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"Growing
Business
in Nevada"

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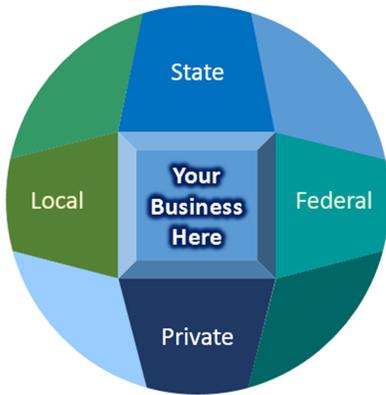
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New Tool Provides Visual Reference of Nevada's Robust Business Support Ecosystem

Are you interested in doing business in Nevada? Do you know anyone from out-of-state who is thinking about relocating their business here? If so, you (and they) may wonder what types of business support resources are available.

To answer this question, the Department of Business and Industry recently developed a visual chart highlighting Nevada's business support resources. The *Nevada Business Support Ecosystem* chart provides an overview of the state's business support ecosystem, including resources available from the private sector and local, state and federal government.

Designed to orient readers quickly, the one-page document uses color coding and a simplified layout to communicate the many services and resource partners available to those who choose to do or conduct business in our state. The chart is intended to complement the Department's *Guide to Starting and Growing a Business in Nevada*. Whereas the Guide offers more detailed information for those interested in starting or growing a business in the state, the chart provides a high-level view for those interested in doing business here.

The *Nevada Business Support Ecosystem* chart is a handy tool for those who want to understand more about Nevada's robust business support environment. A copy of the chart (without active links) has been included on the back cover. To view the chart with interactive links, please follow the instructions below to view or download the PDF document.

Downloading the Nevada Business Support Ecosystem chart:

Go to business.nv.gov and click on "Resource Center" in the navigation bar near the top of the screen. On the resulting dropdown menu, find and click on "Business Support Ecosystem." You will be taken to the webpage where the chart is displayed. To download the interactive PDF, click the chart image or the link at the end of the webpage text. Save the document and open it on an internet connected device, then click on any of the listed entities to be taken to their respective websites.

What is ecosystem mapping?

Ecosystem mapping is a visualization tool for understanding a complex system. As typically applied, it can identify, explain, and rationalize relationships within a system, revealing insights and opportunities for improvement. The complex system can be anything large-scale involving multiple variables, functions and parties (players, work units, locations, organizations, etc.).

Business ecosystem mapping can be a great organizational development and communication tool. Mapping can take on the quality of brainstorming with mappers exploring the whole and assessing whether certain facts and relationships make sense; this is where insights can occur and opportunities for improvement found. And once the complexity of a system is captured visually, you can often discover ways to simplify its description – as shown with the Nevada Business Support Ecosystem chart.



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Governor Sisolak Appoints Michael Brown as Department of Business and Industry Director

Michael Brown has been named director of the Department of Business and Industry in Nevada Governor-elect Steve Sisolak's administration. Brown recently retired from his position as president of Barrick U.S.A., the American subsidiary of the world's largest gold mining company.

"Michael Brown knows Nevada and understands better than anyone what goes into the development and growth of our economy," said Governor Sisolak. "With Michael's successful business background and his decades of work in government and the community, I'm excited to have him at the helm of [the] Department of Business and Industry."

Brown began his 24-year career at Barrick Gold Corp. in 1994 as vice president of U.S. public affairs before being named president in 2016. Prior to that, Brown served for eight years at the U.S. Department of Treasury during the Reagan administration, followed by six years as vice president of government affairs at the Gold Institute in Washington, D.C. Brown was later appointed by U.S. Senator Harry Reid to serve on the U.S. Mint's Citizens Coinage Advisory Committee. He also spent three years on the staff of the Ohio House of Representatives.



Brown has served on numerous business and philanthropic boards and committees, and was the founder of the Nevada Corporate Giving Council, a group dedicated to improving the practice of corporate philanthropy in Nevada. He has also served on the board and executive committee of the National Mining Association and is a past chairman of the Nevada Mining Association. In 2017, Brown served on the Nevada legislature's Interim Study Committee on Community Colleges.

He currently serves as a board member on the Council for a Better Nevada, Clark County Public Education Foundation, and the Nevada Ballet Theater.

Workplace Injury and Illness Summary Posting Deadline Nears

Under OSHA's recordkeeping regulation, certain covered employers are required to prepare and maintain records of serious occupational injuries and illnesses using the OSHA 300 Log. This information is important for employers, workers and OSHA in evaluating the safety of a workplace, understanding industry hazards, and implementing worker protections to reduce and eliminate hazards. Employers who are required to keep OSHA injury and illness records must complete and post their OSHA 300A Annual Summary form for each of their establishments with data from the OSHA 300 Log. The Summary Form must be posted from February 1 through April 30, 2019.

In order to complete and post the OSHA 300A, the employer must first review the entries made on their OSHA 300 Log during the course of 2018. A company executive must sign the summary, certifying that he or she has examined both the OSHA 300 Log and the OSHA 300A and that he/she believes, based on knowledge of the process by which the information was recorded, the annual summary is correct and complete.

According to OSHA's injury and illness recordkeeping standard (29 CFR 1904.32(b)(4)), a company executive who certifies must be one of the following:

- An owner of the company (only if the company is a sole proprietorship or partnership);
- An officer of the corporation;
- The highest ranking company official working at the establishment; or
- The immediate supervisor of the highest ranking company official working at the establishment.

The employer must post a copy of the annual summary in each of its establishments in a conspicuous place or places where notices to employees are customarily posted.

To view a list of business classifications that are exempt from this recordkeeping requirement, please visit <https://www.osha.gov/recordkeeping2014/records.html>.

For questions about this topic or other topics related to occupational safety, visit the Division of Industrial Relations Safety Consultation and Training Section (SCATS) website — www.4safenv.state.nv.us—or call 1-877-472-3368.

The Future of the Southern Nevada Workforce

By Jeannie Kuennen, Workforce Connections Program Manager

Due to rapidly advancing automation and artificial intelligence (AI), jobs are either changing or could be eliminated from the workforce. Autonomous vehicles, kiosks in fast food restaurants and robot bartenders are just some examples of technology replacing people who worked in these positions. Even as these technologies increase productivity, their use will substitute for some work previously performed by people, which has triggered much debate.

Workforce Connections, Southern Nevada's Workforce Development Board, recently hosted discussion panels facilitated by the National Association of Workforce Boards (NAWB) regarding how AI in the workforce will affect the job market in Southern Nevada. Las Vegas was chosen as one of four sites across the country because automation and AI could significantly affect jobs in the hospitality sector. Technological changes in the hospitality industry have been taking place over the last several years. Gaming machines have been modified and now print tickets for cash winnings. Instead of going to a casino cage cashier, you now put your ticket into a kiosk, which automatically disperses your cash winnings. Long gone are the sounds of coins dropping into buckets on the casino floor. The Vdara Hotel and Spa recently deployed Fetch and Jett, a pair of relay robots that deliver snacks and other items to hotel rooms. Planet Hollywood has the Tippy Robot that serves drinks to guests. Several other hotels have also deployed kiosks to connect guests with various activities instead of an employee at a concierge desk.

In considering the possible threat advancing automation and AI may pose for hospitality jobs, a 2017 McKinsey Global Institute report concluded that while 60 percent of occupations had significant activities that could be automated, demand for labor could potentially grow due to increases in productivity and technological progress. The report suggests that three to 14 percent of the global workforce may need to switch jobs due to automation, so job upskilling will be essential to helping workers survive this transition.

Workforce Connections is exploring partnership possibilities with employers to prevent mass layoffs for positions affected by AI. Some of these possibilities include incumbent worker training for employees who are in danger of layoffs by retraining them for new positions, and offering employees vocational trainings with a career pathway strategy which will promote upward mobility for current employees. Automation and AI is happening at a rapid pace, and Workforce Connections is committed to ensuring that the workforce is prepared for these changes.

To learn more about Workforce Connections and its programs, please visit <https://nvworkforceconnections.org>.



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Q: What is certification?

A: Diverse business certification is a tool designed for small, women and minority-owned firms to create a level playing field, get you a seat at the table, and connect you to resources that will help grow your business.

The qualifying criteria that must be met is that the diverse business owner have at least 51 percent ownership, full governing control and manage the day-to-day operations.

Q: How can certification help me grow my business?

A: Certification is a great business development and growth tool designed for small, diverse business owners. Our recommendation for the best success and growth is to utilize a third-party agency for your certification.

Q: Should I use a third-party?

A: Having that gold-seal of approval and verification is important to the corporations that are looking to do business with you. They know the process and it provides a level of confidence that you are who you say you are. For some organizations, third-party certification is required to participate in their supplier diversity program.

Additionally, third-party certification agencies provide access to resources, supportive services, mentoring and connections made to suppliers and procurements agents. This tool provides opportunity for development & growth for small, diverse business owners.

There are multiple third-party agencies to choose from. We encourage you to make sure you are obtaining the certification that is the BEST fit for you and your business. If you're not for sure how to make that determination, ask an expert or certification specialist. It will save you time, money and resources.

There is so much to share on this subject, this is just a snippet of information. We are here to provide a roadmap to certification success, here are a few traveling tips for your journey:

- Get Educated
- Be Prepared; "Success is when preparation meets opportunity."
- Build Relationships Before You Need Them
- Be Consistent
- You Get Out What You Put In

Have a question for one of our guest experts?
Email cfoley@business.nv.gov.



Is it true that the Nevada Procurement Technical Assistance Center (PTAC), Procurement Outreach Program, a free resource for Nevada organizations, including small businesses, helped its customers earn about \$40 million in government contracts and subcontracts back in 2016? Is it also correct that the Nevada PTAC helped its clients earn about \$371.7 million in government contracts and subcontracts for the program year ending July 31, 2018?

The answer to both questions is yes! The PTAC team responsible for the dynamic scale-up is comprised of: Director Joan C. Rueben, NCMA Fellow, Deputy Director Juan Manzano, and Government Contracts Advisors Phil Gallaspie, Nate Jackson, Maggie Neidigh, John Rice and Steve Yates.

PTAC, which is part of the Nevada Governor's Office of Economic Development (GOED), provides free procurement technical assistance to established Nevada businesses and other organizations, in their pursuit of local, state, and federal government contracting and subcontracting opportunities.

Procurement technical assistance entails the following services: one-on-one counseling, an e-newsletter, educational workshops and webinars, networking and matchmaker events, constructive feedback on capability statements, bid-matching services, certification and registration system walkthroughs, assistance with getting on the federal government's General Services Administration schedule, solicitation assistance, proposal reviews, and help with contract execution matters.

As a no-cost resource to Nevada organizations, the Nevada PTAC, funded in part through a cooperative agreement with the U.S. Department of Defense's Defense Logistics Agency, helps to increase the flow of local, state, and federal government contract dollars to

Nevada organizations, in any county, to facilitate job creation, job retention, and business expansion in Nevada's continually growing diversified economy.

By increasing the number of Nevada organizations capable of doing business with the government, the Nevada PTAC is helping to foster competition and reduce the cost of acquisitions for government agencies, which is beneficial to the American taxpayer. The Nevada PTAC invites interested parties to view its website. A "Client Questionnaire Form" must be completed to be considered to receive free services.

Appointments are available at PTAC's offices in Las Vegas, Carson City and Fallon. In addition, our staff is available for Monday appointments at the Henderson Business Resource Center.



"The Nevada PTAC team has the depth and breadth of experience to help our clients navigate a complicated contracting arena. Though government contracting may not be for everyone, we have countless customers who've found business success in the public sector with the PTAC's help. It's a privilege to serve alongside passionate public servants here at GOED who want to see our State continuously thrive and sustain itself."

- Joan Rueben

Contact Nevada PTAC



Las Vegas office: (702) 486-3514
Carson City office: (775) 687-9921
Fallon office: (775) 423-2212
Email: procurement@diversifynevada.com
Website: <http://www.diversifynevada.com/programs/procurement-assistance-outreach/>

Nevada PTAC Client Success: MYS

MYS is a woman- and minority-owned professional services organization that seeks strategic partnerships to acquire and succeed with large scopes of work. MYS staff members are highly involved in local diversity initiatives and hold volunteer positions with the Commission for Minority Affairs, the Women's Business Enterprise Council West (WBEC-West), the Western Regional Minority Supplier Development Council (WRMSDC), and the Las Vegas Urban Chamber of Commerce.

MYS owners, Myisha Williams (President) and Laura Silva (Visual Communication Manager), have been able to successfully double revenues annually since MYS's inception with the help of community resources like the Nevada PTAC. One of the first strategic steps MYS implemented was to go after local certifications. After completing the Nevada Local Emerging Small Business (or ESB) certification application in early 2016, MYS approached the PTAC for further education in securing government contracts.

MYS says, "The Nevada PTAC assisted us through our complete journey in public contracting. This includes assisting us in crafting our first capability statement, providing us with a daily customized list of procurement opportunities that match our services, assisting us with completion of our [federal government certification] 8(a) application, and finally in helping us to prioritize our federal targets after we received our certification this past year."



Myisha Williams and Lauren Silva

Nevada Offers Recovery-Friendly Workplace Designation

State health experts invite all Nevada businesses to join them in supporting residents who are overcoming substance addiction by applying for “Recovery-Friendly Workplace” status.

This designation was created by the Nevada Department of Health and Human Services (DHHS) with the goal of tackling an important aspect of the stigma faced by people recovering from addiction to alcohol and drugs. Through this program, businesses large and small can tell current and potential employees that they have policies and training in place to support recovery and create a culture of acceptance. Workplace security removes a stressor that can lead to relapse, so we urge employers to go online to recoveryfriendlyworkplace.nv.gov to learn how to achieve this designation.



In 2017, in response to the opioid epidemic in Nevada, the Legislature passed (and Governor Sandoval signed) Assembly Bill 474, a new law that established a higher standard of care for doctors who prescribe opioids and other controlled substances for pain management. This new standard is working, as there was a 31% decrease in the state’s opioid prescription rate in the first four months of 2018. The Recovery-Friendly Workplace program is the newest aspect of this ongoing effort in our state.

Adopting a Recovery-Friendly Workplace culture also can help a business avoid becoming part of some painful and costly statistics:

- Workers with alcohol problems were 2.7 times more likely than workers without drinking problems to have injury-related absences.
- A hospital emergency department study showed that 35 percent of patients with an occupational injury were at-risk drinkers.
- Breathalyzer tests detected alcohol in 16 percent of emergency room patients injured at work.
- Analyses of workplace fatalities showed that at least 11 percent of the victims had been drinking.
- A large federal survey shows that 24 percent of workers report drinking during the workday at least once in the past year.
- One-fifth of workers and managers across a wide range of industries and company sizes report that a coworker’s on- or off-the-job drinking jeopardized their own productivity and safety.

The Recovery-Friendly Workplace program is designed to give business owners free resources, including training, draft policies, and technical assistance, to become a recovery-friendly workplace. Businesses can submit information about training they currently give to employees, or they can use free online training courses developed by experts at the University of Nevada Reno’s Center for the Application of Substance Abuse Technologies in the areas of:

- Signs and Symptoms of Substance Use, Gambling and Mental Health Issues
- How to Write a Recovery-Friendly Workplace Policy and Implementation of Criteria that supports a Recovery-Friendly Workplace
- Prescription Medication and Safety
- Stress Management and Wellness
- Trauma, Interpersonal Violence and Workplace Violence

Full details for attaining the designation are online at recoveryfriendlyworkplace.nv.gov. For questions or additional information, contact the Department of Health and Human Services at recoveryfriendlywp@health.nv.gov.

Entrepreneurship + Innovation: Lean Startups

By Marcel F. Schaerer, Department of Business and Industry Deputy Director, Southern Nevada

This past November, I attended the Lean Startup Conference, a global entrepreneurial event held for the first time outside of San Francisco at the Zappos.com campus in downtown Las Vegas. The event is branded as the world's premiere gathering of business leaders with a focus on continuous innovation. It provides participants with resources and connections to make game-changing impacts on their businesses through action-oriented methodologies. The conference was indeed relevant and impactful to the nearly 500 attendees, and also very beneficial to a number of local businesses that provided services and products for the three-day event.



In interacting with startups, innovators and organizations located in the U.S. and across the world, I gained a better understanding of methodologies for creating a business and developing products as described in Lean Startup

Company co-founder Eric Reis's "The Startup Way" and "The Lean Startup." My key takeaways were: 1) It isn't just about how to create a more successful entrepreneurial business, but what we can learn from those businesses to improve virtually everything; and 2) It isn't about being cheap, but being less wasteful while still doing things that are big.

Because I have had the opportunity to work extensively on lean manufacturing projects with Nevada Industry Excellence, the notion of driving innovation and not wasting resources deeply resonates with me. Attending the conference has prompted me to start thinking about how to integrate pieces of the lean startup way into what the Nevada Department of Business and Industry does to help put people in touch with the right business resources.

Another takeaway is the need to have a principled approach to new product development and to challenge hypotheses through experiments. We don't hear very much about experimentation and adaptation as part of the startup journey. This experimentation concept is compelling enough that I want to share a few thoughts on the topic.

First, here is an article that gives some great examples of lean experimentation techniques:

<https://www.movestheneedle.com/all-blog/2016/6/14/enterprise-lean-startup-experiment-examples>.

Second, while at the conference, I jotted down a few notes about an Experiment Template, with eight key questions, to familiarize you with the process and get you thinking about it:

- 1) What hypothesis do you want to prove/disapprove?
- 2) What are the quantifiable results indicating success?
- 3) Who are the target participants of this experiment?
- 4) How many participants do you need?
- 5) How are you going to get them?
- 6) How do you run the experiment? A good experiment needs to be well structured, focused, believable, flexible, and compact.
- 7) How long will the experiment run?
- 8) Are there other qualitative things to learn during this experiment?

Third, although it may seem a lot of work at first, experimenting is a fundamental building block in the journey of a successful lean startup. And by that standard, failing to experiment is a big mistake—one that can prevent you from learning more about your product, customer and future business opportunities.

O-Zone Conference Explores Local Investment Opportunities

On November 27, 2018, more than 350 economic development professionals, real-estate developers, business people, state and local government officials, community development experts, and investment representatives gathered in Las Vegas to share information and learn about the latest tax incentive, known as Opportunity Zones (O-Zones). Offered through a collaboration of the Governor's Office of Economic Development, Nevada Department of Business and Industry, and Federal Reserve Bank of San Francisco, with the participation and support of local governments and regional development authorities, the one-day conference was the largest state gathering on the topic in the country to date.

Why did so many people join during the holiday season to learn about the new incentive? Because Opportunity Zone tax incentivized investments hold the largest potential for investment in designated low-income census tracts since the inception of tax credits. Unlike past programs, there is no cap on the amount that can be invested, there are no tax credits sold through a secondary market, and the investments are market driven. With an anticipated \$100 billion in potential investment, the 8,700 designated opportunity zones across the country are competing for these dollars to turn their distressed census tracts around. While further details of the regulations are still pending, it is anticipated that this incentive will have significantly less constraints than past tax credit programs and some O-Zone investment has already begun.

For this reason, Nevada's state and local jurisdictions offered the conference to share information and bring businesses and investors together to find investments in our 61 designated O-Zones.

If are interested in learning more about O-Zones, but were not able to attend the conference, the good news is that each session was recorded and you can view them at the links provided below.

Session 1: *Framing the Conversation: What do we know about Opportunity Zones? Where are they? What may they be used for?* National experts Katie Kramer of the Council of Development Finance Agencies and Sarah Bianchi from the Governance Project answer these questions and provide an overview of the incentive and how it can be used for equitable development.

Video Link: Nevada Opportunity Zones: Introduction
<https://vimeo.com/307162642>

Session 2: *What's New and Next? Exactly how does Opportunity Zone investment work? What is the latest guidance from Treasury?* This session takes a deep dive into this new tax incentive by discussing the tax benefits, investment regulations and structure. Review the link below to find out as Marc Shultz, Partner at Snell & Wilmer, Brent Parker, Novogradac, Rachel Riley, Enterprise Community Partners share their insights with moderator Kade Miller of Snell & Wilmer.

Video Link: Nevada O-Zones Guidance
<https://vimeo.com/307165803>

Session 3: *State and Local Partners highlight Nevada's O-Zones to focus equitable development in each jurisdiction by sharing area initiatives, incentives, development plans, available land, and types of projects that fit with each zone.* This session featured overviews by city economic development directors including Bill Arent (City of Las Vegas), Gina Gavin (City of North Las Vegas), Barbara Coffee (City of Henderson) as well as by Derek Armstrong (Governor's Office), Jacob LaRow (Housing), Perry Ursem (LVGEA for Clark County), Bryan McArdle (EDAWN for Reno/Sparks) and Sheldon Mudd (NNRDA for West Wendover).

Video Link: Nevada O-Zones Local Presentations
<https://vimeo.com/307169668>

Session 4: *Hear from Opportunity Funds.* Investment representatives from seven different funds shared their investment focus to support development in Nevada's O-Zones. Representatives included Mike Ballard of Sixty West Funds; James D. Howard, Jr., of DV Financial Services; David Lissek from Caliber; Chris McMartin with Clearinghouse; Rachel Reilly of Enterprise Community Partners; Mark Scheffel of Advantage Capital; and Jacob Werrett with JMA Ventures.

Video Link: Introduction to Opportunity Zone Funds
<https://vimeo.com/307173302>

With the full day of content, the Nevada Opportunity Zone Conference was only the beginning. It is now up to stakeholders to continue the discussion and facilitate O-Zone investment across the state.

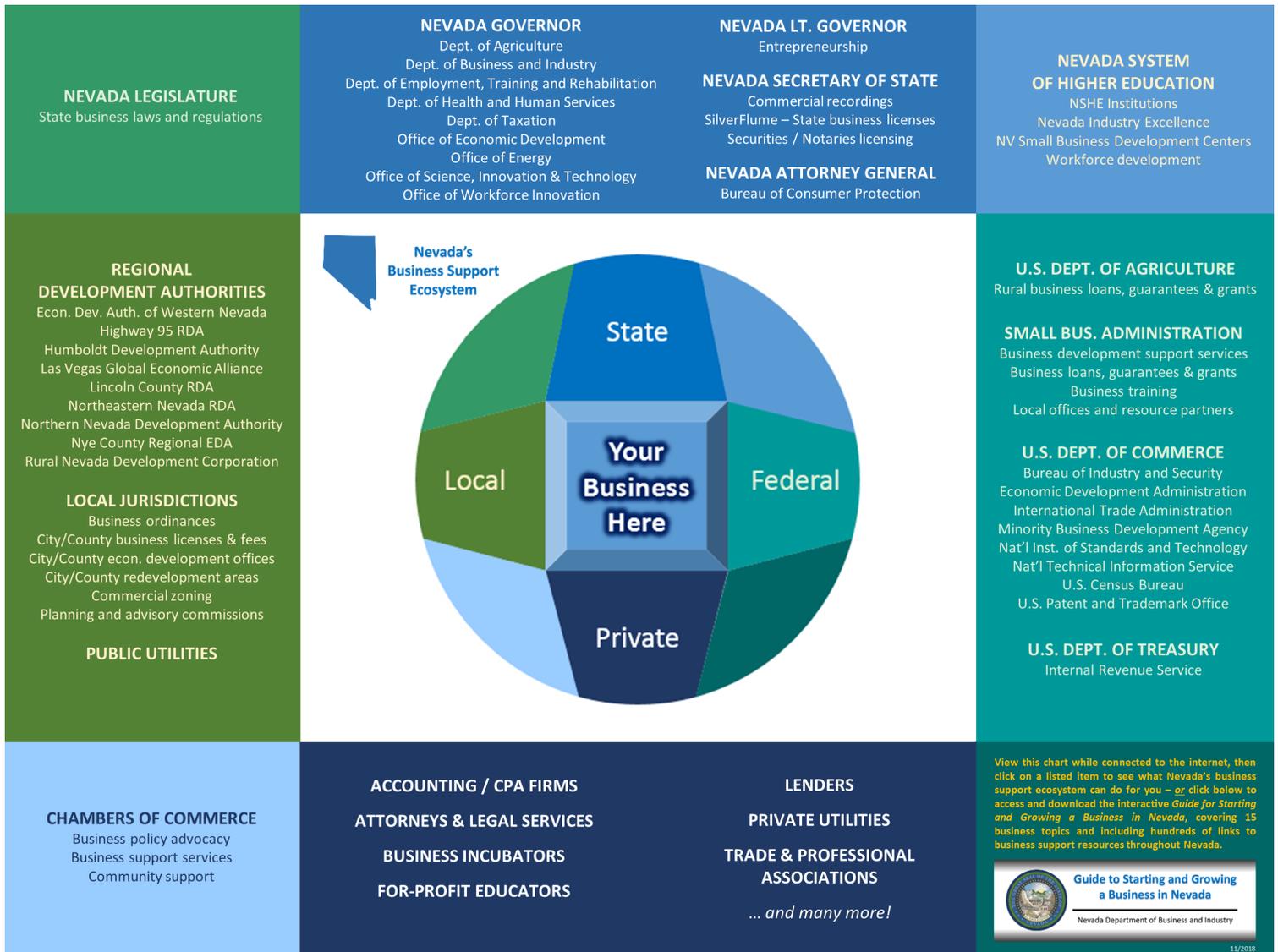
More information:

- Nevada Governor's Office of Economic Development:
<http://www.diversifynevada.com/programs/opportunity-zones>
- Opportunity Zones:
<https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx>
- Frequently Asked Questions
<https://www.irs.gov/newsroom/opportunity-zones-frequently-asked-questions>



Photo credit: Paul Anderson

Nevada's Business Support Ecosystem



An interactive version with active links to each of the entities listed can be downloaded from the Department of Business and Industry's website. Download instructions are detailed on page 1.



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