

# ELISABETH "LIZ" BARNARD

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August 6, 2023

Nevada State Board of Massage Therapy  
1755 E. Plumb Ln., Suite 252  
Reno, NV 89502

Dear Board Members:

It is with regret that I learned of the search for a new Executive Director for the Nevada State Board of Massage Therapy. Finding a replacement for the current Executive Director is an enormous task. As an accomplished operations leader offering extensive experience overseeing operations, budgets, employee relations, and program management, I am confident that I would be the best choice to ensure a smooth transition while continuing to focus on the issues currently at hand for the board.

My role as Administrative Specialist with the Winnemucca Convention & Visitors Authority illustrates the level of effectiveness that I would bring to this position. Leveraging strong business insights and industry experience, I have been able to serve as the organization's second highest-ranking leader, reporting to the Director. In this position, I lead staff, financial reporting and records management, and program management while contributing to the administration of a \$3MM budget. While serving on the Nevada State Board of Massage Therapy, I have had a strong voice in ensuring that the board can tackle the misuse and abuses we see of the massage industry while not overburdening the average therapist.

In addition to my leadership position with the Nevada State Board of Massage Therapy, I happily serve on committees for the Federation of State Massage Therapy Boards. I am also an accomplished licensed massage therapist and business owner. This demonstrated record of success provides me with the foundation of skill that would enable me to contribute immediately to the board. I would welcome the opportunity to discuss the unique requirements of the position and thank you for reviewing this letter and the accompanying material.

Sincerely,



Elisabeth "Liz" Barnard

Encl.: Resume

Answers to Additional Requirements Questions

Letter of appreciation from Executive Director, Federation of State Massage Therapy Boards

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## EXPERIENCED CANDIDATE FOR EXECUTIVE DIRECTOR

- Accomplished and results-driven candidate with expertise in building and leading effective approaches to meet business goals, delivering results in management roles overseeing operations, budgets, employee relations, program management, and Human Resources.
- Actively seeking to advance to a leadership role as an Executive Director. Currently serves as a Board Member and Chair of the Nevada State Board of Massage Therapy, and as a committee member on the Exam Policy and Finance Committees of the Federation of State Massage Therapy Boards.
- A demonstrated record of success establishing relationships and motivating teams to produce consistent results in a series of leadership positions with the Nevada State Board of Massage Therapy, the Federation of State Massage Therapy Boards, the Winnemucca Convention & Visitors Authority, as a licensed massage therapist and business owner, and with other organizations.

## STRENGTHS

- *Seasoned Operations and Strategic Leadership*
- *Driving Success in Professional Associations*
- *Trusted Advisor to Leadership*
- *Managing Multimillion Dollar Budgets*
- *Extensive Experience in the Massage Therapy Industry*
- *Builds and Leads Strong Teams*
- *Experienced in Project Management*
- *Improving Efficiency and Productivity*

## PROFESSIONAL AFFILIATIONS

### ***Committee Member, Federation of State Massage Therapy Boards***

*Serves on the Exam Policy and Finance Committees of this organization that administers a psychometrically valid entry level exam that member boards can rely on to have applicants demonstrate their competency to enter the profession.*

### ***Organizing Secretary, NSDAR Winnemucca Chapter***

## PROFESSIONAL EXPERIENCE

### **2021 to Present • WINNEMUCCA CONVENTION & VISITORS AUTHORITY | WINNEMUCCA, NV**

*The Winnemucca Convention & Visitors Authority sponsors numerous special events throughout the Humboldt County community, and provides information to visitors on events, activities, accommodations, and dining.*

### **ADMINISTRATIVE SPECIALIST**

Leads vision, strategy, and execution for business operations, with a scope of accountability that includes Human Resources, financial reporting and records management, and program management. Serves as the organization's second highest-ranking leader, reporting to the Director. Works with the Director to administer a \$3MM budget, overseeing banking, invoicing, payroll, and the administration of RFPs for public works projects. Contributes to the recruiting, screening, hiring, and training of staff members, managing all employee relations.

- *Credited with modernizing processes to capture gains in efficiency and productivity. Applied the use of QuickBooks Online to reduce the time required to manage event deposits by 50%, and implemented the EventPro venue management software application for contact management, event scheduling, and event billing.*

- *Entrusted with the management of the room tax program, which comprises the WCVA's primary source of revenue, maintaining compliance with all county and municipal codes while safeguarding financial and confidential information.*
- *Develops and posts the agenda for monthly board meetings in accordance with the Nevada Open Meeting Law. Schedules meeting venues both in person and online and serves as the online meeting host.*

**2011 to Present • WINNEMUCCA WELLNESS CENTER | WINNEMUCCA, NV**

### **OWNER AND LICENSED MASSAGE THERAPIST**

Pioneered the launch, growth, and ongoing leadership of the business dedicated to massage therapy and body work. Directs all facets of company operations, including business development, customer service, IT, facilities maintenance, and marketing to bolster the visibility of the portfolio of services.

- *Engages with government agencies to ensure compliance with all licensing and inspection requirements.*
- *NVMT. #4810*

**2020 to 2021 • RUBICON MECHANICAL LLC | WINNEMUCCA, NV**

*Rubicon Mechanical provides services and repairs for heavy equipment.*

### **PROJECT INTEGRATION MANAGEMENT PROFESSIONAL**

Orchestrated service and repair projects for heavy equipment, scheduling and leading a team of six service technicians while adding subcontractors as needed to meet the requirements of specific jobs. Conducted monthly vehicle inspections of trucks.

- *Served as the architect of an in-house inspection program in compliance with state and federal regulatory requirements, including those promulgated by the Department of Transportation.*

**2019 to 2020 • STATE OF NEVADA / DHHS-DPBH – ENVIRONMENTAL HEALTH SECTION | WINNEMUCCA, NV**

*The Environmental Health Section is responsible for safeguarding life and promoting the health of Nevada residents and visitors by preventing avoidable death and disease.*

### **ENVIRONMENTAL HEALTH SPECIALIST II**

Led responses to complaints of food-borne illness, unsanitary conditions of establishments, and other concerns while reviewing and approving permit applications. Led inspections to ensure accountability, traceability, and regulatory compliance with statutes and administrative codes.

- *Administered the out of state bottled water program. Within six months of hire, assigned to lead the state's Bottled Water program. Documented processes within the Bottled Water program and developed a formal playbook while achieving 100% renewal for program participants.*

### **EARLY CAREER**

*Horse Trainer & Riding Instructor, Revelation Performance Horses*

### **EDUCATION & CREDENTIALS**

**COLORADO STATE UNIVERSITY**

**BACHELOR OF SCIENCE DEGREE IN EQUINE SCIENCE**

**EVEREST COLLEGE**

**DIPLOMA IN MASSAGE THERAPY**

# ELISABETH "LIZ" BARNARD

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## Additional Requirement Questions from Recruitment

### 1. Describe your experience working in regulatory enforcement.

- During my tenure as an Environmental Health Specialist with the State of Nevada's DHHS – DPBH – EHS (EHS), I enforced regulations related to sanitation, water controls, food establishments, and public accommodations under Nevada Revised Statutes Chapters 444, 445A, 446, and 447. My responsibilities covered inspections, complaint investigations, and reviewing establishment applications in two counties and the statewide bottled water program. The establishments ranged from food establishments of all types to schools, prisons, RV parks, hotels, motels, and swimming pools.
- Additionally, I participated in rulemaking and disciplinary actions as a member of the Nevada State Board of Massage Therapy (NSBMT).
- As the person currently responsible for administering the Humboldt County Transient Accommodation Tax Program with the Winnemucca Convention & Visitors Authority (WCVA), I ensure that all payments are received on time or that proper penalties are enforced for the property. Additionally, I process all refund requests, ensuring that the qualifications set forth in local regulations are met.

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

- In addition to being the sole proprietor and sole administrator of two businesses, I am also the Administrative Specialist for the WCVA. In those roles, I'm often a Jack of all trades, covering everything from basic financial management, accounting, and office organization to developing IT solutions and selecting and implementing a database for client bookings or event management. As the Administrative Specialist compiling all financial records for each annual audit is also my responsibility.
- With the WCVA, I have participated in three committees to hire new staff. Training of the most recent hire was assigned to me.
- Also with the WCVA, I have been tasked with several long-term projects, first was finding and implementing a database to use for event management, another was to collaborate with staff from a sister agency to revamp the program used to make reservations at the Winnemucca Events Complex, finally, with my help the WCVA is making strides towards some much needed IT updates.
- At the WCVA, I track payments for all contracts, ensuring that the work or product is delivered prior to payment, both for Public Works Projects and other projects.
- While at Rubicon Mechanical, I functioned in a human resource role, developing policies for discipline and reimbursement. For the WCVA, I process all my coworkers' timesheets and submit them to payroll, tracking leave balances and accruals, and overtime calculations.
- Supervisory
  - At Rubicon Mechanical, I supervised up to seven service technicians, both employees and contractors, helping to ensure that they were in compliance with all oversight agencies (MSHA and OSHA) as well as on task and completing their assigned job to the satisfaction of the customer.
  - With Revelation Performance Horses, I had clients that would offer help and paid employees to whom I gave clear directions to complete jobs and provide suggestions to improve efficiency.
  - As the Chair of the NSBMT, I serve as the immediate supervisor of the Executive Director.

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

- As Chair, I led the NSBMT in putting forward legislation to join the Interstate Massage Compact. For SB270, I provided testimony in person and by phone.
- The last two legislative sessions, I tracked bills relevant to the board and those of personal interest through NELIS.
- I actively engage with politicians, including being on first-name terms with the Senator and Assemblywoman representing the area I live in at the State.
- Currently, I collaborate with the County Treasurer and Comptroller regarding deposits and refunds for facility rentals. I have also collaborated with City and County Clerk about business licensing at DPBH-EHS and WCVA.
- Attending Federation of Associated Regulatory Board (FARB) forums, serving on FSMTB committees, and other opportunities to engage with regulators from other states, I have had the pleasure of participating in discussions covering many aspects of the regulatory arena. My favorite talks in those experiences were about exams and ethics.

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

Serving on the Grass Valley Advisory Board in 2013 gave me my first experience with Nevada Open Meeting Law (OML). Since then, as a member of the NSBMT, I have followed OML during meetings and ensured that all communication with other Board Members outside of meetings did not put me, the board, or other board members in jeopardy of violating OML.

As the Administrative Specialist for the WCVA, critical parts of my job are:

- Posting the monthly meeting agenda in adherence with all OML requirements.
- Staying current with changes in the requirements of OML.
- Compiling the minutes, presenting them to the board for approval, and posting them after approval.
- Scheduling the meetings at both a physical location and the online option.
- Facilitating the online portal for the meetings.
- Ensuring that everyone trying to join the meeting online is admitted.
- Recording the meeting and downloading/backing up that recording.

I have attended the Open Meeting Law training provided by the Attorney General's Office and through the Nevada Public Officials Orientation & Symposium.

5. *Describe your experience developing and administering a budget.*

With my businesses and my personal life, I utilize simple budgets to ensure I am achieving income goals and that expenditures are not exceeding income. My budgets are also used to provide information on where expenditures need to be tightened up.

- With Winnemucca Wellness Center – I used the budget to decide when it was appropriate to move to a bigger space, and also to determine when it was right to downsize.
- For Revelation Performance Horses – the budget was utilized to find where hiring help allowed me to focus on more financially rewarding aspects of the business.
- As the Secretary/Treasurer of the NSBMT, I assisted the Executive Director with developing the approximately \$1MM budget, and ensured the board was aware of whether revenue and expenses were on track.
- The WCVA has a \$3MM+ budget. In addition to tracking revenue, particularly from the room tax program, to see that the income expectations are being met, I run reports for event

budgets to reflect income and expenses, delivering to the Director where expenses or revenue compared to prior years. I also compile a list of cooperative funding expenditures for the WCVA to track the amounts approved to help with tourism. For each month's WCVA Board meeting, I compile a statement of estimated funds that reports revenue to date and expenditures versus budgeted expenses for the year.

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

- In my role as a board member for the Nevada State Board of Massage Therapy (NSBMT) and through my involvement in the massage industry, I have developed a keen awareness of the concerning prevalence of human trafficking and sexual assault within the massage profession. As a board member I rarely have direct encounters with human trafficking, only occasionally seeing the impact of board actions on therapists working at Illicit Massage Businesses. The Federation of State Massage Therapy Boards has several excellent resources available to all, the [Human Trafficking Task Force Report](#) and [A Toolkit for Identifying Human Trafficking and Fraud in Higher Education](#). In late 2017, I was all but brand new to the board when the Human Trafficking Task Force Report was released, and I appreciated how it helped shed light on issues of concern in the massage industry that I was just becoming exposed to. However, the most concerning part of its release was that some organizations failed to embrace it. That failure further delayed acknowledgment of the genuine problem human trafficking presents to both the public and the legitimate massage therapists in the industry. The ongoing presence human trafficking in the massage industry, through Illicit Massage Businesses, undermines the credibility of legitimate massage therapists and their businesses. It further conflates the idea of massage with sex for portions of the public, contributing to a rise in sexual assault in the treatment room. A Toolkit for Identifying Human Trafficking and Fraud in Higher Education, for me, highlights the importance of informed board staff and the role the Executive Director has in helping the board prevent further abuse of the rules and regulations.
- As a massage therapist of fourteen years, I've learned that disclosure of sexual assault, or other trauma, is often withheld out of fear, shame, guilt, or a myriad of other emotions layered upon each other. The ability to hold space, without judgement, while seemingly simple, can have a strong impact and allows these survivors to work on processing their trauma. This approach fosters healing and empowerment, as survivors regain a sense of control over their lives and experiences.



**FSMTB**  
FEDERATION OF STATE  
MASSAGE THERAPY BOARDS

June 16, 2023

TO WHOM IT MAY CONCERN:

*RE: Elisabeth Barnard*

I write on behalf of the Federation of State Massage Therapy Boards and wish to convey our appreciation for the contributions in the national regulatory arena of Elisabeth Barnard, Chair of the Nevada State Board of Massage Therapy.

Ms. Barnard is held in high regard by her peers on a national level. She was selected by state regulatory representatives from across the United States, to serve in multiple volunteer capacities, as a member of the policy committee for the national licensing examination, and as a subject matter expert on the standard setting committee, and the organizational policy and finance committees. In all of these roles, Ms. Barnard brings honesty, integrity, purpose and passion to the process. She takes her responsibilities seriously and her collaborative approach to informed decision making is enormously beneficial to ensure a broad spectrum of representation and input.

The role of the Federation is to support the 50 massage regulatory boards and agencies in their work to ensure that the practice of massage therapy is provided to the public safely and competently, always in the interest of the public protection mission and regulatory mandate. As a valued volunteer in helping us fulfill our obligations, Ms. Barnard is a champion for fairness and accountability and her competence is matched only by her humility. Her role in creating oversight, fiscal responsibility, and ensuring that massage therapists are appropriately trained and following defined standards, is really a testament to her leadership skills as well as her commitment to personal and professional growth. We are very grateful for her many impactful contributions.

Thank you for the opportunity to bring this information to your attention. Should you have any questions about any of the information above, please feel free to contact me by phone at 913.681.0380 or by email at [dpersinger@fsmtb.org](mailto:dpersinger@fsmtb.org).

Sincerely,

A handwritten signature in black ink, appearing to read 'Debra A. Persinger', written in a cursive style.

Debra A. Persinger, PhD, CAE  
Executive Director