  
**United States Air Force** ■ Mather AFB, CA

**1985-1990**

- Investigate, gather, review, and analyze facts, write investigative reports, serve subpoenas, supervise approximately 25 L.E. personnel, conducted training for staff, write performance evaluations. Interview and Interrogate subjects, apprehend suspects, interview witnesses, enforce State and Federal Laws, develop plans to capture suspects, conduct briefings with outside Law Enforcement agencies. Conduct undercover operations, provide security for Key personnel; such as the State Governor, Installation Commander, Generals, etc., Forensics and latent prints specialist, maintained the police blotters for the installation. Resolve conflicts with the public, worked with other law enforcement agencies on covert operations, conduct background checks of personnel as directed by Installation Commander, conducted internal affairs investigations. Performed high-profile Top-Secret Investigations. Perform searches and seizures, interview and interrogate, conduct training for staff. Reviews files provide reports for the Board of Prison Terms. Investigate prison crimes, ensure the safety of the public and staff members.

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## EDUCATION

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**Master of Science Criminal Justice (MSCJ-in progress)** ■ University of Cincinnati ■ Cincinnati OH

**Bachelor of Science in Business Administration (BSBA)** ■ University of Phoenix ■ Sacramento CA 1999

**Associate Arts Degree - Management (AA)** ■ Sacramento Community College ■ Sacramento CA 1994

**Associate Science Degree in Criminal Justice** ■ Community College Air Force ■ Maxwell AFB, AL 1988

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## CERTIFICATION

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CA P.O.S.T. Investigator certification from Yuba College, P.C. 830.3 (600 hours)

CA P.O.S.T. Supervision certification from Yuba College, P.C. 830.3 (200 hours)

CA P.O.S.T. certification from Department of Corrections, P.C. 830.5 (360 hours)  
Certification in Regulatory Investigative Technique

# Michael Morton

**STATE OF NEVADA  
BEFORE THE NEVADA**



**COMMISSION ON ETHICS**

**WAIVER OF NOTICE REQUIRED UNDER NRS 241.033(1) TO  
CONSIDER CHARACTER, MISCONDUCT, OR COMPETENCE  
OF SUBJECT IN ETHICS COMPLAINT PROCEEDINGS**

Pursuant to NRS 281A.230, the Nevada Commission on Ethics Personnel Subcommittee ("Subcommittee") will be considering interviews for certain qualified persons for referral to the Nevada Commission on Ethics ("Commission") for a second interview and possible appointment to the position of Executive Director, which applications and appointment will be considered in a notice public meeting. Pursuant to NRS 241.033, in order to hold a meeting to consider the professional competence of any applicant, the Commission must provide notice to that person of the time and place of the meeting in compliance with such statutory provisions. The undersigned hereby knowingly and voluntarily waives his/her rights to personal written notice required under NRS 241.033(1) to permit the Subcommittee and/or the Commission to consider his/her qualifications, competence, and character to hold the position of Executive Director of the Nevada Commission on Ethics, at the following public meetings or meeting to be noticed in the future:

1. Personnel Subcommittee public meeting to be held on Wednesday, November 3, 2021, starting at 9:00 a.m.
2. Personnel Subcommittee public meeting to be held on Thursday, November 4, 2021, starting at 9:00 a.m.

The location for each meeting will be as indicated below, unless you are served with a notice of another location:

**Nevada State Capitol Building  
Guinn Room  
101 N. Carson Street, Second Floor  
Carson City, NV 89701**

In addition, if the Personnel Subcommittee selects the undersigned to be considered by the Commission for the position, the next regular meeting of the Commission will be held on November 17, 2021, at a time and location to be determined and noticed. If the Chair schedules a Special Meeting of the Commission on another date to consider the qualifications of applicants, the date, time and location of the Special Meeting will be provided to selected applicants.

Personnel Subcommittee Members and applicants may appear via Zoom (virtually or telephonically). Further, notice is provided to the undersigned that he/she may at any time withdraw both this waiver and related application for appointment to the position of Executive Director; however, once the agenda is posted for the applicable meeting, it will identify the names of each of the applicants unless a withdrawal is received prior to the deadline for posting the agenda.

Dated this 27<sup>th</sup> day of October, 2021.

A handwritten signature in black ink, appearing to read "Michael K. Morton".

By: print name Michael K. Morton

# MICHAEL KILPATRICK MORTON

Kim Wallin  
c/o Kari Pedroza, Executive Assistant  
Commission on Ethics  
704 W. Nye Lane, Suite 204  
Carson City, NV 89702

Dear Chair Wallin,

I am writing to you to express my interest in serving as Executive Director of the Nevada Commission on Ethics, as posted on the website of the Division of Human Resource Management. My experience serving in two branches of Nevada's government would greatly benefit the Commission, both in the role's more traditional job duties and in new legal hurdles and opportunities presented by the COVID-19 pandemic.

For the past two and a half years, I've had the opportunity to entrench myself in the regulation of Nevada's most important industry. At the Nevada Gaming Control Board, I provide legal research, analysis, and support to the members of the Board, Division Chiefs, and the Board's Human Resources Section on a broad range of issues. I also serve as the Board's liaison to the Legislature, both during legislative sessions and the interim, affording me the occasion to continue my relationships with legislators that I cultivated during my service to the Legislature. Working with the highest levels of the executive branch, I successfully implemented Governor Sisolak's Executive Order 2019-02 relating to sexual harassment and discrimination policies in the gaming industry, and continue to manage the Board's response to the COVID-19 pandemic, drafting and implementing its health and safety policies for the gaming industry to safely reopen. Finally, working with the Board's Human Resources Section, I have provided legal analysis for hiring practices, employee relations, and internal investigations.

My experience with the Legislative Counsel Bureau provided me with extensive experience with the legislative process, including the drafting and amending of bills, parliamentary procedure, and various regulatory issues. During Nevada's legislative session in 2017, I served as counsel to the Assembly Committee on Health and Human Services. During the 2015-16 interim of the Nevada Legislature, I served as counsel to the Sunset Subcommittee of the Legislative Commission and the Committee on Child Welfare and Juvenile Justice. As counsel to the Sunset Subcommittee, I provided legal support for a full audit and performance investigation of the Nevada State Board of Dental Examiners, which included a published legal opinion.

During my six years in Nevada, I have worked for legislative majorities of both parties, a Democratic governor, and gubernatorial appointees from multiple administrations. No matter for whom I've provided legal counsel, I have always conducted myself and made decisions based on the tenant that it takes everyone to make government work for those who need it most.

As someone who has now sat on both sides of the dais in a committee hearing room, I am uniquely qualified to manage the operations of the Commission. I would appreciate the opportunity to speak with you regarding this position. Thank you for your time, and I look forward to speaking with you soon.

Sincerely,

Michael K. Morton

# MICHAEL KILPATRICK MORTON



## Education

**Saint Louis University School of Law**, J.D. (Health Law Concentration); May 2014

- Faculty Fellow to Dean Michael Wolff and Associate Dean Elizabeth Pendo
- *Saint Louis University Journal of Health Law and Policy*: Staff Editor, 2012-2013; Lead Editor, 2013-2014

**Boston College**, B.A., Communications; May 2011

## Experience

**NEVADA GAMING CONTROL BOARD**: Carson City, Nevada

January 2019-Present

### Senior Policy Counsel:

- Advise the Chair of the Gaming Control Board on state, national, and international gaming matters
- Represent the Board before the Nevada Legislature, and in negotiations with other jurisdictions.
- Prepare drafts of legislation, regulations, memorandums of understanding, and various internal controls
- Provide legal analysis to the Gaming Control Board's Human Resources Section on employment matters.
- Manage the Board's internal and external responses to COVID-19.

**NEVADA LEGISLATIVE COUNSEL BUREAU**: Carson City, Nevada

September 2014-January 2019

### Senior Deputy Legislative Counsel:

- Draft legislation for members of the Senate and Assembly, the Office of the Governor, other executive branch agencies, and various local governments
- Provide nonpartisan legal analysis to legislators who request opinions on a wide range of policy issues
- Draft regulations for various state agencies pursuant to state statute
- Act as counsel to various legislative committees and interim legislative committees
- Retain working knowledge of all parliamentary procedures for both houses

**GREEN CORDONNIER & HOUSE, L.L.P.**: Clayton, Missouri

May 2013-September 2014

### Law Clerk:

- Research and draft interoffice memoranda on various family law issues
- Draft and submit Qualified Domestic Relations Orders to the court for defined benefit accounts
- Assist attorneys with preparations for depositions, settlement conferences, and trials

**OFFICE OF MISSOURI STATE SENATOR ERIC SCHMITT**: Jefferson City, Missouri

January 2012-May 2014

### Staff Intern:

- Summarize proposed legislation referred to the Senator's various committees.
- Provide the Senator analysis on bills regarding the Missouri criminal code and health policy legislation.

**ANN WAGNER FOR CONGRESS**: St. Louis, Missouri

May 2012-August 2012

### Regional Political Director:

- Implemented successful grassroots campaign for the metropolitan St. Louis area for the candidate's primary campaign for US Congress, including coordination and management of 50 interns and volunteers
- Represented candidate at speaking engagements throughout the congressional district

## Publications

- *Mediation and Mitigation: how the Nevada Legislature Changed Property Law During Special Session Addressing the COVID-19 Pandemic*. NEVADA LAWYER MAGAZINE, Vol. 28, No. 12 (December 2020)
- *A Run on the House: How Nevada's Gaming Regulatory Authorities can Protect the Public during Emergencies*. NEVADA GAMING LAWYER (September 2020)
- Issue Editor: *Gaming Law in Nevada*. NEVADA LAWYER MAGAZINE, Vol. 28, No. 6 (June 2020)
- *Making the Victim Whole Again? State and Local Governments Seek to Hold Drug Companies Accountable for Holes Left in Their Communities and Budgets*. ABA HEALTH ESOURCE. Vol. 14, No. 5 (January 2018)
- *Bills, Bills, Bills: Alternative Dispute Resolution Takes Center Stage in Health Care Billing Disputes*. ABA HEALTH ESOURCE. Vol. 13, No. 10 (June 2017)
- *Tomato, Tomahto: How Biosimilars are Reaching Patients Through State Legislatures*. ABA HEALTH ESOURCE. Vol. 13, No. 7 (March 2017)
- *The New War on Drugs: Fighting the Opioid Epidemic from the Statehouse Steps*. ABA HEALTH ESOURCE. Opioid Epidemic Special Edition (October 2016)
- *Private Sector Takes a False Claims Act Hit: A Legislative Review of New Scrutiny of Attorneys General and Plaintiff Firm Collaborations*. ABA HEALTH ESOURCE. Vol. 12, No. 10 (June 2016)
- *Health Care and Human Trafficking*. CHICAGO MEDICINE. Vol. 119, No. 1 (January 2016)
- *The Art of Healing: Healthcare Facilities Act as Next Line of Defense to Combat Human Trafficking*. ABA HEALTH ESOURCE. Vol. 12, No. 3 (November 2015)
- *Up in...Vapor? (Lack of a) Federal Policy Creates a Potential Federal-State Supremacy Issue*. ABA HEALTH ESOURCE. Vol. 11, No. 6 (February 2015)
- *The Commission on Disability Rights Aims to End Bias and Discrimination*. STUDENT LAWYER (ABA, Chicago, IL), November 2012.
- *Breaking Down Barriers for Prospective Law Students With Disabilities: A Blueprint for National Access*. TORT, TRIAL, AND INS. PRACTICE SECTION DIVERSITY COMMITTEE NEWSLETTER (ABA, Chicago, IL), Fall 2012

## Presentations

- *The Ethics of Silence: The Theoretical Framework and Integration of Cancer, Family Communication, and New Ethical Standards of Disclosing Health Information*. National Communication Ethics Conference. Duquesne University, June 2012 (Named graduate fellow of Duquesne University)
- *Negotiating Boundaries in the Medical Interaction: Assessing Disclosures Through Communication Privacy Management Theory*. Annual Meeting, Eastern Communication Association. Cambridge, MA, April 2012 (Student Paper of the Year recognition)
- *Reflections About Encouraging or Inhibiting Disclosure in Interviews with Patients with Disabilities*. Annual Meeting, International Conference on Communication in Healthcare. Chicago, IL, October 2011
- *The Vacuum of Silence: The Theoretical Framework and Integration of Cancer and Family Communication*. Annual Meeting, Eastern Communication Association. Arlington, VA, April 2011

## Affiliations

- **AMERICAN BAR ASSOCIATION:** *The Health Lawyer*, Editorial Board (2017-present); *HLBytes*, Editor (2018-2020) GPSolo Division Committee Chair (2014-2017); Liaison to the Commission on Disability Rights (2013-2015)
- **NEVADA BAR ASSOCIATION:** *Nevada Lawyer Magazine*, Editorial Board (2019-present)
- **CARSON VALLEY COMMUNITY FOOD CLOSET:** Chairman, Board of Directors
- **BAR ADMISSIONS:** Missouri (2014); Nevada (2016)



# MICHAEL KILPATRICK MORTON

[REDACTED]  
[REDACTED] [REDACTED]

## References

Sandra Douglass Morgan

*Former Chairwoman, Nevada Gaming Control Board*

[REDACTED]  
[REDACTED]

Caleb S. Cage

*Assistant Vice Chancellor for Workforce Development and Community Colleges  
Nevada System of Higher Education*

[REDACTED]  
[REDACTED]

Steve Yeager

*Nevada Assemblywoman, District 9*

[REDACTED]  
[REDACTED]

**Neil Rombardo**

STATE OF NEVADA  
BEFORE THE NEVADA



COMMISSION ON ETHICS

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The location for each meeting will be as indicated below, unless you are served with a notice of another location:

**Nevada State Capitol Building  
Guinn Room  
101 N. Carson Street, Second Floor  
Carson City, NV 89701**

In addition, if the Personnel Subcommittee selects the undersigned to be considered by the Commission for the position, the next regular meeting of the Commission will be held on November 17, 2021, at a time and location to be determined and noticed. If the Chair schedules a Special Meeting of the Commission on another date to consider the qualifications of applicants, the date, time and location of the Special Meeting will be provided to selected applicants.

Personnel Subcommittee Members and applicants may appear via Zoom (virtually or telephonically). Further, notice is provided to the undersigned that he/she may at any time withdraw both this waiver and related application for appointment to the position of Executive Director; however, once the agenda is posted for the applicable meeting, it will identify the names of each of the applicants unless a withdrawal is received prior to the deadline for posting the agenda.

Dated this 28th day of October, 2021.

Neil A. Rombardo  
By: print name NEIL A. ROMBARDO

# NEIL A. ROMBARDO

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October 27, 2021

Kim Wallin, Chair and  
Commissioners  
C/O Kari Pedroza, Executive Assistant  
Nevada Commission on Ethics  
704 West Nye Lane, Suite 204  
Carson City, Nevada 89703  
k.pedroza@ethics.nv.gov

Re: Executive Director Position

Dear Chair Wallin and Commissioners:

Please accept this cover letter, resume, and list of references for the Executive Director position at the Nevada Commission on Ethics. I learned of this position through a colleague from the Nevada Bar Association, Ann Wilkinson. It has been an honor to represent the people of Nevada for over 21 years, and I seek to continue to do so with the Nevada Commission on Ethics.

I am currently the Chief General Counsel for the Washoe County School District (District). In that role, I lead six team members, and I am responsible for the Legal Department, Department of Civil Rights, and Administrative Investigations. As a member of the Executive Leadership Team, I assist in making decisions at the highest levels of the District. I also represent 14 different public bodies for purposes of the Open Meeting Law. I also oversee the District's public records law fulfillment as well as creation of District policies and administrative regulations. I previously represented the Department of Employment Training and Rehabilitation in a leadership position and litigated a large administrative caseload per NRS 233B. From 2007 to 2015, I served as the elected District Attorney of Carson City for two terms and litigated cases in state and federal courts. As a Senior Deputy Attorney General, I represented the Nevada Commission on Ethics as well as enforced Nevada's Open Meeting Law. I have worked with NRS 281A, 233B, 241, and 239 for my entire 21-year public sector career.

The challenge I enjoy most about leadership is problem solving. Whether it is seeking to understand colleagues or a large policy issue, being an Executive Director requires a unique skill set with the ability to see the entire landscape of an issue. I possess this skill set, and I would enjoy the opportunity to bring these skills to the Nevada Commission on Ethics.

Sincere regards,  
/s/ Neil A. Rombardo  
Neil A. Rombardo, Esq.

# NEIL A. ROMBARDO

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## SUMMARY

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Attorney with 22 years of public sector legal experience and 14 years in leadership positions. A demonstrated history of policymaking, leadership, and teamwork. Skilled in Problem Solving, Litigation, Appellate Practice, Public Speaking, Government, Legal Writing, Management, and Instruction.

## WORK HISTORY

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**Chief General Counsel**, 11/2015 to Present

**Office of the General Counsel, Washoe County School District**

- Chief General Counsel to Board of Trustees, Superintendent, and School District;
- Supervises six team members and manages a \$1.4 million budget;
- Advises client representatives on constitutional, statutory, and ethical obligations;
- Advises client representatives on public records and open meeting law;
- Litigates civil and administrative cases, supervises administrative investigations, reviews and drafts contracts, agreements, legislation, policies, and administrative regulations; and
- Manages outside legal counsel.

**Adjunct Professor**, Summer 2018, 2019

**University of Nevada, Reno**

- Professor of Education Law Class, EL 735.

**Senior Attorney**, 01/2015 to 11/2015

**Nevada Department of Employment and Rehabilitation, Employment Securities Division**

- General Counsel for the Department of Employment, Training & Rehabilitation; and
- Litigated a large administrative caseload including appeals to the Nevada Supreme Court.

**District Attorney**, 01/2007 to 01/2015

**Office of the Carson City District Attorney**

- Supervised 22 team members and managed a \$2.1 million budget;
- General Counsel to Carson City's elected officials, executives, and leadership teams;
- Prepared legislation, ordinances, and resolutions as well as testified before the legislature;
- Prepared legal documents, litigated civil cases, reviewed contracts and agreements;
- Advised on municipal issues – open meeting law, land use, redevelopment, and public works;
- Chief Law Enforcement Official for all criminal offenses committed in Carson City; and
- Trained and assisted new prosecutors and peace officers.

**Senior Deputy Attorney General**, 10/2002 to 12/2006

**Office of the Nevada Attorney General – Carson City, NV**

- Enforced the Open Meeting Law state wide;
- Advised government entities on the Open Meeting Law;
- Taught continuing legal education courses on the Open Meeting Law;
- Drafted Attorney General Opinions and Open Meeting Law Manual;
- Prosecuted public integrity crimes as legal counsel to the Nevada Commission on Ethics;
- Prosecuted securities fraud crimes as well as deceptive trade practice crimes; and
- Drafted legislation and regulations to address deceptive trade practices in a variety of industries.

## LICENSES

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State Bar of California, 2001  
State Bar of Nevada, 1998

## EDUCATION

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**Juris Doctorate**, 1998

**Louisiana State University, Paul M. Hebert Law Center** – Baton Rouge, LA

- Moot Court Board, Chairperson 1997-98

**Bachelor of Arts**: Economics, Minor in Political Science, December 1994

**California State University, San Marcos** – San Marcos, CA

- Student Body Representative at Large, 1993-1994

## VOLUNTEER

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- First Tee of Northern Nevada, Board of Directors, Board Member, 2021 – Present
- STEP2, Volunteer, 2018 – Present
- We the People, Scoring Judge, February 2018 – Present
- High School Mock Trial Competition, Scoring Judge, February 2015 – Present
- National Mock Trial Championship, Scoring Judge, May 2018

## AFFILIATIONS

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- LSU Law Center Chancellor's Council, 2008-Current
- Nevada State Bar Association, Public Lawyer Section, 2007-Current
- Capital Cities Lawyers Association, 2007-2014
- Nevada District Attorney's Association, 2007-2014
- Partnership Carson City, 2007-2014
- Fight Crime Invest in Kids, 2007-2014

## HONORS, AWARDS, AND ACCOMPLISHMENTS

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- Litigated *Sevcik v. Sandoval*, Nevada's equal right to marriage case, 2014
- Grant Recipient Department of Public Safety for Latino Outreach, 2011-2013
- President of Nevada District Attorney's Association, 2010
- Created Stop Abuse of Vulnerable and Elderly Program for Carson City, 2010
- Created Gang Response Intervention Prevention and Suppression Program for Carson City, 2008
- Instructor at Nevada Peace Officer Safety and Training Standards and DPS Academy, 2007-2013
- Prosecuted *State v. Mitchell*, 24-year old murder cold case, 2007
- Litigated *Chanos v. Tax Commission*, Nevada's leading Open Meeting Law case, 2006
- Rookie of the Year Award, Nevada Attorney General's Office, 2005

# NEIL A. ROMBARDO

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## REFERENCES

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Colleen Platt, Attorney  
Platt Law Group

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Member of the Nevada Bar Association and professional colleague.

Kristen McNeill, Superintendent  
Washoe County School District

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Client Representative at the Washoe County School District.

Paul Lamarca, Chief Ombudsman and Strategies Officer  
Washoe County School District

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Client Representative at the Washoe County School District.

Lauren Ford, Area Superintendent  
Washoe County School District

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Client Representative at the Washoe County School District.

**Sean Sever**





# Sean A. Sever

Letter of Interest & Resume

October 11, 2021





**STATE OF NEVADA  
BEFORE THE NEVADA COMMISSION ON ETHICS**

**WAIVER OF NOTICE REQUIRED UNDER NRS 241.033(1) TO  
CONSIDER CHARACTER, MISCONDUCT, OR COMPETENCE  
OF SUBJECT IN ETHICS COMPLAINT PROCEEDINGS**

Pursuant to NRS 281A.230, the Nevada Commission on Ethics Personnel Subcommittee ("Subcommittee") will be considering interviews for certain qualified persons for referral to the Nevada Commission on Ethics ("Commission") for a second interview and possible appointment to the position of Executive Director, which applications and appointment will be considered in a notice public meeting. Pursuant to NRS 241.033, in order to hold a meeting to consider the professional competence of any applicant, the Commission must provide notice to that person of the time and place of the meeting in compliance with such statutory provisions. The undersigned hereby knowingly and voluntarily waives his/her rights to personal written notice required under NRS 241.033(1) to permit the Subcommittee and/or the Commission to consider his/her qualifications, competence, and character to hold the position of Executive Director of the Nevada Commission on Ethics, at the following public meetings or meeting to be noticed in the future:

1. Personnel Subcommittee public meeting to be held on Wednesday, November 3, 2021, starting at 9:00 a.m.
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Dated this 27th day of October, 2021.

By: print name \_\_\_\_\_

sean sever



## Sean A. Sever – Letter of Interest

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Nevada Commission on Ethics  
Attn: Kari Pedroza  
704 W. Nye Lane #204  
Carson City, NV 89703

Ms. Pedroza:

This letter of interest is sent to you to express my extreme interest in the Nevada Commission on Ethics executive director position that is being advertised on the Nevada Employee Action and Timekeeping System (NEATS) website. This position seems like a great fit for my skills and 16 years of relevant experience, and I'd love to have an opportunity to speak with the leadership there about it. Included, you will find my resume, two letters of recommendation, and three professional references listed at the bottom of my resume.

In my past and current positions, I feel like I have played a critical role for the agencies I have worked for, which includes working closely with the director, deputy director, leadership, legislators, key stakeholders, and even the governor, in some cases. Some of my career highlights include:

- Completely turned around the legislative program and helped get 11 bills passed at NDOT.
- Served as sole legislative liaison, improved legislator relationships, and helped get eight bills passed last session for DMV.
- Narrowed 150+ projects to 50 in less than a year and implemented many legislative bills at DMV.
- Revamped agency websites and created agency brand at NDOT, NSOE and DMV.
- Served as agency spokesperson and created long-lasting relationships with media at WNC and PUC.
- Increased Twitter followers from 800 to 30,000 and Facebook friends from 500 to 10,000 at NDOT.
- Lead 300+ employees and improved profits from -30% to +8% during difficult time at Piñon Plaza.

My skillset also matches up well with the job description for this position:

- Difference maker – I like to make a difference every day, and I'm very passionate about what I do.
- Good communicator – My writing skills are very strong, and I am comfortable speaking to large groups.
- Legislative experience – Last session was my seventh as a liaison for a state agency.
- Strong leader and teambuilder – I lead with a positive approach and my customer service is top notch.
- Highly organized – I prioritize/multitask well, and have supervised large and small groups of employees.

This sounds like an exciting opportunity that I'd like to explore further. Ironically, the website template the Nevada Commission on Ethics is currently using is the original one I helped develop when I was at the Governor's Energy Office. Making more contributions to your agency sounds even more exciting. Thank you greatly for considering me for this role and I hope to hear from you soon.

Sincerely,



Sean Sever, CPM

# Sean A. Sever - Resume

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## Career Highlights



### Administrator

2019 to Now, Department of Motor Vehicles, Carson City, NV

- Handle project management. Reduced projects from 150+ to 50 in less than a year.
- Implement large projects like Real ID, automatic voter registration, and mileage gathering.
- Served as legislative liaison and helped get eight DMV bills passed in 2021 session.
- Develop great working relationships with stakeholders including legislators and LCB staff.
- Helped develop brand for agency, revamped entire website and handle external outreach.
- Served as legislative liaison and helped get eight DMV bills passed in 2021 session.

### Communications Director

2011 to 2019, Nevada Department of Transportation, Carson City, NV

- Completely turned around agency's legislative program. Helped get 11 NDOT bills passed.
- Served as communications lead, inspired talented team, and managed budget.
- Created brand for agency and developed all presentations and talking points for director.
- Increased Twitter followers from 800-30,000 and Facebook friends from 500-10,000.

### Energy Outreach Coordinator

2009 to 2011, Governor's Office of Energy, Carson City, NV

- Created and maintained award-winning website. Became template for other agencies.
- Developed lasting media and legislator relationships. Tracked legislative bills.
- Wrote effective news releases that got widespread media coverage.

### Public Information Officer

2007 to 2009, Public Utilities Commission of Nevada, Carson City, NV

- Served as liaison to Nevada Legislature. PUCN chair said it was best job anyone had ever done at the PUC covering legislature. Received complimentary letters from legislators.
- Wrote effective news releases and turned potentially controversial media requests into accurate statewide coverage. Revamped website and made informative presentations.

### Public Information Officer

2005 to 2007, Western Nevada College, Carson City, NV

- Increased publicity for college activities immensely. Developed strong media relationships.
- Took photos, wrote many news releases, and created very popular online newsletter.

### General Manager, promoted from Marketing Manager

1994 to 2005, Piñon Plaza Resort, Carson City, NV

- Increased profits from -30% to +8% with heavy budget analysis, aggressive ad campaigns.
- Lead 250 employees daily including directors and managers.

## Education

University of Nevada, Reno – 1991 Bachelor of Arts in Journalism, Business Minor

## Strong Points

- State of Nevada Certified Public Manager (CPM) and Leadership Carson City graduate.
- Former Carson City Convention & Visitors Bureau board chairman.

## References

Nevada Senator Pete Goicoechea, 775-778-1620 (worked with him as a legislator)

Nevada Senator Mo Denis, 702-810-9995 (worked with him at PUC and as legislator)

Nevada Assemblyman James Oscarson, 702-513-7468 (worked with him as legislator)

MOISES "MO" DENIS  
SENATOR  
District No. 2

PRESIDENT PRO TEMPORE

COMMITTEES:

**Chairman**

Education

**Member**

Finance

Growth and Infrastructure



# State of Nevada Senate

Eightieth Session

**DISTRICT OFFICE:**

3204 Osage Avenue  
Las Vegas, Nevada 89101-1838  
Office: (702) 657-6857  
Cell: (702) 810-9995  
Twitter: @MoDenisNV

**LEGISLATIVE BUILDING:**

401 S. Carson Street  
Carson City, Nevada 89701-4747  
Office: (775) 684-1431 or  
(775) 684-1400  
Fax No.: (775) 684-6522  
Email: Moises.Denis@sen.state.nv.us  
www.leg.state.nv.us

October 1, 2021

TO WHOM IT MAY CONCERN:

It is with great pleasure that I extend this letter of recommendation to Mr. Sean Sever, as he pursues employment with your organization.

Mr. Sever's experience has been pivotal in resolving policy and administrative issues, while employed with the Public Utilities Commission, where we met in 2007, then with the Governor's Office of Energy, the Nevada Department of Transportation, and the Nevada Department of Motor Vehicles.

During the 81st Legislative Session, Mr. Sever assisted with the bill drafting and throughout the legislative process of legislation that will enhance the DMV's technology processing and move it forward to offer online services, expediting time and man-hours, once implemented.

His foresight and knowledge were invaluable creating legislation to benefit the DMV and the public they serve, whether issuing documents, performing a variety of transactions efficiently, and improving the overall department operation.

Mr. Sever's knowledge of the operation and function of state government can be a valuable resource to contribute to the performance of duties in any organization. In addition to his experience in state government and policymaking, Mr. Sever has demonstrated an excellent work ethic and professionalism dealing with the legislative process.

I wish Mr. Sever continued success in his career and highly recommend him for any position.

Very truly yours,

A handwritten signature in black ink that reads "Moises Denis". The signature is stylized with a large, sweeping "M" and "D".

Moises Denis  
President Pro Tempore



TRACY BROWN-MAY  
ASSEMBLYWOMAN  
District No. 42



LEGISLATIVE BUILDING:  
401 South Carson Street  
Carson City, Nevada 89701-4747  
Office: (775) 684-8803  
Fax No.: (775) 684-8533  
Email: Tracy.BrownMay@asm.state.nv.us  
www.leg.state.nv.us

DISTRICT OFFICE:  
4132 South Rainbow Boulevard  
No. 281  
Las Vegas, Nevada 89103-3106  
Cell: (702) 612-0083

## State of Nevada Assembly

October 5, 2021

To Whom it May Concern:

I am pleased to write this professional letter of recommendation for Mr. Sean Sever. I had the honor of working with Mr. Sever throughout my 1<sup>st</sup> term as a member of the Nevada Assembly during the 2021 Legislative Session. His dedication to Nevada and her residents is apparent. Mr. Sever's professionalism, follow-through, ability to lead, and attention to detail are just a few of his personal attributes that stand out.

In his capacity as the Legislative Liaison with the Nevada Department of Motor Vehicles, Mr. Sever and I worked on a number of Bills and a Legislative Committee presentation. I witnessed his professionalism in presentation, ability to answer questions, and advanced communication skills in engaging the Legislative body. I found him to be thoughtful, professional, poised, and detailed oriented. Mr. Sever was well prepared, and diligently represented both the interests of the Division and Nevadans. He is a dedicated public servant.

I am confident Mr. Sever will excel in any role he chooses to pursue. I am pleased to have worked with him during the 81<sup>st</sup> Session of the Nevada Legislature.

Sincerely,

  
Tracy Brown May, Assemblywoman  
Assembly District 42  
Nevada State Legislature