

Clark County, Nevada

Community Development Advisory Committee

(CDAC) 2024-2025 Meeting Schedule

Please allow adequate time to locate parking, go through the main entrance, pass through security and make it to the training room on the 3rd floor.

Tuesday, January 7, 2025
CDAC Orientation
 6:00 p.m.

Tuesday, February 4, 2025
Project Presentations
 6:00 p.m.

Tuesday, February 18, 2025
Project Presentations
 6:00 p.m.

Tuesday, March 4, 2025
Voting Recommendations
 6:00 p.m.



AGENDA

**CLARK COUNTY
COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC)
ORIENTATION**

Tuesday, January 7, 2025
6:00 p.m.

Clark County Social Service – Pinto Main Campus
3rd Floor, Social Services Main Conference Room
1600 Pinto Lane Las Vegas, Nevada

This meeting has been properly noticed and posted in the following locations:

CC Government Center 500 S. Grand Cen. Pkwy. Las Vegas, NV (Principal Office)	CC Regional Justice Center 200 Lewis Avenue Las Vegas, NV	Winchester Park & Center 3130 S. McLeod Las Vegas, NV	Paradise Park, Pool & Center 4770 Harrison Ave. Las Vegas, NV
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Desert Breeze Park & Community Center 8275 Spring Mt. Road Las Vegas, NV	City of Las Vegas 495 S. Main Street Las Vegas, NV	City of N. Las Vegas 2250 Las Vegas Blvd North Las Vegas, NV
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I. **OPENING CEREMONIES**

Call to Order

Pledge of Allegiance

- II. Swearing-In Ceremony
- III. Public Comment - At this time, the Committee will hear comments from the public regarding items listed on the agenda as posted
- IV. Recognize and introduce 2024/2025 Community Development Advisory Committee (CDAC) members
- V. ACTION – Approve minutes for February 20, 2024, meeting

PAGE TWO - AGENDA - CDAC – January 7, 2025

- VI. Welcome from and Introduction of Community Housing Office Staff
- VII. General discussion of the purpose of CDAC, proposed meeting schedule, and duties of representatives (Tameca Ulmer)
- VIII. Discussion of application review process and possible ad-hoc committee structure for CDBG and HOME (Dagny Stapleton) (For possible action)
- IX. Review of Consolidated Plan and Annual Action Plan (Natalie Cacho)
- X. Provide overview of the Continuum of Care (CoC Staff)
- XI. Provide overview on the Emergency Solutions Grant (ESG) Program and discuss the CDAC ESG ad-hoc committee (Tameca Ulmer)
- Break (10 min)
- XII. Provide overview on the Community Development Block Grant Program (CDBG) and discuss project updates (Kent Golangco)
- XIII. Provide overview of HOME Investment Partnerships Program/Affordable Housing Trust Fund (HOME/AAHTF) Program (Giavonni Garcia)
- XIV. Public Comment – At this time, the Committee will hear comments from the public regarding items not listed on the agenda as posted
- XV. Adjourn

ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Clark County's Community Resources Management meetings are held in accessible facilities. Citizens requiring an accommodation should notify the unit of specific needs at least five days prior to the date of the event by contacting Administration at (702) 455-5025 or TT/TDD Relay Nevada Toll-Free: (800) 326-6868 or TT/TDD Relay Nevada Toll-Free: (800) 877-1219 (Spanish) or CRMInfo@ClarkCountyNV.gov (Examples of accommodations include interpreter for the deaf, large print materials, and accessible seating arrangements.)

**MINUTES OF THE COMMUNITY DEVELOPMENT
ADVISORY COMMITTEE MEETING (CDAC)**

**HELD AT THE CLARK COUNTY SOCIAL SERVICE BUILDING, ADMIN TRAINING
ROOM, 3RD FLOOR, 1600 PINTO LANE COUNTY OF CLARK, NEVADA, ON TUESDAY,
February 20, 2024.**

I. OPENING CEREMONIES

Mr. Christopher Lee, Chairperson, called the meeting to order and Jeff Alpert led the group in the Pledge of Allegiance.

II. Public Comment – At this time, the Committee will hear comments from the public regarding items listed on the agenda as posted.

The committee received one comment during the Public Comment period. A representative with North Haven introduced himself and let the committee know that he was unable to attend the presentation meeting but was available to answer any questions anyone may have.

III. Attendance – Roll Call

Roll Call was completed by Natalie Cacho, Senior Grants Coordinator with Clark County. Committee attendance was noted. Ms. Cacho noted that a quorum was present.

IV. ACTION – Approve minutes from February 6, 2024, meeting.

Chair Lee made a motion to approve the minutes from the February 6, 2024, meeting. The motion was approved.

V. ACTION- Review, discuss, and vote on FY 2024-2025 HOME Investment Partnerships Program/Affordable Housing Trust Fund (HOME/AAHTF) projects for recommendation to the Board of County Commissioners. (Kerri Medill)

Chairmen Christopher Lee acknowledged that Kerri Medill, Senior Grants Coordinator would be providing the overview of the FY 2024-2025 HOME Investment Partnerships Program/Affordable Housing Trust Fund (HOME/AAHTF) projects scoring results. Kerri Medill introduced the order of the projects in which they ranked based on the committee scores. Kerri also expressed her concern about the amounts of monies available for the projects and how the totals should be smaller.

There was a total of \$11.9 million in the final CDAC request. The total request included 10 applicants, of which 9 were selected. The total request included Tropicana Trails at \$1,000,000; Pearson Pines at \$1,000,000, Steppingstone Apartments II at \$1,830,790, KG Development Group-A Place to Call Home at \$750,000; Laughlin Seniors Apartments at \$800,000; 1632 Yale St also known as Old Rose Garden at \$1,500,000; Volunteer and Gillespie at \$1,519,210; Boulder City UMC at \$750,000; Pecos Apartments at \$1,000,000, and North Haven at \$1,500,000.

Kerri informed the CDAC Committee of the funding available this round which is \$8.4 million approximately. Kerri opened the floor to deliberations and Chairman Lee instructed the Committee members to share their comments, questions, or concerns regarding the ten applications selected. The total amount requested for the ten applications was \$11.9 million.

Discussion and deliberations ensued with members making motions and approving the final recommendations for funding HOME/AAHTF projects 2024-2025, as follows:

Fully fund projects 1 through 6 listed on the HOME AAHTF excel spreadsheet. Fund Volunteer and Gilesie at \$1,519,210 which is number 7 on the excel spreadsheet. If additional funds are received, fund Boulder City UMC at \$750,00 then fully fund Volunteer and Gilesie their total ask, and then fund the projects on the spreadsheet in scoring order. All other additional funding would be set aside for –Off-Cycle Projects

HOME AAHTF

Organization Name	Proposal Title	Location	Target Market	Total Units	Unit AMI Range	Cost Per Unit	Total Project Cost	Requested amount	CDAC Recommended amount	Notes
HELP of Southern Nevada	Tropicana Trails	Unincorporated CC	chronically homeless individuals	50	30-50%	\$434,640	\$21,732,015	\$1,000,000	\$1,000,000	
Nevada HAND, INC.	Pearson Pines	North Las Vegas	Seniors	60	30-50%	\$370,198	\$22,211,853	\$1,000,000	\$1,000,000	
Accessible Space inc.	Stepping Stone Apartments II	Unincorporated CC	Adults with Brain Injuries	10	50% or less	\$483,079	\$4,830,790	\$1,830,790	\$1,830,790	
KG Development Group	A Place to Call Home	Las Vegas	families	50	30-60%	\$360,650	\$18,032,510	\$750,000	\$750,000	
Wisconsin Partnership for Housing Development	Laughlin Senior Apartments	Unincorporated CC	Seniors	36	30-60%	\$392,184	\$14,118,641	\$800,000	\$800,000	
McCormack Baron Salazar, Inc.	1632 Yale St aka Old Rose Garden	North Las Vegas	Seniors	120	30-60%	\$304,639	\$73,850,725	\$1,500,000	\$1,500,000	
George Gekakis, Inc.	Volunteer and Gillespie	Henderson	family workforce	188	30-80%	\$406,109	\$76,348,429	\$1,800,000	\$1,519,210	*Developer confirmed the could accept reduced funding
KG Development Group	Boulder City UMC Project	Boulder City	seniors							* If additional funds are received fund this project then fully fund the Volunteer and Gilesie (above) then fund the projects below in scoring order. ALL other additional funding would be set aside for OFF - CYCLE Projects
NRP Lone Star Development LLC	Pecos Apartments	North Las Vegas	Families	60	30-60%	\$359,496	\$17,974,800	\$750,000	50	
Ulysses Development Group LLC	North Haven Apartments	North Las Vegas	Families	105	50-60%	\$382,504	\$40,162,870	\$1,000,000	50	
				150	30-70%	\$367,787	\$55,168,074	\$1,900,000	50	
	Totals			829		\$415,477	\$344,430,705	\$11,930,790		

\$8,400,000

Total units funded:

514

*Estimated Available funding: \$8,400,000
less CDAC Recommendation: 50

VI. Action- Review, discuss, and vote on HOME ARP projects for recommendations to the Board of County Commissioners

Chairmen Christopher Lee acknowledged that Kerri Medill, Senior Grants Coordinator would be providing the overview of the HOME Investment Partnerships

Program/American Rescue Plan Act of 2021 (HOME ARP) projects scoring results. Kerri Medill introduced the order of the projects in which they ranked based on the committee scores for HOME ARP Development.

There was a total of \$18.2 million in the final CDAC request. The total request included 5 applicants, of which 1 was selected. The total request included Tropicana Trails at \$7,475,673; South Nellis PSH at \$0; Sunrise Ranch at \$1,800,000; WestCare NV “The Village” at \$1,018,571; Silver Sky at \$8,000,000.

Kerri informed the CDAC Committee of the funding available this round which is \$7.4 million approximately. Kerri opened the floor to deliberations and Chairman Lee instructed the Committee members to share their comments, questions, or concerns regarding the one application selected. The total amount requested for the one application was \$7.4 million.

Discussion and deliberations ensued with members making motions and approving the final recommendations for funding HOME ARP Development, as follows:

The CDAC agreed to move forward with Tropicana Trails at \$7,475,673.

HOME ARP - Development

Organization Name	Proposal Title	Target Market	Total Units	Unit AMI Range	Cost Per Unit	Total Project Cost	Requested amount	CDAC Recommended amount	Notes
HELP of Southern Nevada/George Gekakis, Inc.	Tropicana Trails	Qualifying Populations	50	30% AMI	\$ 434,640.26	\$ 21,732,013.00	\$ 7,475,673.00	\$7,475,673	
Coordinated Living of Southern Nevada	South Nellis PSH	Qualifying Populations	50	30-50% AMI	\$ 326,173.76	\$ 16,308,688.00	\$ -	50	
Nevada H.A.N.D., Inc.	Sunrise Ranch	Qualifying Populations	144	30-50% AMI	\$ 373,077.20	\$ 53,723,117.00	\$ 1,800,000.00	50	
WestCare NV, Inc.	WestCare NV "The Village"	Women in Recovery	58	50% and below	\$ 291,979.95	\$ 16,934,837.00	\$ 1,018,571.00	50	Does not meet HOME-ARP Program qualifications
Nevada H.A.N.D., Inc.	Silver Sky	Seniors - Assisted Living	122	30-60% AMI	\$ 169,898.75	\$ 20,703,248.00	\$ 8,000,000.00	50	Does not meet HOME-ARP Program qualifications
Totals			424		\$ 1,595,569.92	\$ 129,401,903.00	\$ 18,294,244.00		

Available funding: \$7,475,673
less CDAC Recommendation: 50

Kerri Medill went over the HOME ARP Services projects and introduced the order of the projects in which they ranked based on the committee scores.

There was a total of \$9.5 million in the final CDAC request. The recommendations included 3 applicants, of which 1 was selected.

There was a total of \$9.5 million in the final CDAC request. The total request included 3 applicants, of which 1 was selected. The total request included Tropicana Trails at \$4,563,318; Coordinated Living of Southern NV, Inc.- Permanent Supportive Housing at \$2,200,000; The Village Supportive at \$2,693,068.

Kerri informed the CDAC Committee of the funding available this round which is \$3.1 million approximately. Kerri opened the floor to deliberations and Chairman Lee instructed the Committee members to share their comments, questions, or

concerns regarding the one application selected. The total amount requested for the one application was \$4.6 million.

Discussion and deliberations ensued with members making motions and approving final recommendations for funding HOME ARP Services, as follows:

The CDAC agreed to move forward with Tropicana Trails at \$3,114,864. Fund Tropicana Trails for \$3,114,864 - requested in proforma- Service Provider confirmed they can work with the reduction to available funding and will seek other resources to fill the gap.

HOME ARP - Services

Organization Name	Proposal Title	Target Market	On-Site Services Provider	Total Units	Requested amount	CDAC Recommended amount	Notes
HELP of Southern Nevada	Tropicana Trails	Qualifying Populations	HELP of Southern Nevada	50	\$ 4,563,318.00	53,114,864	53,548,067 - requested in proforma- Service Provider confirmed they can work with the reduction to available funding and will seek other resources to fill the gap.
Coordinated Living of Southern Nevada, Inc.	South Nellis Permanent Supportive Housing	Qualifying Populations	Mojave Counseling	50	\$ 2,200,000.00	50	
WestCare Nevada	The Village Supportive Services	Women in Recovery	WestCare NV, Inc.	58	\$ 2,693,068.00	50	Does not meet HOME ARP Program qualifications
	Totals			158	\$ 9,456,386.00	53,114,864	

Available funding: 53,114,864
less CDAC Recommendation: 50

VII. Action- Review, discuss and accept Ad Hoc Committee’s recommendations for FY 2024-2025 ESG projects for recommendation to the Board of County Commissioners.

Tameca Ulmer, Grants Coordinator, gave a brief presentation about the ESG recommendations that were formulated by the ADHOC committee. She discussed the Emergency Solutions Grant and its applicants. The presentation included a breakdown of the funding categories. Tameca displayed a chart with the funding recommendations as well as discussed, the funding contingency plan.

CLARK COUNTY ESG 2024-2025 HOMELESS PREVENTION FUNDING RECOMMENDATIONS*

Organization	Program Name	Average Committee Score	CCSS CRM Score	Total Score	Requested Funding	Average Committee Funding	Committee Funding Recommendation	Adjusted Funding Recommendation *
Emergency Aid of Boulder City	Homeless Prevention	58.31	21	79.31	\$ 50,000	\$ 30,901	\$ 32,177	\$ 36,368
Family Promise of Las Vegas	Homeless Prevention - Eviction Prevention	68.27	23	91.27	\$ 75,000	\$ 50,000	\$ 75,000	\$ 75,000
Lutheran Social Services of Nevada	Homeless Prevention - Clark County ESG 2024-2025	54.67	25	79.67	\$ 70,770	\$ 60,513	\$ 70,770	\$ 70,770
SAFE House	Emergency Services Program	63.03	25	88.03	\$ 81,000	\$ 60,750	\$ 60,750	\$ 81,000
St. Jude's Ranch for Children	SJRC Homeless Prevention	69.17	25	94.17	\$ 125,000	\$ 95,833	\$ 125,000	\$ 125,000
The Cupcake Girls	Rapid Rehousing Stipends*	60.33	17	77.33	\$ 50,000	\$ 36,000	\$ 36,000	\$ 40,191
The Salvation Army	Homeless Prevention	60.17	22	82.17	\$ 200,000	\$ 125,000	\$ 90,000	\$ 94,191
Vegas Stronger	Vegas Stronger's Housing Stability Project	57.5	18	75.5	\$ 70,700	\$ 39,027	\$ 50,000	\$ 54,191
					\$ 722,470	\$ 498,024	\$ 539,697	\$ 576,711

Contingency Plan:

- If the award is more than estimated or additional funds become available, the additional funds are to be added to The Salvation Army and their Homeless Prevention program up to the full amount of their request. If additional funds are still available, they are to be evenly distributed among the other applicants who did not receive their full requested amount of funding.
- If the award is less than estimated the sub-awards are to be recalculated according to their percentages from the amounts designated using the estimated award

A motion was made to accept the recommendations as presented. Motion was approved.

VIII. Wrap-up of grant application season and process.

Natalie Cacho, Senior Grants Coordinator, thanked the committee members for volunteering to serve on the committee, for their time, and input.

Chair Lee, thanked the committee for their hard work.

Natalie informed the committee that next year the recruitment for CDAC will begin earlier since CDBG funding will be included during the next round. She wrapped up the meeting and discussed the final steps for travel reimbursement.

IX. Public Comment- At this time, the Committee will hear comments from the public regarding items not listed on the agenda as posted.

No public comments.

X. Adjourn.

The meeting was adjourned.

ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

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**COMMUNITY DEVELOPMENT ADVISORY COMMITTEE MEETING
MEMBERS, STAFF, AND GUESTS PRESENT**

Alpert, Jeff	Representative	City of North Las Vegas
Boylan, Irene	Member-at-Large	Member-at-Large (Gibson)
Cosgrove, Sondra	Representative	Sunrise Manor TAB Member-at-Large (Kirkpatrick)
Darden, Donna	Member-at-Large	Red Rock CAC
Gray, Steffanie	Representative	Member-at-Large (Gibson)
Gresser, Monica	Member-at-Large	Goodsprings CAC
Hicks, Colleen M.	Representative	

Hilbrecht, Eric	Member-at-Large	Member-at-Large (Naft)
Jeng, Eric	Member-at-Large	Member-at-Large (Jones)
Lee, Christopher	Chairperson	Member-at-Large (Naft)
Mench, April	Representative	Winchester TAB
Miller, Karen	Representative	Whitney TAB
Ochs, Kathy	Representative	Laughlin TAB
Ramirez, Geraldine (Gerry)	Alternate	Whitney TAB
Ridondo, Janice	Representative	Moapa Valley TAB
Sarles, Peter	Representative	Enterprise TAB
Stapleton, Dagny	Clark County Community Housing Office	
Medill, Kerri	Clark County Community Housing Office	
Tate, Melissa	Clark County Community Housing Office	
Cacho, Natalie	Clark County Social Service, CRM	

DRAFT

Community Development Advisory Committee (CDAC) **POLICIES and PROCEDURES**

Updated January 2021

1. CDAC Procedures and Policies are in writing to help committee members and the public understand how the CDAC operates. "Public Comment Procedures" are considered part of CDAC Procedures and Policies. All CDAC members will be provided with an Orientation Packet containing the CDAC Procedures and Policies and other such documents as required to enable the Committee to be a successful advisory body to the Board of County Commissioners.
2. CDAC Procedures and Policies will be reviewed and revised (if needed) by the Community Development Coordinator each year.
3. Public Comment will be conducted per the attached CDAC "Public Comment Procedures."
4. Critical votes by CDAC may be taken by a show of hands, otherwise by voice vote.
5. CDAC members shall disclose interests in other organizations at any time it is appropriate.
6. The CDAC Chair is authorized by the Committee to present the Committee perspective on the allocation of CDBG, HOME and ESG funds or other Committee business to the Board of County Commissioners meeting.
7. All agencies that submit a CDBG, HOME or ESG application will be provided copies of the CDAC minutes during the allocation process if requested. Meeting minutes can be found at https://www.clarkcountynv.gov/residents/assistance_programs/community_resources_management/citizen_participation.php
8. Web-based notifications will be used as much as possible to inform the CDAC and others as soon as possible on all things including the CDAC minutes, agendas, and applications.
9. The CDAC agenda will be published regularly on the Community Resources Management web page and at six various Clark County locations.
10. A copy of the CDAC attendance roster will be provided with the minutes.
11. CDAC members shall be encouraged to read and research as necessary all allocation items/requests prior to the meeting at which the item will be discussed.

12. CDAC supports the Board of County Commissioners policy of CDBG, HOME and ESG funds not being the sole source of funding for public service agencies.
13. CDAC will consider the agency's or activity's percentage of low/moderate income recipients and the ability to effect a positive change as it affects those most in need, when reviewing each CDBG, HOME and ESG proposal submitted. (A formula or other such tool may be used.)
14. CDAC will give high priority to requests for activities that connect with Clark County or provide necessary gap funding for the strategy, including projects, agencies, and programs to help low/moderate income residents and neighborhood revitalization.
15. CDAC will recognize efforts by agencies to obtain matching funds and/or other grants or funding sources when considering proposals.
16. CDAC will not fund multiple proposals that duplicate services.
17. All items listed on the agenda are for nonaction by CDAC unless otherwise noted. Action may consist of any of the following: approve, deny, condition, hold, or table.

PUBLIC COMMENT PROCEDURE

1. Public comment will be encouraged. However, to maintain order and to keep the agenda moving forward, public comment will be limited to three (3) minutes per individual. **At the discretion of the CDAC Chair and for purposes of clarification, additional public comment may be allowed.**
2. According to Nevada's Open Meeting Law, it is the Committee's discretion to take Public Comment during any other time other than during a Public Hearing or during the Public Comment Session.
3. Public comment will be allowed twice during the meeting. The speaker will clearly state and spell their name and give their address for the record.
4. In all other instances, a citizen may speak on any matter before the Committee for consideration, after receiving recognition and consent from the Chair of the Committee.
5. Members of the public are allowed to ask questions of the CDAC but questions are not required to be answered.

6. Each letter, written comment, email, etc. received by the CDAC will be acknowledged and placed into the minutes of the meeting in which it was received. (CDAC members will be furnished copies of all such letters, written comment, or email.)
7. A public comment agenda item will be placed on the CDAC agenda for each meeting as the agenda item directly after the pledge of allegiance and immediately preceding adjournment.

**Clark County
Community Development Advisory Committee (CDAC)**

Code of Ethics

The Clark County Community Development Advisory Committee will conduct its business honestly and ethically. Its members will work together to make decisions in the best interest of our community to promote growth, safety, and equity. We will further the CDAC reputation of being honest, respectful, trustworthy, responsible, and having a high level of integrity. Clark County will not compromise on these principles and absolutely no illegal or unethical conduct will be accepted. The performance of this committee is the sum of the ethics of its membership. Thus, we are all expected to adhere to high standards of professional and personal integrity.

Members of this committee must never let their personal interest, including religious or personal beliefs and personal relationships or experiences with applicants, conflict or appear to conflict with the purpose of the committee. Members of the CDAC must be particularly careful to avoid representing Clark County or this committee in any transaction with others with whom there is an outside business affiliation or relationship. Members of the CDAC shall avoid using their membership on this committee to advance their private business or personal interests.

No bribes, kickbacks, or other similar remuneration or consideration shall be given to any person or organization in order to attract or influence the recommendations of this committee. Members of the CDAC shall avoid gifts, gratuities, fees, bonuses, or excessive entertainment in order to attract or influence funding recommendations.

Members of the CDAC will often come into contact with, or have possession of, proprietary, confidential, or business-sensitive information and must take appropriate steps to assure such information is strictly safeguarded. This information, whether it is on behalf of Clark County or any applicants seeking funds, could include strategic business plans, financial records, marketing strategies, personnel records, new investments, upcoming acquisitions, processes, and/or methods. All information shared during the CDAC process should be treated with discretion, sensitivity, and only disseminated by Clark County staff. The following guidelines should be followed when dealing with this information:

- Until the information has been publicly released by Clark County, CDAC members must not disclose it to anyone except other CDAC members, Clark County staff, or other designated personnel.
- Members of the CDAC must not be employees of, volunteers or, or subcontractors of any applicants for funding opportunities being deliberated.

Members of the CDAC must remain personally balanced so that their personal life will not interfere with their ability to honestly participate in the CDAC and its functions. Members agree to disclose unethical, dishonest, illegal behavior, or any violations of policies and procedures directly to Clark County staff.

Statement Prohibiting Illegal Discrimination and Harassment

Clark County is dedicated to promoting a community free of discrimination and making our funding recommendations based on merit, value, and needs of the community. We are committed to complying with all Federal, State, and local laws guarding against discrimination and harassment. Likewise, we demand the CDAC process to be free of discrimination because of sex, race, religion, color, national origin, sexual orientation, physical or mental disability, marital status, age, or any other status protected by Federal, State, or local laws. At Clark County diversity is valued and we consistently seek partnerships with all members of our community to ensure everyone’s needs are met.

Just as Clark County and the CDAC bear a responsibility towards this policy, each member must clearly communicate our disinterest in, or offense taken to, any perceived verbal or physical discrimination or harassment. We are all responsible for protecting the CDAC process and ensuring that it measures up to the highest standard.

Clark County will not tolerate any form of discrimination, harassment, or violation of the Code of Ethics. Any CDAC member who feels he or she has witnessed, or been subject to, any form of discrimination, harassment, or violation of the Code of Ethics should immediately notify Clark County staff. Any claim will be investigated and appropriate action will be taken. The appropriate action can include but is not limited to reprimand, demotion, or termination from the CDAC. Repetitive offenses will not be endured, and a progressive action model will be utilized.

I, _____, certify my receipt, reading, and understanding of the Clark County Code of Ethics, Statement Prohibiting Illegal Discrimination, and Anti-Discrimination Anti-Harassment Training/Policy. I understand I will be held accountable for upholding these policies and commit to participating in the CDAC in a manner that is ethical, honest, legal, and free from discrimination or harassment.

_____ (signature)

_____ (date)

Clark County

Equal Opportunity, Non-Discrimination, and Anti-Harassment

Policy Statement

Clark County, Nevada ("Clark County" or "County") is an equal opportunity employer and will not discriminate on the basis of race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information in employment. In accordance with state and/or federal laws, the Clark County Board of County Commissioners ("BCC" or "County Commission") is committed to this Equal Opportunity, Non-Discrimination and Anti-Harassment Policy ("Policy"), which prohibits unlawful discrimination in the workplace.

The County's Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy is based on the following principles:

- A. To recruit, hire, compensate, train, evaluate and promote covered County employees without regard to race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information, except where sex, mental, or physical requirements constitute bona fide occupational qualifications necessary for efficient job performance. The County will take proactive measures in support of equal opportunity in recruitment, hiring, career advancement, and treatment of covered County employees.
- B. To ensure that policies regarding all terms and conditions of employment will be administered without regard to race, color, religion, sex including pregnancy, age, national origin, disability status, sexual orientation, gender identity or expression, or genetic information.
- C. To ensure that the workplace for covered County employees is free of discrimination, sexual harassment, harassment, bullying, and retaliation.
- D. To immediately stop and address harassing conduct.

Clark County Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy

Clark County hereby declares that it is the policy of the County to prohibit any discrimination and workplace harassment, whether intentional or unintentional, of covered County employees. This Clark County Equal Opportunity, Non-Discrimination, and Anti-Harassment Policy sets forth the scope of conduct, practices, and decisions that are prohibited, the process for making

complaints under this Policy, and how such allegations will be resolved. Clark County is fully committed to creating and sustaining a positive and mutually supportive working environment.

I. PURPOSES

- A. To create a workplace that reflects the community;
- B. To embrace the characteristics that individuals from diverse groups bring to the workplace;
- C. To define workplace discrimination and harassment and other prohibited conduct;
- D. To reinforce the County's commitment to provide a work environment free from discrimination, sexual harassment, harassment, bullying, and retaliation and other prohibited conduct for all covered County employees; and
- E. To address reporting and investigation of workplace discrimination and harassment.

II. OFFICE OF DIVERSITY SUPPORT SERVICES

The County Manager will designate the Clark County Office of Diversity (OOD), Clark County Department of Human Resources (HR Department) staff to perform the following services in support of this Policy.

A. Reporting and Monitoring:

- 1. The County Manager will designate OOD staff to complete reports or analyses required by federal and state law or regulation including but not limited to the U.S. Equal Employment Opportunity Commission.
- 2. OOD staff may also be assigned to conduct studies and compile hiring applications and employment statistics to monitor the status of the County's equal opportunity, diversity, and anti-sexual harassment efforts. Any such studies, reports, or materials, which are generated for the purpose of self-critical analyses, are confidential.

B. Americans with Disabilities Act:

- 1. The County Manager will designate OOD staff to facilitate compliance with the Americans with Disabilities Act (ADA) through intake of requests for accommodations.

C. Section 504 of The Rehabilitation Act of 1973:

1. The County Manager will designate OOD staff to coordinate and facilitate compliance with Section 504 of the Rehabilitation Act of 1973.
2. OOD staff may receive, process, and/or investigate complaints of non-compliance with Section 504 and ADA Title II.

D. Recruitment:

1. HR Department staff will:
 - a. Announce job openings to reach minorities, women, individuals with disabilities, and other under-represented demographics or groups by advertising or disseminating job openings to appropriate organizations, groups, and agencies;
 - b. Publicize promotional opportunities throughout the County;
 - c. Monitor the application process and applicant data to determine effective ways to reach a diverse applicant pool;
 - d. Review job descriptions and experience requirements of jobs to ensure posted qualifications are job-related;
 - e. Monitor testing, interview processes, and composition of interview panels to assure compliance with this Policy to avoid unlawful discrimination;
 - f. Provide interviewers with guidelines and/or training to promote objective assessment of the abilities of candidates;
 - g. As appropriate, conduct post-selection assessment including reasons for non-selection to ensure selection is based on job-related factors; and
 - h. Offer career counseling to covered County employees to identify promotional opportunities and training needs, and to encourage preparation and application for career advancement.

III. SCOPE

- A. This Policy applies to all covered County employees regardless of classification, pay grade, length of employment, or full-time or part-time status.
- B. This Policy governs covered County employee conduct in all County workplaces and vehicles, during business travel, and in any other location where County business is conducted, regardless of whether the property is owned or leased by the County, or whether interacting with covered County employees or other individuals.
- C. This Policy applies to all covered County employee conduct regardless of whether it occurs during working hours, during a lunch break, during an off-duty work-related social or recreational activity, or when off-duty conduct has a nexus to County employment.
- D. This Policy applies to every level of County government, including employment and/or access to County facilities, programs, services, and activities.

IV. DEFINITIONS

- A. *Bullying* means the conduct of a covered County employee that a reasonable person would find intimidating, hostile, offensive, and unrelated to the legitimate business interests of the County and which, unless especially egregious or severe, is directed at a covered County employee on more than one (1) single occasion.
- B. *Covered County employee* means members of the BCC, other elected County officials, members of County management, members of department management, and all other County employees including interns.
- C. *Department head* means any appointed department head or elected official charged with oversight of a County department which employs covered County employees.
- D. *Discrimination* includes, but is not limited to, decisions regarding employment that adversely affect a covered County employee's pay, status, position, or assignment, including opportunities for overtime pay and advancement, and includes decisions regarding recruitment, appointment, compensation, promotion, discipline, demotion, transfers, layoff, recall, termination, and training opportunities.
- E. *Gender identity* means an individual's innate identification as either male or female, although it may not correspond to the individual's body or gender as assigned at birth.

- F. *Genetic information* means information about an individual's genetic tests, the genetic tests about an individual's family members, and the manifestation of disease or disorder in family members of an individual. The term does not include the age or sex of any individuals.
- G. *Protected status* means an individual's sex, race, color, national origin, age, religion, disability status, sexual orientation, genetic information, gender identity, pregnancy status, and any other legally protected characteristic.
- H. *Sexual harassment* means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (a) submission to such conduct is made either explicitly or implicitly a term or condition of a covered County employee's employment; (b) submission to or rejection of such conduct by a person is used as the basis for employment decisions affecting the covered County employee; or (c) such conduct has the purpose or effect of unreasonably interfering with a covered County employee's work performance or creating an intimidating, hostile, or offensive work environment. Sexual harassment is prohibited regardless of whether the parties are the same sex or the opposite sex.
- I. *Sexual orientation* means the actual or perceived status of a person with respect to his or her sexuality.
- J. *Workplace harassment* includes, but is not limited to, any unwelcome verbal, written, or physical conduct that denigrates or shows hostility or aversion towards a person on the basis of a protected status.

V. DISCRIMINATION

- A. It is the policy of the County to maintain a working environment and recruitment/selection process free from discrimination.
- B. Prohibited conduct includes, but is not limited to, making employment decisions based on unlawful considerations and treating covered County employees to different terms and conditions of employment.
- C. Examples of employment decisions and conditions of employment include:
 - 1. Hiring, termination, promotions, job assignments, compensation, job transfers, denying benefits/privileges, discipline, termination, demotion, layoff, recall, and training opportunities.

VI. SEXUAL HARASSMENT

A. It is the policy of the County to maintain a working environment that is free from sexual harassment. Sexual harassment in the workplace will not be tolerated. Where sexual harassment and/or conduct that is sexual in nature and/or has the potential of creating a hostile workplace environment is found to have occurred, Clark County will act to stop the harassment, to prevent its recurrence, to remedy its effects, and to take appropriate action against those responsible.

1. Sexual harassment or a hostile workplace environment may occur when conduct is sexually harassing in nature (by a supervisor or any covered County employee, contractor, and/or vendor) and may include, but is not limited to:
 - a. Making inappropriate sexual comments about a person's clothing, body or looks;
 - b. Display or circulation of sexually suggestive/offensive material, including emails;
 - c. Asking about sexual fantasies, preferences or history;
 - d. Unsolicited and unwelcome flirtations;
 - e. Unsolicited and unwelcome physical conduct to include unwanted touching, massaging, grabbing, patting, pinching, hugging, kissing, brushing up against, or cornering someone;
 - f. Repeated requests for dates after the covered County employee has declined a prior request(s);
 - g. Unwelcome so-called "terms of endearment," such as "sweetheart," "babe," "honey," etc.; or
 - h. Quid Pro Quo sexual harassment that occurs when a superior offers a subordinate an employment benefit in exchange for unwelcome dates and/or sexual favors.

VII. GENDER BASED DISCRIMINATION

A. It is the policy of the County to maintain a working environment for all persons that is free from harassment and less favorable treatment based on a person's gender. The following non-exhaustive list provides examples of gender discrimination in the workplace:

1. Offensive comments about women or men in general;
2. Gender stereotyping to include comments about a person's abilities based on gender and/or making or denying job assignments solely on perception of what jobs a specific gender "should" perform;
3. Discrimination against an individual because of gender identity, including transgender status; or
4. Gender discrimination based on non-conformance with gender norms and stereotypes.

VIII. BULLYING AND HARASSMENT IN THE WORKPLACE

A. It is the policy of the County to maintain a working environment for all persons that is free from conduct that, whether intentional or unintentional, is considered bullying or harassing in nature as defined in this Policy. In doing so, all covered County employees are responsible for conducting themselves in a manner that will ensure that others are able to work in a professional and respectful environment.

B. The following non-exhaustive list provides examples of bullying and harassment in the workplace:

1. Repeated verbal abuse in the form of derogatory remarks, slurs, insults, and epithets;
2. Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures;
3. Verbal or physical conduct that is threatening, intimidating, or humiliating;
4. Social exclusion or ostracism; or
5. Attempts to induce the covered County employee to act contrary to his or her duty or to do, make, omit, or delay any act, decision, or determination including, but not limited to, regular County Commission agenda items and zoning items.

IX. RETALIATION

- A. Retaliation is taking adverse action against covered County employees for asserting their rights under this Policy or under the law. Adverse actions can include, but are not limited to, transferring the covered County employee to a less desirable position, increasing scrutiny, purposely changing his/her work schedule, or any action that would discourage covered County employees from exercising their rights under the Policy or the law in the future. These rights include filing a complaint under this Policy, filing a complaint with an external government agency such as the U.S. Equal Employment Opportunity Commission, assisting another covered County employee in the filing of a complaint, providing information during an investigation or testifying in a proceeding concerning a violation of this Policy or the law, or otherwise opposing conduct prohibited by this Policy. Retaliation against covered County employees who engage in protected conduct or who assist others in complaints of discrimination or harassment in violation of this Policy is expressly prohibited. A violation of this section may result in disciplinary action, up to and including termination.

X. COMPLAINT PROCESS FOR UNLAWFUL DISCRIMINATION

- A. A covered County employee or applicant for an employment position covered by this Policy may file a complaint with the OOD. A covered County employee may file a complaint under a section of an applicable collective bargaining agreement specifically designating OOD as the office to which such complaints will be referred. All complaints should be submitted in the written format prescribed by the County Manager. Covered County employees or applicants will not be subject to retaliation, reprisal, intimidation, harassment, or modification of employment status as a result of filing a complaint.
- B. A complaint alleging unlawful discrimination and/or sexual harassment must be filed within the statute of limitations set by state and federal enforcement agencies having jurisdiction over the alleged unlawful activity.
- C. A complainant may not file a complaint of discrimination with OOD if they have filed a charge of discrimination asserting the same allegations based upon the same events with any other County, state or federal administrative body or officer having jurisdiction to adjudicate complaints of discriminatory practices.
- D. Upon receipt of a complaint wherein the allegations, if true, would support a finding of a violation of this Policy, OOD staff shall immediately notify the affected

department head and the County Manager. Each will be provided a summary of the charge and, as appropriate, a request for information or request for a response to the allegations set forth in the complaint.

- E. The County Manager, at his or her sole discretion, may assign an investigation to be conducted outside the OOD, in which case the outside investigator will act in lieu of OOD for that complaint.
- F. The OOD or outside investigator selected by the County Manager shall investigate the allegations of the complaint. When practical, all interviews shall be recorded and made part of the record of the investigation along with all associated documents and other material. Written findings of the investigation shall be fully documented. All information gathered in the course of investigations is confidential except as otherwise mandated by law, or necessary to the implementation of this Policy, and/or necessitated by issues presented in labor administrative proceedings.
- G. The investigative findings will be submitted to the Equal Opportunity Committee (EEO Committee) as designated by the County Manager. The EEO Committee will determine if a violation of this Policy has occurred and what, if any, corrective action is appropriate.
- H. If an elected County official is alleged to have violated this Policy, the complainant may be referred to an appropriate state or federal administrative enforcement agency. Referral of a complaint in this manner does not limit the County's ability to take remedial action as it deems appropriate in light of the allegations in the complaint.
- I. Covered County employees and applicants may, at any time during the process, or at its completion, seek relief outside the County in accordance with the provisions of applicable federal or state statutes.

XI. COMPLAINT PROCESS FOR BULLYING OR HARASSMENT

- A. A complaint alleging bullying or harassment that is not considered unlawful discrimination will be referred to the HR Department Employee Relations Division (Employee Relations Division) for investigation. Complaints of this nature may be referred back to the originating department for investigation. Investigative findings will be forwarded to the Employee Relations Division to ensure appropriate action is taken under this Policy.
- B. Violations of the bullying or harassment provisions of this Policy may result in disciplinary action, up to and including termination.

XII. SETTLEMENT AND REMEDIATION OF CLAIMS AND COMPLAINTS

- A. If the County's EEO Committee determines that a violation of this Policy has occurred, appropriate remedial action shall be taken under the direction of the County Manager. All communications regarding settlements or other action having fiscal impact will be supervised by the Clark County Department of Finance. All necessary training will be coordinated by the OOD. The County Manager may assign staff or outside resources to mediate among the parties.
- B. If the County's EEO Committee determines that a violation of this Policy has occurred, remedial action, including, if necessary, discipline commensurate with the severity of the violation shall be undertaken by staff as directed by the County Manager. After the County's EEO Committee has made a finding, the complainant may not proceed on the same facts and legal theory before any other County administrative body or officer.

XIII. RESPONSIBILITIES OF COVERED COUNTY EMPLOYEES

- A. All covered County employees who are subjected to or are witnesses to conduct in violation of this Policy are encouraged to report the conduct at the earliest possible stage in order to prevent its escalation, and allow the County to take appropriate action to remedy the offensive conduct. Covered County employees may report prohibited conduct to OOD, HR Department, his or her supervisor and/or manager, or department management.
- B. Department management, managers, or supervisors shall expeditiously as possible make a report to the OOD or the HR Department based on the type of complaint. No supervisor, manager, or department head has authority to agree not to transmit a report or to agree to a delay in transmitting a report. Failure of a supervisor, manager, or department management to discharge responsibilities under this paragraph is a violation of this Policy and may result in disciplinary action, up to and including termination.
- C. All department heads shall implement this Policy by:
 - 1. Rigorously enforcing the standards imposed by this Policy;

2. Developing and disseminating appropriate departmental procedures that communicate to covered County employees that violations of this Policy will not be tolerated and will result in disciplinary action, up to and including termination;
 3. Taking appropriate action to ensure that complaints are promptly forwarded to OOD for investigation;
 4. Imposing recommended disciplinary action, up to and including termination, when violations of this Policy are confirmed; and
 5. Ensuring that covered County employees receive periodic training regarding this Policy.
- D. Anonymous complaints containing allegations of conduct in violation of this Policy should be submitted or forwarded to the Director of the HR Department. The HR Department may investigate an anonymous complaint if specific information related to the alleged incident(s) (e.g. persons involved, description of the conduct, and place of the incident(s)) is included in the anonymous complaint.
- E. Failure of a department head to discharge responsibilities outlined in this section is a violation of this Policy and may result in disciplinary action, up to and including termination.

XIV. REPORTS TO EXTERNAL AGENCIES


- A. Covered County employees may seek external review of a harassment complaint or the County's employment practices by filing a complaint with the U.S. Equal Employment Opportunity Commission and/or the Nevada Equal Rights Commission. Certain procedural requirements and deadlines may apply. Information regarding these agencies is posted on departmental bulletin boards and is available on the Internet.

XV. TRAINING

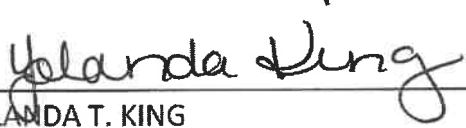
- A. The County Manager is responsible for developing a program of training to ensure the working environment is free from all acts of discrimination and harassment outlined in this Policy. The program of training will require that new covered County employees of Clark County receive training regarding this Policy within 30 days after beginning employment and that all covered County employees of Clark County receive training regarding this Policy at least once every (2) years. Newly promoted supervisors, managers, and department heads shall attend a program of training within the first 60 days of promotion.

XVI. COMPLIANCE

- A. Adherence to this Policy is mandatory. Any covered County employee who fails to comply with this Policy is subject to disciplinary action, up to and including termination.



STEVE SISOLAK, Chair
Board of County Commissioners



YOLANDA T. KING
County Manager

Adopted: April 17, 2018



DISCRIMINATION, HARASSMENT, & BULLYING AWARENESS

Presented by:
Clark County Office of Diversity

1

Objectives

- Overview of the County's Non-Discrimination, Anti-Harassment Policy & Expectations as Committee Members
 - Know that certain conduct can constitute illegal harassment
 - Discuss a professional and respectful work environment

2

Clark County's **ZERO** Tolerance Policy

Clark County is committed to a workplace free from any type of discrimination, harassment, and bullying

This is your RIGHT as a County employee under Policy and law

Who is covered under the Policy?

- All County employees (full-time; part-time; interns)
- Department Heads
- Senior County Management
- Members of the Board of County Commission
- Other Elected Officials



Adherence to this Policy is Mandatory

3



Harassment and Discrimination

4

PROTECTED STATUS

FEDERAL LAW PROTECTIONS:

- RACE
- COLOR
- RELIGION
- SEX/GENDER (includes pregnancy)
- NATIONAL ORIGIN
- AGE (40 plus)
- DISABILITY
- GENETIC INFORMATION

STATE LAW PROTECTIONS:

- SEXUAL ORIENTATION
- GENDER IDENTITY OR EXPRESSION

5

SB 327: Nevada's CROWN Act

- *CROWN stands for: Creating a Respectful and Open World for Natural Hair*
- *The new legislation expanded race protections to include "traits associated with race" including hair texture and protective hairstyles.*
- *Protective hairstyles includes but not limited to natural hairstyles, curls, afros, braids, locks, bantu knots, and twists.*
- *It is against the law to discriminate against individuals on the basis of characteristics associated with race including subjecting employees to harassment because they are donning natural or protective hairstyles!*

6

Workplace Harassment includes...

...but it is not limited to unwelcome verbal, written, or physical conduct that denigrates or shows hostility or aversion towards a person on the basis of a **protected status**.

This type of impermissible conduct may include but is not limited to: offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation; ridicule or mockery, insults or put-downs, offensive objects or pictures on the basis of a **protected status**.

7

SEXUAL HARASSMENT

Sexual harassment is defined as unwelcome sexual advances; requests for sexual favors; and other verbal, physical, and/or visual conduct of a sexual nature.

Quid Pro Quo ("this for that"):

When someone in authority:

- Offers an employment benefit, e.g., promotion and/or raise in exchange for sexual favors
- Threatens adverse action if the advances are rejected

Hostile Work Environment

- Coworker to coworker
- Supervisor to subordinate
- Outside vendor/customer to employee

Conduct that creates an environment filled with unwelcome sexual comments or conduct that a reasonable person would consider intimidating, hostile, or abusive and/or has the effect of unreasonably interfering with an employee's work.

**Harassment can occur from:
male to female -or- female to male
male to male -or- female to female**

8

Sexual Harassment can come in many forms...

Verbal



- Asking or talking about sexual history/experience/preferences
- Sexual comments or language
- Sexual innuendos; grunting sounds
- Whistling, cat calls or kissing sounds

Physical



- Unwarranted physical contact
- Touching, pinching, grabbing, poking
- Brushing up against someone
- Hugging, patting, kissing or stroking
- Neck/shoulder rubs

Nonverbal



- Looking at someone up and down (elevator eyes)
- Staring at someone's body
- Following a person
- Making facial expressions, winking, throwing kisses, licking lips

Written



- Inappropriate images of sexual nature, e.g.:
- Pictures; texts or emails
- Drawings; digital images, e.g., emojis
- Notes or writings

9

Other Workplace Harassment includes...

- Comments, ridicule or other demeaning conduct because of a "perceived or actual" **disability**
 - "You do well considering the hand you've been dealt"
- Offensive comments, epithets, jokes, slurs or gestures based on **race or color**
 - Using the "N" word, "cracker," "beaner"
- Derogatory words or conduct aimed at an individual's **nationality**, ancestry, foreign name, accent, appearance or culture
 - "You need to learn how to speak English"

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Other Workplace Harassment includes...cont.

- Demeaning comments or conduct based on a person's **age**
 - "You're old as dirt"
- Offensive comments about an individual based on non-conformance with **gender** norms/stereotypes
 - Asking women if "it's that time of the month..."
 - Telling men to "Man Up! You're too sensitive"
- Comments on a **transgender** person's identity or expression
 - Referring to a transgender as "It" or "she-male / he-she"
- Anti-gay comments or **sexual orientation** slurs
 - "He/she bats for the other team"

11

Nevada Revised Statutes

Nevada Revised Statutes track federal employment laws; however, Nevada law, unlike federal law, also prohibits discrimination in employment based on sexual orientation and gender identity or expression.

- Gender Identity refers to an individual's internal, deeply held identification as being male or female, regardless of his or her assigned sex at birth.
- Gender Expression refers to the way an individual expresses his or her identity; mannerisms, dress, grooming, and other external characteristics.

For your information:

In early 2013, the EEOC held that gender identity/expression discrimination and sexual orientation discrimination are prohibited by Title VII when the alleged discriminatory behavior includes gender stereotyping.

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Retaliation & Confidentiality

It is against County policy and the law to retaliate against people (applicants or employees) because they filed a charge of discrimination, because they complained about discrimination on the job, or because they participated in an employment discrimination proceeding (such as an investigation or lawsuit).

All complaints to (and investigations by) the Office of Diversity are kept confidential, except as mandated by law and/or necessitated by issues presented in labor administrative proceedings (grievance procedures).

13

Americans with Disabilities Act

The ADA provides employees the right to a reasonable accommodation. Each accommodation is determined on a case-by-case assessment.

Examples of reasonable accommodations may include:

- Change of work station or work equipment.
- Eliminate a non-essential job function.
- Time off for a regimen of treatment.
- Part-time or modified work schedule.



14

Section 504 of the Rehabilitation Act of 1973 and Title II of the ADA

The County receives federal funds for some of its services. As that is the case, the County is to be in compliance with **Section 504 of the Rehabilitation Act of 1973 and Title II of the ADA** by ensuring that there are no barriers for individuals with disabilities to access its programs, services and activities.

Title VI Compliance: Non-Discrimination in Programs & Services

The County is committed to administering County programs, services, and activities for the benefit of all citizens in compliance with **Title VI of the Civil Rights Act of 1964** and the County's non-discrimination policies. Title VI prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal funding.

15



Workplace Bullying

16

Workplace Harassment/Bullying is...

...not based on protected status and it's not illegal, but it can be damaging nonetheless and you can be held accountable for it. Types of Workplace Bullying include:

- **Verbal** – intimidation, personal humiliation, verbal abuse, threatening, yelling, insulting or cursing, use of condescending or demeaning language
- **Behavioral** - isolating or denying the persons presence, belittling or trivializing the persons thoughts/opinions, opposing or challenging everything the victim says
- **Non-Verbal** – messages conveyed using body language, gestures, looks and stares
- **Written Communication** - aggressive or combative tone, derogatory terms or inappropriate comments, using all CAPS (considered yelling in email etiquette), similar examples used in verbal communication
- **Third Party** - harassment that's perpetrated by a "third party" – someone from outside of the organization such as: vendor, contractor, customer, client