

ADAM HIGGINBOTHAM, MBA

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July 19, 2023

Nevada State Board of Massage Therapy
Attn: Director Anderson
1755 E. Plumb Lane, Suite 252
Reno, NV 89502

Dear Executive Director Anderson, Chairperson Barnard, and the Board Hiring Subcommittee:

I am writing to express my interest in the Executive Director position at the Nevada State Board of Massage Therapy, as posted on the Board's website. As an accomplished leader with a proven track record of driving government operations and ensuring compliance in highly regulated industries, I believe my qualifications align perfectly with the requirements outlined in the job description.

Having served in key leadership roles for over 13 years, I have developed a deep understanding of the responsibilities and challenges involved in overseeing licensing, testing, inspection, and investigative services for regulatory boards. Throughout my career, I have been dedicated to improving service delivery, streamlining processes, and leveraging technology to enhance accuracy and efficiency. By promoting collaboration through team-based operations, I have fostered an environment that encourages staff to achieve goals and objectives while ensuring the team has the necessary resources to be empowered.

As a public servant, I recognize the importance of being a liaison between all industry stakeholders. I understand the significance of facilitating effective communication and providing solutions, information, and assistance to address the needs and concerns of the Board, legislature, staff, licensees, applicants, and the public. By building strong relationships and promoting collaboration, I have successfully navigated complex regulatory environments and ensured the enforcement of occupational licensing regulations.

Throughout my career in Nevada, I have followed NRS regulations applicable to NRS 241 (Open Meeting Law), 233B (Administrative Procedures Act), 622 (General Provisions governing regulatory bodies), and 239 (Public Records Act). I have an understanding of these regulations and have implemented them effectively to ensure compliance within the organization I have served.

Moreover, I have experience supervising 20+ employees and contractors across two satellite office locations in Las Vegas and Nevada while serving as Deputy Executive Director for the State of Nevada Board of Cosmetology. This has provided me with valuable insights into managing teams, optimizing workflow, and maintaining consistency in operations across different locations.

With my finely honed leadership, decision-making, and communication skills, coupled with my technical proficiency in various software systems, I am confident in my ability to excel as the Executive Director of the Board of Massage Therapy. I am highly professional, well-organized, self-motivated, and possess strong analytical thinking.

I am excited about the opportunity to contribute my expertise and drive continuous improvements for the Board and its key stakeholders. I am eager to further discuss how my qualifications align with your organization's goals and objectives.

Sincerely,

Adam Higginbotham

Enclosure: resume

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Accomplished leader with a 13-year portfolio of success driving government operations and customer service in licensing, testing, and compliance services for beauty service industry regulatory boards and 2-years of private sector experience in compliance data and operation systems management in a highly regulated industry. Experienced motivating staff to achieve goals and objectives. Proven social entrepreneur by improving and modernizing service delivery, accuracy, concepts, and processing times using technology and promoting collaboration through team-based operations.

- **Finely honed leadership, decision-making, negotiation**, written & verbal communication, analytical, and problem-solving skills.
- **Proven ability to communicate, collaborate, and negotiate** effectively with professionals at all levels of an organization.
- **Technically proficient in:** Airtable, Zapier, Google Tables, Word, Excel, PowerPoint, TypeForm, Visme, Google Workplace Apps, many PC apps.
- **Dedicated to identifying and leveraging opportunities to drive improvements** across all areas of an operation.
- **Adept at prioritizing, multi-tasking, and allocating resources** in fast-paced work environments.
- **Skilled in hiring, leading, mentoring, training**, and motivating high-performing teams.
- **Big-picture strategist**, with solid hands-on tactical execution skills.

CORE COMPETENCIES

Operations Management | SOP Development & Oversight | Project Management | Budget Development
Regulatory Review | Process Improvements | Workflow Streamlining | Software System Functionalities
Database Management | Data Analysis | Research & Writing | Written Communications & Visual Presentations
OSHA 30 Certified | Financial Management | Legislative Procedures | Staffing & Hiring | Performance Management

PROFESSIONAL EXPERIENCE

NEVADA ORGANIC REMEDIES, Las Vegas, NV

2021-Current

Compliance Manager: Data Systems Administrator

Managed regulatory security and compliance operations data for cultivation, distribution, production, and retail operations. Interfaced with government authorities on incidents and industry-specific requests. Designed and built a security and compliance data management software system. Developed the system to collect, retain and centralize security and compliance data in accordance with state regulations. Managed the regulatory data and database systems. Researched, investigated, and reported internal incidents to government authorities. Monitored and updated system checklists and SOPs in accordance with regulatory developments and legislative changes. Reported directly to the Chief Financial Officer.

- Designed and built a security and compliance data management system improving efficiency by 1100+ hours using Airtable/Zapier.
- Oversaw security and compliance operational data and Metric system for 9 facilities; provided support to 300+ employees.
- Drafted and implemented SOPs to perform business tasks related to within the scope of regulations and guidelines for operational processes, equipment management, and compliance tasks.
- Built collaborative understanding between departments through 30+ interfaces, 425+ reports, 21+ forms, and 40+ automations.
- Oversaw compliance approval for packaging, labels, menu items, equipment items, retests, and the required approval procedures.
- Managed state, industry, city, county, and local jurisdictional licenses and equipment permits.

STATE OF NEVADA BOARD OF COSMETOLOGY, Las Vegas | Reno, NV

2014-2021

Deputy Executive Director

Supervised and led teams of 3 Managers and 16 Specialists / Inspectors in delivering efficient testing, licensing, inspection, and compliance services for the beauty service industry. Oversaw software and data collection technology, analyzed data reports, and gave presentations. Reviewed non-compliant individuals with licensing issues, oversaw social media and website content messaging,

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and ensured smooth daily office operations. Contributed to budget planning and administered budget. Managed staffing functions. Negotiated vendor & service contracts. Reported directly to the Executive Director.

- Oversaw operations of 4 service teams and 10+ project teams in providing improved and faster services to 35k+ licensed professionals and information to 100K+ annually.
- Reduced application and service processing times by as much as 80%, and designed the operational and technological structure of the agency that increased the volume of inspections and compliance reviews conducted per day.
- Oversaw application processing for testing and licensing services; reduced test-to-license completion processing times by 48 days and reduced multiple licensing service completion processing times by a range of 12-30 days.
- Implemented team-based processing management system with shared team knowledge bases to improve service response time and effectiveness; team-based processing empowered frontline staff with guidelines for operational maintenance and cross-department collaboration with shared information to increase performance.
- Managed and monitored customer service delivery for 35K+ licensed professionals through Happy-Or-Not; efforts resulted in customer service rating scores of 90% or higher since implementation in 2018.
- Outlined general processes and oversaw development of 50+ standard operating procedure guides for processes that communicated steps to deliver external and internal services.
- Led team in researching, organizing, and creating informational content that communicated health & safety suggestions in the Enhanced Sanitation Guidelines for Salons in response to COVID-19; delivered content in multiple formats and in multiple languages across multiple platforms to reopen salons within 60 days after the shut down.
- Led 2-year peer-review project with 40+ collaborators from 16 states that identified risks in common beauty services; project resulted in 3,000+ data points that identified infection, safety, and product reaction risks in common beauty services.
- Promoted health and safety information to raise consumer risk awareness in multiple channels.

STATE OF WEST VIRGINIA BOARD OF BARBERS AND COSMETOLOGISTS, Charleston, WV

2008-2014

Executive Director

Supervised and led teams of 11 Office Staff / Inspectors in delivering efficient licensing, inspection, and compliance services for the beauty service industry. Oversaw all daily agency operations, and administered budget. Reported directly to the Board of Directors.

- Transitioned application services to electronic processing to improve processing times and record-keeping.
- Oversaw application processing for testing and licensing services; reduced multiple licensing service completion processing times by a range of 12-30 days.
- Designed and implemented operational structure connecting human resources with efficient processes, shared knowledge base, decision-making framework, and technological improvements to drive efficiency and response times.
- Collaborated on ERP software design and procedures to develop an application to collect applicant and field data on applicant identity, training, licensing, employment, health & safety, and other user information; system's time efficiency increased the number of annual inspections performed by 60% and decreased the processing times by 80%.
- Collaborated in design and development of real-time inspection and compliance results on a public-facing website to display health & safety inspection reports at the conclusion of state inspection.
- Developed content and managed information services and communication of information to consumers and 15k+ licensed professionals; information services ranged from consumer health & safety, testing, licensing, inspection, and compliance, and other regulatory matters.
- Designed and collaborated with 3rd-party test developers to deliver interfaced testing experience to provide real-time test results and faster service delivery times; interface's time efficiency decreased test-to-licensing timeframe by 6 weeks.
- Developed consumer- and staff-facing website that organized and simplified applicable knowledge base for targeted end user; consumer-facing website integrated operational functions with real-time communication and information to better organize team and tasks.
- Outlined health & safety inspection processes to ensure business compliance and developed procedure guides to organize consistent inspections within state rules & regulations.
- Developed and implemented infection prevention programs to communicate health and safety best practices to licensed professionals.
- Participated in the legislative process for drafting, communicating, and implementing 20+ public policy developments.

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CHARLESTON-KANAWHA HOUSING AUTHORITY, Charleston, WV

2007-2008

Purchasing & Contract Coordinator

Coordinated with CFO on budget expenses, and managed supplies procurement for 12 public housing developments. Drafted requests for proposals and managed contracts for services and products. Managed RFP & RFQ processes, and evaluated proposals and bids. Reported to the CFO and the Executive Director. Ensured purchasing and inventory standards in compliance with federal and local regulations due to funding sources.

- Led purchasing and contract operations for \$25M+ government agency.
 - Oversaw monthly purchases of \$55,000+ and collaborated with the A/P department to ensure timely vendor payments.
 - Managed 50+ professional and service maintenance contracts and large purchases of \$10K to \$100K.
 - Developed and administered statements of work and specifications for bids and proposals for contracts.
 - Managed inventory control system and asset management for 12+ developments.
 - Tracked and reported expenditures for 12+ housing developments.
 - Negotiated financial aspects and operational standards with businesses engaging in government contracts.
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ACADEMIC BACKGROUND

Master of Business Administration | Liberty University, Virginia

Bachelor of Arts in English (Technical Writing Track) | Marshall University, West Virginia

Bachelor of Arts in Political Science (Public & Private Administration Track) | Marshall University, West Virginia

1. Describe your experience working in regulatory enforcement.

My experience working in regulatory enforcement spans over 13 years in executive leadership roles within government regulatory boards. As Deputy Executive Director at the State of Nevada Board of Cosmetology and earlier as Executive Director at the West Virginia State Board of Barbers and Cosmetologists, I led teams responsible for ensuring compliance and adherence to regulations within the beauty service industry.

In these roles, I oversaw the licensing, testing, inspection, and administrative hearing services delivered to licensed professionals. My responsibilities included collaborating, developing, and implementing standard operating procedures (SOPs) to guide staff operational processes to be utilized by the team ensuring that businesses and individuals within the industry adhered to the laws and regulations.

I collaborated closely with the staff inspectors, the Attorney General's Office and other applicable agencies to investigate complaints and disciplinary matters, ensuring that necessary actions were taken to address any violations or non-compliance. Additionally, I participated in the legislative process, providing insights and expertise to draft and implement public policy developments related to the industry.

During my tenure, I prioritized streamlining workflows and processes to improve efficiency and reduce processing times, resulting in significantly faster service delivery. Additionally, I focused on modernizing service delivery by introducing technology-driven solutions, such as implementing electronic application processing systems and real-time inspection reporting on public-facing websites.

My experience in regulatory enforcement has not only enabled me to effectively manage compliance and enforcement operations but also allowed me to build positive working relationships with professionals at all levels of the organization. I take pride in my ability to communicate effectively with stakeholders and collaborate with other agencies and jurisdictions to ensure the highest standards of regulatory compliance within the industry.

2. Describe your experience in office administration including the types of position supervised.

In my professional career, I have accumulated substantial experience in office administration, overseeing various positions to ensure smooth and efficient operations. As both Deputy Executive Director and Executive Director at the State of Nevada Board of Cosmetology and the West Virginia State Board of Barbers and Cosmetologists, respectively, I held a central role in managing the daily functions of the regulatory boards' offices.

Throughout my tenure, I supervised and led teams of Managers, Specialists, Inspectors, and Licensing Staff, totaling to 20+ individuals. These teams were responsible for delivering a range of services, including licensing, testing, inspection, investigations, and customer support to the beauty service industry professionals and consumers.

As part of my office administration responsibilities, I developed and implemented standard operating procedures (SOPs) to guide various processes, ensuring consistency and adherence to regulatory requirements. I also held a central role in budget planning and administration, effectively allocating resources to support the agency's objectives and initiatives.

Additionally, I was actively involved in the development and management of data collection technology and software systems, ensuring efficient data management and reporting capabilities. This allowed me to analyze data reports and present information to stakeholders effectively.

To streamline office operations, I implemented team-based processing management systems, creating shared knowledge bases and guidelines for operational maintenance. This collaborative approach empowered frontline staff, fostering a culture of teamwork and cross-departmental collaboration.

Furthermore, I managed customer service delivery for licensed professionals and the public, working to maintain high satisfaction ratings through proactive communication and addressing concerns promptly. I take pride in the public-facing website content that was developed to empower licensed professionals with access to relevant industry information. In addition to the detailed public-facing website, the staff was empowered to utilize an intranet that was staff-facing website that empowered the team with relevant information that enabled them to perform their job efficiently and effectively. Both the public-facing and staff-facing websites were critical to the Board's success to deliver services remotely within hours of the mandated office closures at the start of COVID-19.

In my private sector role as Compliance Manager and Data Systems Administrator at Nevada Organic Remedies, I continued to oversee office administration while specifically focusing on managing compliance and regulatory security operations data. I designed and built a data management software system to centralize security, operational, and compliance data, ensuring adherence to state regulations and facilitating interactions with government authorities.

Overall, my extensive experience in office administration and supervising various positions has equipped me with the skills to manage teams, streamline processes, and enhance service delivery across multiple facets of regulatory operations.

3. Describe your experience working with legislators or government officials.

Throughout my career, I have had significant experience working closely with legislators and government officials, both in West Virginia and Nevada. This involvement allowed me to play a crucial role in passing major reform and participating in the legislative process to bring modernization to outdated regulatory codes.

In West Virginia, during my tenure as Executive Director of the West Virginia State Board of Barbers and Cosmetologists, I led a comprehensive effort to modernize the regulatory code that was originally

written in 1934. Under the legislature's government organization committee, I worked closely with legislators to advocate for the revision of the code to reflect contemporary industry standards and best practices.

The modernization process involved a complete redraft of the regulatory code from scratch. To facilitate this, the legislative rules needed to be updated to align with the new code. Throughout 2009 to 2014, more than 20 pieces of legislation were passed, reflecting the revised regulatory framework. My engagement with legislators was instrumental in effectively communicating the rationale behind the reform, and I provided valuable insights to support the legislative drafting process.

In Nevada, as Deputy Executive Director of the State of Nevada Board of Cosmetology, I actively participated in the preparation and review of draft language for the agency. My role involved collaborating with stakeholders to ensure the language of proposed legislation accurately reflected the agency's goals and objectives. By actively participating in public meetings and workshops, I contributed to the development of legislation that was responsive to the needs and concerns of the public and industry stakeholders alike.

Overall, my experience in working with legislators and government officials in both West Virginia and Nevada has been instrumental in driving regulatory reforms and ensuring that the legislation reflects the agency's mission and vision effectively. My ability to communicate effectively and provide valuable insights has been vital in bringing about positive change in regulatory frameworks.

4. Describe your experience participating in public meetings and following open meeting law.

Throughout my 13-year career, I have extensive experience in participating in public meetings, adhering to open meeting laws, and ensuring transparency and compliance with all relevant regulations. As both Deputy Executive Director and Executive Director of regulatory boards in Nevada and West Virginia, I played a central role in preparing, organizing, presenting, and communicating materials at regular and emergency board meetings, legislative presentations, administrative hearings, and rule-making workshops.

In Nevada, I worked closely with the team at the State of Nevada Board of Cosmetology, actively participating in public meetings governed by NRS 241, which outlines the state's open meeting law. Adherence to this law is essential to ensure that government proceedings are conducted transparently, allowing public access and involvement in decision-making processes. I spoke on behalf of the office staff regarding denied licensing applications and presented at both board meetings and legislative subcommittee meetings.

As part of my responsibilities, I meticulously prepared and organized public meetings, ensuring that all required documentation and materials were readily available to board members and the public. This included providing advance notice of the meetings, publishing agendas in compliance with open meeting law requirements, and making relevant documents accessible to stakeholders.

During these public meetings, I regularly presented information to board members and attendees, providing updates on various regulatory matters, discussing proposed changes to rules and regulations, and seeking input from stakeholders. In addition to regular meetings, I also gained experience in conducting emergency board meetings when urgent matters required immediate attention. Adhering to the open meeting law, I ensured that such emergency meetings were called and conducted in accordance with the specified guidelines. The same experience applies to administrative hearings before the Board regarding any disciplinary actions.

Rule-making workshops were also within my purview, where I collaborated with stakeholders and government officials to draft, review, and finalize proposed changes to regulations. I ensured that these workshops were conducted with transparency, providing the public with opportunities to participate, comment, and contribute to the rule-making process.

5. Describe your experience developing and administering a budget.

Over the course of my 13-year career, I have amassed extensive experience in developing and administering budgets for government regulatory agencies. Notably, during my time as Executive Director of the West Virginia State Board of Barbers and Cosmetologists, I had a transformative impact on the agency's financial standing.

When I assumed the director position, the agency faced significant financial challenges, operating in a struggling financial state. To overcome this obstacle, I employed a strategic approach that involved innovative technology solutions, legislative changes, and improved budgeting controls.

First and foremost, I leveraged innovative technology to streamline processes and optimize financial management. By implementing modern operating software and financial systems, we were able to enhance accuracy and efficiency in our operations and reporting capabilities to the Board. This technology also facilitated better processing times and reduced clerical sundry expenses.

In tandem with technology-driven improvements, I actively engaged with legislators to advocate for a schedule of fee change in licenses that would enable the agency to overcome financial hurdles and achieve stability. Through collaborative efforts, we successfully secured legislative support for initiatives that aligned with the agency's financial goals.

To improve budgeting controls, I instituted financial oversight and accountability measures. This included prudent resource allocation to maximize fiscal resources.

The results of these efforts were remarkable. Under my leadership, the agency experienced a remarkable turnaround, witnessing a significant increase in financial stability. End-of-year revenue carryover surged from 5K to an impressive 35K, an accomplishment that reflected the effectiveness of our budgeting strategies.

Additionally, during my tenure, the West Virginia State Board of Barbers and Cosmetologists transitioned from being under a state division to becoming a standalone board. This transition demanded meticulous budget planning and financial management, which I successfully executed to ensure a smooth and financially sound transition.

Overall, my experience in developing and administering budgets has been marked by innovative solutions, legislative advocacy, and a keen focus on achieving financial stability. Through strategic planning, careful budgeting controls, and collaborative efforts, I have demonstrated the capacity to drive significant financial improvements and lead regulatory agencies to prosperous financial standing.

6. Describe any experience you may have with human trafficking and/or dealing with sexual assault victims.

During my career in the beauty service industry regulatory boards, I have encountered instances of human trafficking and suspected human trafficking, both in the form of sexual and labor trafficking. My experience in dealing with these sensitive and challenging issues has been focused on identifying potential victims and taking appropriate actions to address the problem appropriately.

In 2010, while the Executive Director of the West Virginia State Board of Barbers and Cosmetologists, I organized a multi-agency human trafficking training session provided by a national awareness organization from Washington, DC. The training sessions were attended by legislators, local law enforcement, West Virginia State Police, and the West Virginia State Board of Massage Therapy. The training session was the first introduction into human trafficking and the realization that the criminal activity is occurring in the United States, even in West Virginia.

During a national barbering and cosmetology board conference in Las Vegas in 2013, while I was still serving as the Executive Director of the West Virginia State Board of Barbers and Cosmetologists, I presented on the importance of recognizing potential human trafficking victims or criminal network activity among license applicants through suspicious documents and supplemental information provided in a submitted license application. I emphasized the significance of collecting, organizing, and analyzing information and documents submitted by applicants, as certain commonalities may serve as red flags for trafficking or a criminal network. Such indicators, to name a few, could include shared school names, notaries, email addresses, credit cards, writing styles, and documentation presentation. By identifying these similarities, we could address and flag the individual's information to be sent to the appropriate government authorities.

In my role as a leader at the State of Nevada Board of Cosmetology, I encountered cases where businesses were masquerading as legitimate skin care establishments but were, in reality, engaging in illegal practices to bypass local regulations enforced on massage establishments. To address this issue effectively, we collaborated with the Las Vegas Metropolitan Police Department and their undercover

investigations lead to enough information for the Board to fine and revoke multiple establishments and deny the establishment owners from participating in the industry for a decade.

Handling cases related to human trafficking and sexual assault requires sensitivity, empathy, and a commitment to ensuring justice for victims. Throughout my career, I have placed a strong emphasis on understanding the signs of trafficking and victimization, and I have worked collaboratively with law enforcement agencies, non-governmental organizations, and other stakeholders to tackle these serious issues effectively.