

ELKO CONVENTION & VISITORS AUTHORITY
SPECIAL SESSION BOARD MEETING
THURSDAY, NOVEMBER 8, 2018
ELKO CONVENTION CENTER
CEDAR ROOM, 2:00 P.M.
MINUTES

1. Roll call

ECVA Board Members Present: Delmo Andreozzi, Vice Chairman
Dave Zornes
Reece Keener
Barry Bhakta

ECVA Staff Present: Don Newman, Executive Director
Susan Paprocki, Comptroller
Kimberlee Longley, Facility & Catering Coordinator

Candidates: Matt McMarty
Tom Lester
Katie Neddenriep

Visitors: Doris Toothman

2. Call to order and Pledge of Allegiance

Vice Chairman, Delmo Andreozzi called the meeting to order at 2:00 p.m with the record showing that all board members were present, with the exception of Mr. Matt McCarty as he is a candidate for the Executive Director position. Mr. Andreozzi did ask Mrs. Doris Toothman to please lead in the Pledge of Allegiance.

3. Public Comments- Non- Action Item

Pursuant to N.R.S 241.020, 2(c) (3), this time is devoted to comments by the general public, if any, and discussion of those comments. No action may be taken upon a matter raised under this item on the agenda until the matter itself has been specifically included on a successive agenda and identified to be an action item.

There was no Public Comment at this time.

4. NEW BUSINESS:

4A-1108-18 Interviews with final ECVA Executive Director candidates- Matt McCarty, Tom Lester, and Katie Neddenriep, discussion and selection of ECVA Executive Director and all matters related to- **Action Item with Public Comment**

Mr. Delmo Andreozzi, first spoke on how this action item is for the Executive Director position and that the position will be filled by the Board's decision and as such the interviews and discussions thereafter would be done in a public forum under NRS Board Meeting Law. Mr. Andreozzi, stated that the three candidates would come in one at a time and that each board member had before them a list of questions that would be asked of each

candidate. Mr. Andreozzi recommended rotating the questions between each board member and then proceeded to explain the ranking sheets that each board member had before them should they choose to use them as a tool during the interview process. Mr. Andreozzi concluded by stating that after all three interviews had taken place, discussion regarding the interviews would occur, and hopefully a decision would be reached by the board. Mr. Andreozzi asked if anyone on the board had any questions or comments prior to beginning.

Mr. Reece Keener asked if the questions before the board were the same questions previously asked in the prior interview rounds.

Mr. Andreozzi replied that some of the questions are the same and others are questions that have been slightly modified since the last round of interviews. In discussions, it was decided that since Mr. Dave Zornes and himself had been apart of the initial interviews, along with Mr. Don Newman, that it would be helpful to include some of those same questions before the whole board.

Mr. Andreozzi did ask if the board was okay with each of them taking a turn to ask the questions.

Mr. Keener did inquire about question number two due to the fact that everyone in this round of interviews are local and question number two asks how Elko fits into their career plans. Mr. Keener felt that this was a weird question and would be better suited if there was a candidate from outside of the Elko area.

Mr. Newman answered that the reason for the question was that it gave each candidate the opportunity to speak about home and how their relationships are with the community of Elko.

Mr. Keener stated he was good with the question remaining.

Mr. Andreozzi spoke on how once the interviews were over and decision had been reached, the board would then have to decide on the offer package that would be made to the chosen candidate.

Mr. Newman reminded the board that the published salary range was \$90,000-\$100,000.00 with benefits.

Mr. Keener asked if that portion of the meeting would remain open.

Mr. Newman stated that portion of the meeting would relate to all matters related to because an offer letter would need to be submitted to the chosen candidate and negotiations may occur. Should a negotiation occur, Mr. Newman suggested that a board member or two board members in addition to himself could perform the negotiation and he concluded by speaking on his hiring process went.

Mr. Andreozzi asked if the board was ready and upon hearing that they were asked Mr. Newman to bring in the first candidate, Mr. Matt McCarty.

Mr. Andreozzi greeted Mr. Matt McCarty and welcomed him to the interview. Mr. Andreozzi did let Mr. McCarty know that this position was for the Executive Director, chosen by the board and as such was a public forum matter so all the proceedings were being recorded and is subject to the open meeting law. Mr. Andreozzi did state that each candidate

would be asked the same set of questions and that the board was hoping to keep each interview at an hour in length and that it was the board's hope that at the end of the interviews a formal motion would be made to name the next Executive Director of the ECVA. Mr. Andreozzi stated that each board member would rotate the interview questions and that Mr. Keener would begin.

Mr. Keener asked Mr. McCarty to please provide the board with a brief summary of his work history.

Mr. McCarty replied that for approximately 20 years he had lived in Elko area and had worked in the hospitality field. Prior to working in the hospitality field, he did work in other fields but his first hospitality position was with the Red Lion and that within Red Lion he was able to move into multiple positions.

Mr. McCarty stated that he did leave Elko for a few months but upon returning he transitioned from different management positions at the Red Lion and from those positions he transitioned into Extra Airways, an airline that was renamed Casino Express where he managed inflight operations (flight attendants). He also stated that he moved to the Hilton Garden Inn and was the Assistant General Manager as well as the General Manager for the RV Park (Iron Horse RV Park) before moving back into the gaming area by moving to Gold Dust West as the Security Surveillance Manager. Mr. McCarty then spoke on how he became the Opening Manager for the Marriot TownePlace Suites, where he remained for seven years prior to just taking a new position at Great Basin College Foundation as the Executive Director.

Mr. Andreozzi asked Mr. McCarty how Elko fit into his career plans.

Mr. McCarty answered that Elko fit into the beginning, the middle, and the end. Mr. McCarty spoke on how he had been given advancement opportunity with the Marriot to travel within the management group as a Bench General Manager with the possibility of becoming a Regional Director of Operations but that he would always consider how often he would be at home with those positions. Remaining in Elko has always been a top importance and that he turned from opportunities because he did not wish to leave the Elko area. Mr. McCarty stated that he was raised in Elko and wishes to retire in Elko.

Mr. Zornes asked Mr. McCarty why he wanted the job.

Mr. McCarty responded that he had been asking himself that very question for the past few weeks due to the great job that he currently holds. He spoke on how when Mr. Hilton began as a hotelier, the Waldorf Astoria was the grandest hotel in its time and that was his end game. Mr. McCarty spoke on how he thought of that particular scenario and that wanting the position wasn't about adding a feather to his cap but rather that he is passionate about Elko and wants to be a representative for Elko. Mr. McCarty stated he recognized that this position is a sales person for Elko as the ambassador for Elko and that he could be a great ambassador for the community and that his experiences had led him to have many interactions with the Convention Center over the past 20 years and because of that feels as though the ECVA is almost another home for him. Mr. McCarty concluded by stating that he believes it to be a natural fit for him.

Mr. Barry Bhakta asked Mr. McCarty what concerns he may have about working to promote a rural environment.

Mr. McCarty answered that earlier that day he was in a meeting that included the NNRDA and the Board of Regents System of Higher Education Representative and one of the struggles that rural Nevada has is that we choose to live here because we do not want to be urban and we want to live rural and at the same time we do not have some of the bells and whistles that urbanites do have. From a recruitment aspect, we do run into that issue often. We are able to get qualified people but do they wish to live in a rural area. Mr. McCarty continued by stating travel and promoting the rural atmosphere is a struggle and in one way it is great; you can drive out of town for 5 minutes and see no people, which is a great selling point but getting people into Elko is an issue and it is one we can acknowledge and work towards overcoming. He then spoke on how to maximize the amount of time people spend in Elko and how to keep them here longer once they do arrive. Mr. McCarty did conclude that he felt that there weren't any issues that couldn't be overcome as a community and that by continuing to be creative and on the forefront of what is the next step to support the travelers coming in.

Mr. Keener asked Mr. McCarty to discuss a specific accomplishment of his in a previous position that indicates he will thrive in this position.

Mr. McCarty asked for clarification as to if the board meant his currently held job or a job held prior to his current one.

Mr. Keener clarified that the question was in general and not specific towards the job currently held.

Mr. McCarty responded to the question by stating that while he has been in his current position only for a short period of time, he was pleased that one of his goals coming in was to raise 2 million dollars and that in 6 months 1.5 million of that goal has been raised. He went on to speak that a bigger indication of how he could thrive at the ECVA was how at the Marriot he was nominated for and won the General Manager of the Year award where roughly 300 other General Managers and the award was for meeting employee satisfaction, client satisfaction, as well as sales goals. The award was a multifaceted award and Mr. McCarty felt this showed he could succeed in various areas rather than in just specific area.

Mr. Andreozzi asked Mr. McCarty what he would look to accomplish in his first 90 days on the job.

Mr. McCarty answered that he would want to make sure that Mr. Newman was comfortable with leaving and that with previous interactions with the ECVA it was always from a high level of overview and that he would look forward to seeing the day to day operations and learning as much as he could from Mr. Newman. He appreciated the timing of everything as there isn't a huge rush of other events coming up within that first 90-day period. Success for him would be getting through the transitional period and focus on having a successful Cowboy Poetry as that was the first big event coming up.

Mr. Keener asked what would Mr. McCarty say his management style was.

Mr. McCarty replied that he feels his management style is an open one and is far away from micromanaging. He stated that he has been micromanaged and didn't feel that was a wise way to manage and that he feels that there is a difference between micromanaging and coaching. Mr. McCarty stated that he feels he is a collaborator as a manager, whether it is employees who report to him or managers that he reports to, he does his best to find a solution. He further answered by saying solution orientated thinking is something he feels he

has done well and that he has polished that aspect of his career. He concluded by stating he likes to think of what the end goal is and how does the team get there.

Mr. Bhakta asked Mr. McCarty how others would describe him.

Mr. McCarty answered that he hoped others would describe him as trustworthy, a role model, and that his youngest son was in scouts and if he could be described by the scout law of a scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, and clean-if those words could be used to describe me then I feel I have done right. He concluded that hardworking could be placed in there as well.

Mr. Keener asked Mr. McCarty what things do you not like to do.

Mr. McCarty stated that he does not like to let people down, that may not be what that question is, that question may be more along the lines of task orientated lines but I do not like to let people down. I want to do everything I can to help that person be successful, again I like to solve the problem. I got into management because people would say oh, we can't do that or that is just the way we have always done it, and I want to move that further. Task wise, I do not like saying no-there is a difference between you can't do that and no, we aren't going to do that. I don't like having to be the person who has to deliver bad news but I have been in many positions where that is where it falls too and I have trained myself to deliver it in a way that is short and sweet, but at the same time not being incompassionate.

Mr. Andreozzi asked Mr. McCarty in prior performance reviews, what were your opportunities for improvement.

Mr. McCarty stated that it was usually tweaking what success had already been had and that he has had great teams to have supporting him. If anything, his time management could be better, anyone that knows him knows that he is usually five minutes late and is aware of and is working to get better. He stated that he works well under pressure so as a deadline approaches, his team may have concern about the deadline being met but he sees it as I already have it ready to go, I just have to put pen to paper. He concluded that not waiting until the end of the clock is something that has been written in prior reviews.

Mr. Zornes asked Mr. McCarty what is the largest staff you have supervised and budget you have managed in your previous positions.

Mr. McCarty stated that at Extra Airways he was directly over 100 flight attendants and while there was a clear chain of command while on the aircraft and he was not part of that chain unless he was on the flight as an attendant, other than that everyone reported back to me as there was no supervisory level. He further stated that the flight attendants were spread across the country and that there wasn't day to day interaction. On a day to day interaction that would have been 40-50 people at the Red Lion, either in the coffee garden or the hotel side of things.

Mr. McCarty then asked the board if the second part of the question was budget.

Mr. Zornes stated yes.

Mr. McCarty stated that direct budget that he had control over would be close to 3 million dollars at the Marriot. He did not recall the hotel budget for the Red Lion but having close to 3 times the amount of rooms as the Marriot, I could see that it would be close to that range,

roughly 10 years ago. He did know for sure that the Marriot budget was 3 million dollars and that he was proud to say that every year for the first four years, they exceeded budget goals, the fifth year didn't exceed budget goals, but the sixth and seventh years did exceed budget goals.

Mr. Bhakta asked Mr. McCarty how do you measure success.

Mr. McCarty stated he personally measured it by if he feels he can come home and hold his head high with his family. That would be his personal success and he is proud of his name within the community and wants to continue to make sure his name is successful and be held in high regard, so that is his internal success. From a business standpoint then it comes back to a degree-everything is customer service; rather it is a true paying customer or an internal customer, if the customer is happy at the end of the day, if the stakeholders are happy then I feel we have done a good job and that I have been successful.

Mr. Keener asked Mr. McCarty what makes you think you are the right candidate for us and why should we hire you.

Mr. McCarty answered that he has lived almost his life in Elko, he knows Elko, and is passionate about Elko with no desire to leave. He stated he wants to retire in Elko and because of that there is a degree he can pass onto the staff because he knows it isn't a one man show and that it takes a team. He believes that his passion for the community can be communicated to the staff, so that they can be focused on why we are here and how important our jobs can be. He has always worked for one business or one individual and to now be able to serve multiple hotels who for a large part depend on how successful we are as an organization, is exciting as much as it is almost nerve-wracking. His past experiences show that he can be successful, that his past experiences show he understands what the lodging partners need and how best to work with them, his civic partnerships as well as his professional career have introduced him to a wide range of people and he feels he can communicate strongly, effectively, compassionately, and also with a strong emphasis on why Elko deserves to be visited. He feels that he is the best person for the job because he has that passion, that experience needed to take the ECVA forward for the next few decades.

Mr. Newman, asked if it was okay with the board to ask a wildcard question. Permission was given and Mr. Newman asked Mr. McCarty about his vision for the ECVA, and not only just the ECVA but also the events in the community, the marketing of the community, and the maintenance and upkeep of the facility. Mr. Newman asked where do you want to see this go and where are you going to take it.

Mr. McCarty answered that as he had previously stated, we live in a rural community and purposefully so. One thing to be cautious about is that the more successful we are the larger the community becomes. Questioned how to be successful at the Convention Center without bringing in flocks of people. He continued to state that his vision was to continue to be a successful partner to our lodging community while being a responsible steward of the taxes that paid for 2/3 of the building while also introducing more people to our community so that they can see why we choose to call the Elko area home. If we can show how we overcame the challenges facing us here, perhaps those visiting could take those solutions back home to help themselves. He concluded with my vision is to grow without growing too large, as far as events, I want to make sure that we keep events that the community supports. There are reasons why some events go away-whether it is lack of leadership or lack of participation. Before an event dies, he would like to see if there is a way to keep them going and get them successful, bringing in events to fill hotel room. As far as marketing goes, Mr. McCarty

stated that he felt the ECVA staff did a wonderful job with marketing and that we need to be aware of where things are changing. Mr. McCarty spoke on how he personally does not like Facebook but understands the value it has in marketing purposes. He spoke on making sure that the team has the tools to market in the most effective manner, even if he doesn't necessary like the tools. Mr. McCarty spoke on how by respecting the building and understanding what needs to be done, the upkeep would be handled and by making sure that the building is treated well and that those who are coming into the building are treated as well.

Mr. Keener asked Mr. McCarty if there was anything that has not come up that he would like the board to consider in respect to his application.

Mr. McCarty joked if he could be asked 30 minutes after walking out of the door. He stated that yes, there was but he could not identify it at that moment and that there are always instances where one looks best and wishes something different was said. He concluded that he hoped he had presented himself well and that he was thankful that the board was somewhat familiar with all three of the candidates. He believes what is suppose to be is suppose to be and that he is in good hands.

Mr. Andreozzi asked the board if they had any other questions.

Mr. Keener addressed Mr. McCarty and stated that Mr. McCarty is lucky he isn't on the board at that moment to make the decision as they have an enormous decision to make and that it isn't going to be easy. Mr. Kenner thanked Mr. McCarty for throwing his hat into the ring.

Mr. McCarty thanked the initial interview committee and agreed that the board has a great opportunity before them and that he was pleased to see who had made the final three for the position. He thanked the board for their time.

Mr. Andreozzi thanked him for submitting his application and wished him success. He did let Mr. McCarty know that due to the open meeting law, Mr. McCarty was more than welcome to stay for the remaining interviews and that the board did hope to have a vote with a final decision made later on that night.

Mr. McCarty thanked Mr. Andreozzi for the information but stated that he had no intention to stay through the remaining interviews. He stated he would be happy to come back if needed but that he would be exiting after his interview concluded.

Mr. McCarty did leave the meeting.

Mr. Andreozzi asked if anyone needed to take a break before the next interview, no one did and the board members did review the process sheet and decided to discuss the interviews upon conclusion of all three interviews.

Mr. Newman exited the meeting to bring Mr. Tom Lester in for his interview.

Mr. Newman brought Mr. Tom Lester into the room for his interview.

The board greeted Mr. Lester, and Mr. Andreozzi went on to state that this position was for the Executive Director, chosen by the board and as such was a public forum matter so all the proceedings were being recorded and is subject to the open meeting law. Mr. Andreozzi did

state that each candidate would be asked the same set of questions and congratulated Mr. Lester on being one of the final three in the interview process. Mr. Andreozzi spoke on how the questions would be rotated through the board members and that the intent was that by the end of the meeting hopefully a vote would be cast and a decision would be made. Mr. Andreozzi concluded by asking Mr. Keener to start with the first question.

Mr. Keener asked Mr. Lester to please provide the board with a brief summary of his work history.

Mr. Lester spoke on how he had been with the ECVA as the Tourism Manager for the past 14 ½ years. He spoke on how he works independently so it is different from the normal management position and that it requires a lot of faith from the Executive Director and Board of Directors due to having someone travel all the time in order to do their job. Mr. Lester spoke on a convention he had just attended and that in his free time while at the convention he went out and performed sales meetings and informed the board how he is always out there promoting Elko as a tourism destination.

Mr. Lester spoke on how he also works with the marketing end as well and that he is the lead person on the tourism guide, the Travel on the Edge brochure, creator of the fun mini maps, and works with Ms. Juli Nelson on other marketing endeavors. He spoke on how it is a team effort to put together the Visitors Guide and that he does sign off on the final copy with Mr. Newman overseeing the final product as well. Mr. Lester spoke on how the different grants he has written for marketing as well as for the state. Mr. Lester spoke on the different television ads and campaigns he had helped launched as well and how he has sat on various boards, with the main one currently being Cowboy Territory. He spoke on the different fam tours he has brought in both domestic and international and concluded by stating that is what he was doing in his current position but that he also wanted to let the board know what he has previously done in management positions.

Mr. Lester spoke on how he had worked with Denny's and during his time at Denny's the company was having issues with racial discrimination and Denny's was dealing with lawsuits. He spoke on how it was a trying time to be in management at Denny's and provided an example that at one particular meeting they had to end it early due to 150-200 people picketing outside of the restaurant. He spoke on how he worked for corporate not for a franchise owner and that each employee was required to undergo extensive training in HR for all the various types of discrimination and that the NAACP was involved and that at any time a representative from the organization could stop by the different locations and request to view paperwork; if the paperwork wasn't in order there were large fines. He wanted to let the board know that he was promoted to General Manager within a year and acquired a restaurant with a lot of issues; he had a 2.5-million-dollar budget and had to deal with a sexual harassment issue with one of the managers. Mr. Lester stated to the board that he felt this was important to bring up so that they could see what he had dealt with at a management level. Human resources were called in, steps were taken, and ultimately that manager was let go but with everything else happening with the corporation everything had to be done by the letter in order to let that individual go.

Mr. Lester stated that he likes to think of himself as a manager working from the outside in and that by that he means, he starts working the moment he pulls up to the building. He looks at the outside area and at the building and tries to see it from the eyes of those using the facility. At Denny's he would be inspecting the outside grounds for trash, then move to the inside area-the main dining area, then the bathrooms, the kitchen area, all before moving into the office area and addressing issues accordingly. He would always have a briefing from the

night team and address any staff issues that may have arisen during that shift. Mr. Lester spoke on how he felt he was more of a coach and mentor with his management team and that he wanted them involved with the decision-making process whenever an issue did arise. He spoke on how they would pull files and how each manager was in charge of documenting the employees directly under them. He spoke on how as the General Manager he was in charge of the food costs, labor costs, health inspections and that the restaurant he managed never failed a health inspection and that if an issue did come up it was corrected immediately.

Mr. Lester spoke on how he created various incentives to help with the profit end of the restaurant. One incentive was a bingo card that whenever an employee upsold an item, they would get to mark it off the bingo card and they could win prizes. He stated that by doing this, it did help encourage employees to upsell items, which did increase profitability but also allowed him to see who wasn't upselling and how he could help them start to upsell while on duty.

Mr. Lester stated that he did like Denver but didn't wish to raise his family there and that he wanted to move back to a small town. He moved when he was hired on at Full House Inc. as the Director of Operations and Catering/Sales. Marcie, who was his boss at that organization wanted Mr. Lester to implement a training program so that it was he did the majority of time-trying to get the staff up to par. The restaurants were not in good condition, there were staffing issues, quality issues, so he sat down with Marcie to build up catering and then worked with the employees when the Scoreboard was acquired. He wrote up training specs for the employees and began to build a catering clientele.

Mr. Lester provided an example of a catering issue that he encountered while at Stockmen's. There was a wedding reception being held in the upstairs room and when he went upstairs to inspect the room, he noticed that the wedding cake was leaning. He instructed the staff to lower the temperature in the room to get it cold and try to save the cake. While he was downstairs in his office, an employee came in to let him know that the wedding cake had fallen over, upon going upstairs he discovered that the cake hadn't actually fallen over but was close. He spoke to the client and they cut the cake upon arriving at the reception but to prevent the issue from occurring again, he hired an outside vendor to handle all wedding cakes from that point on. He also hired another outside vendor to handle the decorating of all the catering events and the catering events began to grow. In 2000 Stockmen's won Best of the Best for catering and Mr. Lester stated that he had taken something from nothing to Best of the Best. He spoke on how it was a team effort but that he did like to think that his leadership and management skills helped with the accomplishment as well.

Mr. Lester also spoke on how the Bridal Fair returned to Stockmen's and that he introduced the bingo cards for prizes as well as the how the Fire Science Academy came along and that he had written the catering contracts for those. He spoke on how it wasn't just catering but also building relationships with different clients. Mr. Lester spoke on building up viable bus tours, tours downtown, and providing the cowboy experience. He also spoke on how building up the restaurants was a challenge, especially when the Commercial caught on fire and he had to lay off some staff and move others around. He spoke on how he trained employees by inviting other employees to come and dine so that those who were new could practice serving and learn the new menu. Mr. Lester spoke on how he went with the owner's plan on cashier's when he was against the plan and that when someone tried to pay with a credit card it created issues, which led to a backlog in the kitchen and the restaurant had a lot of unhappy customers that day.

Mr. Lester spoke on how upset he was and that he called a meeting with his staff and took responsibility for the issues that occurred. The owner did call a meeting the next day and took responsibility for the decisions made that led to the issues occurring and Mr. Lester spent the next three months doing damage control and inviting people back into the restaurant with meals on him. He spoke on how he isn't a quitter and will work until a solution to an issue can be found.

Mr. Lester then spoke on how a position became available at the ECVA and he applied for that position and was hired at the ECVA. He spoke on how he places an emphasis on building partnerships with Travel Nevada. He spoke on how some accomplishments that he has achieved while at the ECVA; such as prior to him starting at the ECVA there wasn't a strong international presence and how that has changed since he has been at the ECVA. Mr. Lester spoke on how there is now a large international presence and that he was thankful to Mr. Newman for allowing him to travel. He also spoke on how there is a variety of people coming through Elko and that he has helped bring back tour groups that had previously left Elko for Wendover, which result in roughly 3,000 tour nights. Mr. Lester concluded by speaking on how he works with others and works to develop partnerships to get the hoteliers involved.

Mr. Andreozzi did let Mr. Lester know that the board was trying to conduct the interviews in a one-hour time period and that he gave his apologies to Mr. Lester for not informing him of that prior to the beginning of the interview. He spoke on how roughly half an hour has been used and that there are roughly 12 more questions.

Mr. Lester said okay and that he felt that was important to stress his management and where he came from.

Mr. Andreozzi agreed and again, offered his apologies for not informing Mr. Lester of the time frame prior to the beginning of the interview.

Mr. Andreozzi then asked Mr. Lester how Elko fit into his career plans.

Mr. Lester replied that he would like to retire in Elko and that five months ago he was approached with a job offer in Boise, Idaho and that he was referred by an ex-board member. He further stated that the job offer did come with a relocation package as well as a competitive offer but that he did think that Mr. Newman would be continuing to be at the ECVA for a few more years and that his family is here and he doesn't want to go anywhere. He concluded by stating that if he was to get this position he wouldn't be going anywhere, that he was happy here and his family is here.

Mr. Zornes asked Mr. Lester why he wanted the job.

Mr. Lester responded that the timing is right and that he is in the position in his career where he feels he could make a difference. He further stated that he would like to think that he has played a large role in the direction that the ECVA has taken while working under Mr. Newman and that this would further his career and allow him to help move Elko forward for the next decade.

Mr. Barry Bhakta asked Mr. Lester what concerns he may have about working to promote a rural environment.

Mr. Lester replied that he has been promoting Elko for the past 14 ½ years and that there are challenges. He spoke on how there are some air traffic concerns and how much of a reliance there is on gold for stimulating the economy. He further spoke on how far from an international airport Elko is and that is a challenge as well as the cost of the flights that are coming in. He spoke on how he would want to try to work with the flight carriers to have our area listed as a tourism area not just as a business destination as it is now. Mr. Lester also spoke on how Elko does have a lot to offer, we have more museums than other bigger areas, the Lamoille Canyon, and more stores coming in and providing more for Elko to offer. He concluded that in the next few years even more will come into Elko.

Mr. Keener asked Mr. Lester to discuss a specific accomplishment of his in a previous position that indicates he will thrive in this position.

Mr. Lester answered that winning Best of the Best in 2000 for catering would be one of his greatest accomplishments as he took it from nothing and it became the best of the best. He also felt that the multi events that he has been engaged with such as; ATV Jamboree, the Ranch Hand Rodeo, the Carlin Chili Cook-Off, the Snowmobile Rendezvous, and how on some of the events he had written the grants to help produce them. Mr. Lester spoke on how he had helped write a grant to produce California Trails Day as well as help to build a relationship with international partners.

Mr. Andreozzi asked Mr. Lester what he would look to accomplish in his first 90 days on the job.

Mr. Lester stated that he would first start by looking for a replacement for himself, he would want to revisit the 5-year marketing plan as it has been awhile since it had been looked at, he would work closely with Mr. Newman to learn all that he could about the Elko Mining Expo. He also stated that he would have a staff meeting, work with each department head, and go out into the community to introduce himself as well as become involved on different community boards. He concluded that he would also like to have some one on one time with each of the board members so that he could get to know them better and that they could get to know him better.

Mr. Keener asked what would Mr. Lester say his management style was.

Mr. Lester said he is more of a mentor and works from the outside in, important to show up and see how the client would view the building and then venture inside. He went on to further state that touching base with the department heads was important and that lots of coaching and training would be his management style.

Mr. Bhakta asked Mr. Lester how others would describe him.

Mr. Lester stated that he believes others would describe him as a leader, self-motivated, energetic, and always promoting Elko. He went on to say that he has been the Committee Chair for the past 10 years for the Cowboy Territory and that is an elected position and that he feels that his management style is very similar to Mr. Newman's management style.

Mr. Keener asked Mr. Lester what things do you not like to do.

Mr. Lester answered that public speaking was something that was a bit of weak point early on in his career but has been developed over the years due to his position. He spoke on how he has spoken at Rural Roundup, during various meetings with tour operators, and at several

domestic and international tour groups. Mr. Lester stated that he feels that over the years, he has developed the skill. He concluded by stating that he also does not like to fail.

Mr. Andreozzi asked Mr. Lester in prior performance reviews, what were your opportunities for improvement.

Mr. Lester responded that it would have been his downtime and while at the ECVA it is either feast or famine-and that he has been spending his down time accomplishing more tasks. He stated that overall, his performance reviews at the ECVA have always been very good and that he has never had a bad review. Mr. Lester stated that his job right now is always being on the go and that when he is in the office, that is sometimes when he takes a moment to breathe, while still managing to accomplish his job, before going back onto the road.

Mr. Zornes asked Mr. Lester what is the largest staff you have supervised and budget you have managed in your previous positions.

Mr. Lester stated that budget wise it was 2.5 million while he was at Denny's, through the Cowboy Territory he oversees a budget of \$100,000 and at the ECVA he has a budget of \$146,000 for marketing and about \$60,000 in grants for the ECVA. Mr. Lester stated that he felt that he had a large part in the budget for Travel Nevada which is roughly 1.7 million and has been a part of that organization for the past 10 years.

Mr. Lester did ask what the second part of that question was.

Mr. Zornes answered it was staff.

Mr. Lester answered that staff wise it was around 50 people while he was at Denny's and for Full House Inc. it was 75 employees.

Mr. Bhakta asked Mr. Lester how do you measure success.

Mr. Lester stated reports, statistics, and that at times success can be hard to measure in this industry. Mr. Lester stated that he feels hard figures help to measure success and that he has always wanted to push the limit and that one can also measure success by how many bus tours come into the area as well as when awards are won; like the Best of the Best. He also feels that by building the staff up and giving proper training and building up a strong convention center.

Mr. Keener asked Mr. Lester what makes you think you are the right candidate for us and why should we hire you.

Mr. Lester stated that if the board had been happy with how things had been for the past 13 years, he feels that he has been instrumental in that along with the help of Mr. Newman and other ECVA staff members. He stated that he does have a history in management, extensive HR training, worked with NAACP, been in the catering/sales industry, understands banquet setup, marketing background, and after 14 ½ years in his current position feels that he is the right candidate for this position and wants to expand his career with the Elko Visitors Authority.

Mr. Andreozzi asked Mr. Newman if he wished to ask the bonus question.

Mr. Newman asked Mr. Lester, to speak on his vision for the ECVA and where he saw it going.

Mr. Lester stated that he feels a lot of the program isn't broken and wants to see more room nights and convention come in and have more busses come in. He wants to watch the ECVA and Elko grow into that and see what a viable community and wants relationships with outside sources and partners to develop. Mr. Lester stated that he feels he is the best person to help grow the ECVA and that he has developed numerous partnerships already. Mr. Lester stated that he wants to develop programs with Travel Nevada to help move us into the next era and he concluded by stating that if the board was happy with the direction for the past 13 years then the board will see that along with Mr. Lester's own ideas and that he also wants to incorporate what ideas the board may have and build together as a team.

Mr. Andreozzi asked the board if they had any follow up questions.

Mr. Keener asked Mr. Lester if there was anything, he wanted to let the board know about himself that may not have come up in the interview.

Mr. Lester stated that he wanted to let the board know that he feels he is the right person for this job, that he won't let the board down, that he is not a quitter, and that he is willing to put the time and effort in to help it grow.

Mr. Andreozzi thanked Mr. Lester for his time in his current position as well as for applying for this position and congratulated him for making it to this stage. He spoke on how the board has a large task ahead of them and did let Mr. Lester know that because this is a public meeting, he was more than welcome to stay for the remaining portion or he could leave. Mr. Andreozzi also informed Mr. Lester that it was the intention of the board to have a decision made that night.

Mr. Andreozzi called for a brief recess at 3:35pm and at 3:41pm the meeting was called back into order by Mr. Andreozzi.

Mr. Newman brought Ms. Katie Neddenriep into the meeting and Mr. Andreozzi greeted Ms. Neddenriep.

Mr. Andreozzi did let Ms. Neddenriep know that this position was for the Executive Director, chosen by the board and as such was a public forum matter so all the proceedings were being recorded and is subject to the open meeting law. Mr. Andreozzi did state that each candidate would be asked the same set of questions and congratulated Ms. Neddenriep on being one of the final three in the interview process. Mr. Andreozzi spoke on how the questions would be rotated through the board members and that the board was trying to keep each interview at the one-hour mark. Mr. Andreozzi also stated that the intent was that by the end of the interview process to deliberate and that hopefully and a decision would be made. Mr. Andreozzi concluded by asking Mr. Keener to start with the first question.

Mr. Keener asked Ms. Neddenriep to please provide the board with a brief summary of her work history.

Ms. Neddenriep stated that she had moved to Elko around 18 years ago and the first offer of employment came from Barrick and was an administrative technician with the human resources department where she processed paperwork and handled data entry. From there she had the opportunity to move into recruitment, new employee hiring, bringing people onto the

payroll as they were bringing the roaster online, there was a lot of hiring occurring. From there she moved into the employee relations section and became the Human Resources Representative for many of the people that had just been hired. While in that position she helped the employees with any questions they may have or any personnel issues that arose—including evaluations, promotions, coaching for improvement, and helping employees find their career path elsewhere depending on how their course ran with the company. She stated that she eventually had the opportunity to move in the benefits compensation section of the company and rounded out her human resources experience. After roughly 5 ½ years with Barrick, Ms. Neddenreip stated that she was looking for a new challenge and was given an opportunity in Reno as a benefits administrator for Washoe County. She found out that she didn't enjoy working in that environment and was looking for something else in Reno when her former boss at Barrick called to see if she would be interested in returning to Barrick as a HR Manager for their Bald Mountain property. Ms. Neddenreip stated that she did take the job and returned to Elko, where she has been ever since. She further stated she did not regret moving to Reno, as it provided her with the opportunity to discover what she doesn't like in an organization as well as how not to manage individuals. Ms. Neddenreip concluded that she was an HR Manager for a few years at Bald Mountain and then began working with Lou Shack, and was able to move into the community relations division at Barrick and where she has been for roughly 10 years.

Mr. Andreozzi asked Ms. Neddenreip how Elko fit into her career plans.

Ms. Neddenreip answered that Elko is home and this is where her family is, where her husband has built his career and business, and where they have chosen to raise their family. She stated that her current position has allowed her to guide company resources for the benefit of the community and that she committed to Elko personally and is very active within the community. Ms. Neddenreip said that Reno is awesome but they love Elko and are happy to be here. She stated that they have been very blessed with what Elko has given to them.

Mr. Zornes asked Ms. Neddenreip why she wanted the job.

Ms. Neddenreip first stated that this question was asked in the first interview and that she was going to give the same answer that she gave then. She then stated that she wasn't looking for a job and that she currently has a wonderful job and was committed to continuing to do that job should she not be the selected candidate but she was approached about applying for this position. She continued by saying the more she thought about it the more she realized it gave her the opportunity to grow and develop and that she would take her knowledge, skills, her network connections, and apply that in the broader sense and in a new capacity to take Elko to a greater level, which is pretty exciting. She concluded by saying she is at a point in her life where she is ready for the next challenge and to take the helm of an organization.

Mr. Barry Bhakta asked Ms. Neddenreip what concerns she may have about working to promote a rural environment.

Ms. Neddenreip stated that she doesn't have a lot of concerns promoting the rural community due to having to recruit employees to come and live in the area. She continued to say that really it comes down to identifying what people are looking for and what can we offer them to help fit that need. When marketing Elko, for conventions or vacation routes, you need to look at what people are looking for and what do they want. She concluded by stating that there will be undiscovered treasures that they will find once they get here.

Mr. Keener asked Ms. Neddenreip to discuss a specific accomplishment of hers from a previous position that indicates he will thrive in this position.

Ms. Neddenreip answered that she has had a few and one that comes to mind that is the most relevant to the ECVA would be the Community Foundation of Elko County and that it has been running for a few years now. There were some representatives from the Community Foundation of Western Nevada, who came out and they were exploring the opportunity of getting something going for the Elko community and she had been asked to present at their annual meeting. Ms. Neddenreip went on to state that she had the opportunity to get to know their staff and leadership so when they wanted to explore this idea in Elko, she felt that was a great idea. They came out and held a few meetings and asked who else needed to be at the table and she was able to use some of her networks that she had throughout the community and the mining industry to help put together a list of stakeholders and they were invited to meetings. From there a smaller group formed an advisory committee and the Community Foundation of Elko County is still in existence today and is affiliated with the Community Foundation of Western Nevada. Everyone is a volunteer and it is really was pulling that network together and helping them see what was the vision was and being able to see it come to fruition.

Mr. Andreozzi asked Ms. Neddenreip what she would look to accomplish in her first 90 days on the job.

Ms. Neddenreip stated that the first 90 days would really be getting to know the organization, the staff, the board of directors, the marketing and lodging committees, and really understanding where is the organization going. Looking at staff and seeing how things are going and what things would they like to see change both from an organizational perspective but also, individually, they all have career aspirations and goals, and they may be a bit hesitant with this change that is coming. Whenever there is a change in leadership, there is a lot of apprehension on what is going to happen and how is the change going to be. She further answered that to her, the first 90 days is where you are really exploring how are things, particularly for me as I am not currently in the organization. What changes would everyone like to see and what is already going really well, the same thing for the Board of Directors, understand what your visions are for the organization, where they would like it to go, what their goals were for the next 12 months, 24 months, and 5 years so that a plan could be developed.

Mr. Keener asked what would Ms. Neddenreip say her management style was.

Ms. Neddenreip stated that her management style is more of a collective team approach, she is not a micromanager as it is too time consuming. She stated that at the end of the day the Executive Director is responsible for and accountable for the success of the organization but that each member does have to be held accountable for their contributions. She concluded by answering that she would make sure that she was available along the way and was providing support as needed but allowing the team to get the job done and micromanaging the process along the way. That it is okay for the team to arrive at the end destination in a different manner than how she would do it, so long as everyone knew what the end goal was.

Mr. Bhakta asked Ms. Neddenreip how others would describe her.

Ms. Neddenreip answered that others would describe her as positive, organized-that is one that always comes up, detail orientated, creative, and responsible.

Mr. Keener asked Ms. Neddenreip what things do you not like to do.

Ms. Neddenreip stated that this was a tough question in the first round as well and that she doesn't know anyone who enjoys this, but she doesn't like conflict or confrontation but she also understands that it does happen. Anytime that those types of situations come up, you have to focus and address it and overcome it. At the same time, I have always been of the opinion that no matter what your role or responsibility is, you can never be above anything and especially in a small team, everyone has to be willing to do everything to keep the organization moving forward and ultimately achieve its goals and be successful. Even if there is something that she doesn't like to do, she is not above doing it because it has to be done.

Mr. Andreozzi asked Ms. Neddenreip in prior performance reviews, what were your opportunities for improvement.

Ms. Neddenreip answered that she has been coached on getting too far down the rabbit hole per se, and that sometimes she gets too focused in on the details of an issue and she further stated that she has completed a personality test and she is a solid C personality, so she is conscientious, detail orientated and data driven which can led to wanting to do too much research before deciding on an answer. Having been made aware of that issue has helped and now when she recognizes that she is starting to do that, she will force herself to stop and just make a decision. Having gone through that process has made her more aware and it has helped.

Mr. Zornes asked Ms. Neddenreip what is the largest staff you have supervised and budget you have managed in your previous positions.

Ms. Neddenreip stated that she would answer the budget question first as that was the most direct one for her and that currently her department's programming budget was 7 million dollars but that it didn't include overhead budget, which includes wages, traveling, professional development, which would be another 4 million. She had helped develop that budget for the last several years and managing that budget and keeping costs within that budget. From a staff management standpoint, she has 2 direct reports in a department of 6 people and that she is number 2 in command basically, but if you looked at when she was HR Superintendent for Bald Mountain Mine that would have been just shy of 200 employees at that site and she facilitated all personnel matters.

Mr. Bhakta asked Ms. Neddenreip how do you measure success.

Ms. Neddenreip answered that measuring success can vary, obviously when you have deliverables and goals you will know if you achieve those or not, are you profitable as an organization, are you meeting your financial goals at the end of the day but I also think that you have to look at your work force-are they happy. Do you have high turnover, do you have a stable workforce, are they productive, do you have disciplinary issues, and the other piece of that would be what is the reputation of the organization within the community, are you a good partner within the community, are you welcome in the community and are you a good neighbor. Are people coming to you for partnerships, guidance, for her that is another a key factor.

Mr. Keener asked Ms. Neddenreip what makes you think you are the right candidate for us and why should we hire you.

Ms. Neddenreip answered that this is a tough question because I know the other candidates. At the end of the day it would be dependent on what your vision is for the organization going forward and what the board feels it will take to get to that. She stated that she could bring a different perspective to the organization and to the industry as she hasn't worked in the hospitality, tourism, convention industry before and her background will bring in a fresh perspective as well as a new network of resources and partnership opportunities. Not just here in the community but also in Northeastern Nevada and the state as a whole.

Mr. Andreozzi asked Mr. Newman if he wished to ask his bonus question.

Mr. Newman, stated that he does have a wild card question and that is really an opportunity to discuss why you want this position and that it does roll all of the questions together in a way. He asked that Ms. Neddenreip talk about her vision for the ECVA; events in the community, marketing of the community, and the upkeep and maintenance of the two buildings and what this all means to her and where she wants to take it.

Ms. Neddenreip answered that if she was given the opportunity to lead the ECVA, she would want to raise the visibility of the organization as a partner within the community beyond the two facilities that are here. At the end of the day we do need heads in beds along with events in the facilities and reaching out and building the partnerships with other organizations within the community, such as the Spring Creek Association, the Chamber, the Downtown Business Association, the NNRDA and looking at how we partner, and what are the opportunities, what are their leads, what can we capitalize on to bring people into the community to see what Elko is all about. Lamoille Canyon is closed which is a huge tourism draw, even in the winter months and if that remains closed, we have to look and see what else is there to draw the people in despite it is closed. Reaching out to the community and bringing them in to us-looking at the calendar and seeing when we can bring more into the facilities. She further spoke on how we do have two great facilities and that we need to capitalize on them as much as possible. For the maintenance, it is about keeping the staff happy and that she does know that there are some challenges with our HVAC system right now that are being addressed. Making sure that the conditions are being monitored and listening to feedback from those who the facility and that in her current industry they are all about preventive maintenance and predictive maintenance. It is important to take care of things as they arise. From there how can we grow in the community and help sustain the community because at some point gold will run out. Gold is not a renewable resource, although we all wish it was, so what can we do to become a key player in economic diversification in the area.

Mr. Andreozzi asked Mr. Keener if he wished to ask his question.

Mr. Keener asked if there was anything Ms. Neddenreip wished to tell the board that didn't come up during the interview.

Ms. Neddenreip thought and said that she is really excited and honored to be approached to apply for this position. She wasn't looking for a new job and loves what she does and was conflicted but that her supervisor was very encouraging. Ms. Neddenreip also stated that if selected she knows that she can work with the other two candidates in their respective roles. At the end of the day the board has a tough decision but that she doesn't see how the ECVA or the community could lose because they have some great candidates.

Mr. Keener stated that she did not place her hospital board experience on her resume.

Ms. Neddenreip stated that it was a brief position on the advisory board and that she was finishing out Lou Shack's term.

Mr. Andreozzi invited Ms. Neddenreip to stay if she wished and asked the board if they wished to take a break.

Mr. Keener asked to please take a brief recess.

Mr. Andreozzi took a recess at 4:11pm.

Mr. Andreozzi called the meeting back into order at 4:20pm.

Mr. Andreozzi began by stating that there isn't really a right way or a wrong way to handle the process but that Reece did have some experience being part of the formal process. He further stated that while he would love to see a unanimous vote that is not required. He concluded by stating that he felt the board should begin speaking and deliberating on what was seen during the interviews and then have a vote and that if for some reason they needed to come back or conduct follow up interviews, then they could do that as well.

Mr. Newman made the suggestion that perhaps a recap in order the three candidates, talk about their strengths and their weakness and the end of those three discussions maybe talk about the big picture and where you as a board want to see what direction you want to go in and who is the person that you feel can us down that path. That would be his recommendation.

Mr. Zornes stated that he was fine handling the discussion anyway chosen.

Mr. Andreozzi stated that for him, the good thing that we have is that we could hire any of those 3 individuals and we would be fine. We have this great distinction of trying to figure out who is best, better, and bestest so that is where we are. Taking it from Don, maybe we can start with Matt talk a little about his strengths and weaknesses and then move to Tom and then Katie.

Mr. Andreozzi asked if the board was okay with that and they all stated yes, they were.

Mr. Andreozzi stated that they would first begin with Matt McCarty.

Mr. Keener stated that he felt Matt did a terrific job in the interview and that he is clearly loyal to his family and that when that came up, he was emotional and that it was a positive trait. He further stated that he did feel Matt was very qualified, he knows the industry, and has had good experience. Mr. Keener did state that his only concern was that Matt had been in his current position for such a short amount of time and that is the one thing with Matt that does bother him, and his other concern is that Matt indicated that he does wait until the last minute to get something done and that while he can understand that as it does happen to him as well, it was a concern. He concluded that he does feel Matt is a great candidate for sure.

Mr. Zornes stated that Matt is a great candidate and that for him, the fact that Matt knows the hotel industry is a plus and that he knows how the board functions. He stated that for him, Matt is up there if not at the top for him and that while he does worry a little bit about Matt aspiring to be a politician, Matt would do a good job.

Mr. Bhakta stated that he feels the same way as Mr. Zornes, that this position will have to deal with people and that Matt has worked in the hotels and casino express. Mr. Bhakta stated that he wasn't sure on what kind of criteria would be used to pick a candidate that has so many years of experience so it was hard for him to consider all three but that Matt was up there.

Mr. Andreozzi said that when he does these, he tries to paraphrase what has been said and how that person interviewed and what came across to him during the interviews. With his notes on Matt, he felt that Matt was very genuine in the interview and that he was touched when Matt showed the board that moment of vulnerability and that Matt was very confident and authentic. Mr. Andreozzi stated that he felt Matt had been on this trajectory for quite some time and that while Matt may never have actually said that, his actions have. He further stated that he felt that had Matt realized that Mr. Newman would be retiring, he may not have applied for the GBC Foundation job but that was just Mr. Andreozzi thinking aloud-he did not have that as fact. The only thing that he saw less of today than in the other interview was that the only downside with Matt, is that sometimes he leads a little bit too deep but for him to summarize an individual and only have that to be negative is a testament to that person. Matt has been such an integral part of the ECVA for such a long-time and that this feels like it is his trajectory and that he felt very confident and he didn't get this feeling with any of the candidates-none of them are going to come in and shake everything up like a snow globe.

Mr. Andreozzi did state he does feel that there would be a sense of continuity with Matt and when Matt spoke on his hospitality experience, Mr. Andreozzi didn't immediately connect that role and how similar the two roles really are.

Mr. Andreozzi asked if the board was ready to move onto Tom and asked Mr. Zornes if he would mind starting off.

Mr. Zornes stated that he has a lot of respect for Tom and that this is something that came up in the first interviews-it is going to be so hard to replace Tom in the job he is doing now and that it is almost too bad that is against him but in a way it is. He does a good job, he is willing to travel, his family understands his traveling, and that doesn't always work for everybody. Mr. Zornes further stated that he is so stuck on Tom doing the job that he is now, that he has a hard time seeing him for this job and again, that isn't necessarily fair to Tom. Mr. Zornes continued to say that Tom has a great background in the food and beverage industry and that while he was sure Tom could do a good job, he was not Mr. Zornes first choice.

Mr. Bhakta stated that when he first found out Tom was applying for this position, he didn't realize that Tom had been at the ECVA for 14 years and that he had always known him from Stockmen's and from meetings that they both attended. Mr. Bhakta continued to say that his only thing is that position is for Mr. Newman's job and he wondered how much input Tom gave on what Mr. Newman was doing and he wondered if that happened in his daily workplace. Mr. Bhakta stated that was his only concern with Tom on a management level and that he knows he has a lot of party, banquet, and food and beverage experience.

Mr. Keener spoke on how he felt Tom was a loyal employee, that he was experienced, and that yes, he could do the job. Mr. Keener stated that he did not feel that having to fill Tom's position should be used against him as this would be a long-term thing for him should he be hired. He concluded by stating as hard as it was in his mind Tom was number three candidate from what he observed from the interviews.

Mr. Andreozzi stated that while he has known Tom for a long time, he really hasn't had the opportunity to work with him like he has since becoming a board member. Mr. Andreozzi made the statement that as he was going through this interview process, he realized that he wished he knew more about Tom and that he doesn't know a lot about Tom and that was his fault and he took responsibility for that. He went on to say when Tom spoke about his wife and family, he realized he had never even met them and again, he is accepting responsibility for that but it dawned on him during the initial process and then again today, he felt that Tom really had to plant his flag and explain why he (Tom) would be the best candidate for this job and articulated a great history of experience that he has that he felt was relevant. Mr. Andreozzi did state that he was a little disappointed that the question was to briefly state but that was a 30-minute overview in the first question and that Tom could have metered out his answer with the other questions. Mr. Andreozzi concluded that he does fully believe Tom could do this job but, in his opinion, Tom is not the top candidate.

Mr. Andreozzi asked Mr. Bhakta to start the discussion on Katie.

Mr. Bhakta stated that out of the three interviews that they had we have to use the answers they gave us and all he could say about Katie was that she spoke about she is in charge of a large budget and when you look at the dollar amount, she was in charge of 7 million dollars. He then spoke on how she had been in charge of 200 employees and how that is a huge responsibility as well as how much time she has been at one employer, Barrick. He spoke on how big Barrick is and that she has been there for 18 years and he felt that was pretty interesting and from what he knows of her she is organized and responsible. Mr. Bhakta concluded his statement by saying she was up there with the other candidates.

Mr. Keener first stated that in the manner of full disclosure Katie and her husband are both close friends of Mr. Kenner and his wife, that he has known them both professionally and personally. He then stated that in his personal feelings he believes Katie to be a good judge of character and very articulate in her communication as they all saw during the interview. Mr. Keener went on to say that he felt she did terrific during the interview and that Katie has been given increasing levels of responsibility during her time at Barrick and that she is the only candidate that possesses an MBA and that one could see the difference there, the polish. Mr. Keener concluded that as he looked at the different candidates, he felt Katie was the individual who stood out as the one who could take the ECVA to the next level and drag the community with her. He concluded by stating that it is very difficult as they do have two other very qualified candidates but, in his mind, he felt she was the winner.

Mr. Zornes stated that Katie did come across as the smoothest and most polished and she just interviewed wonderfully. Her background and how she has worked with the same organization for so long and that Katie would bring new things to this position that hadn't been here for a while-a new perspective, an outside perspective, and that he didn't have anything bad to say about her. Mr. Zornes stated that for him, Katie and Matt are the top two candidates and that they each bring different things to the table. He concluded by stating if you looked at staffing it would make him lean towards Matt but the overall polished person who could us to the next level and the connections, she has in the mining community, Katie has to be seriously looked as she does have some great qualifications and that he was torn between her and Matt.

Mr. Andreozzi stated that he felt Mr. Zornes stated everything quite well, that Katie was a bit of a surprise for him. He has known Katie for a long time and that he served with her on the hospital board, but in a more professional role and that he felt she handled herself very well during the interview. Mr. Andreozzi appreciated the fact that Katie picked up on how the staff may be feeling anxious with the change and that he felt that was super observant for her to notice that and that there is no question that this convention center is more than just Don but it about all the people here. Mr. Andreozzi stated that his only negative towards Katie was that her area of expertise; like she had stated herself, isn't in this industry and that he is also conflicted between Katie and Matt. All three could do an excellent job and Matt brings continuity whereas Katie has a fresh new perspective so for him those were the top two.

Mr. Zornes then stated that personally he would like to hear from Don, as he has been here for awhile on who he thought could take the ECVA to the future.

Mr. Newman stated that along with what they all had said and that they had all been spot on with what they said. Initially, Matt did say it was too soon into his new position and initially, wasn't in the running. He stated that he did approach Katie as she is able to draw the community in and that sets her apart from everybody. Mr. Newman stated he also went to Matt and stated that he and Matt should trade places. The GBC Foundation position is more of a retirement position and I was surprised that he wasn't going to consider the Executive Director position until a lot of thought had been given. Mr. Newman stated that he respected Tom and that his position is hard to do, it is hard to live out of a suitcase and not be home.

Mr. Newman then said to Mr. Zorne's point; Tom does it very well and that he is very involved in with the Territory, the state, and what he does at the ECVA. He continued by saying that the bonus for them was the staff and that he has always looked at as there may be a slightly more qualified person for this position but the personalities have to get together. differences and that the ECVA is a bit of a dysfunctional family-a lot of age ranges, a lot of personality but everyone gets along. He stated that everyone understands that everyone spends a lot of time together, they all know their jobs, and while everyone works independently, there are times when we all come together when needed. Mr. Newman stated that the staff is in a great position and the staff will be very supportive of whoever that person is.

Mr. Newman went on to state that his takeaway on this; if you were to look at this as a school test, the people on the inside that knew the answers struggled the most, in his opinion to answer the questions. They rambled on and on and were not focused, yet the person on the outside was able be poised and polished and knew where she wanted to go. Mr. Newman stated that she has a vision to draw the community in, she spoke about the NNRDA, the Chamber, the DBA, and to be very honest; he felt that you can entrench yourself into so many different community organizations that you get burned out, and that she has many

years to go to do that. Mr. Newman feels that this is a leadership role and that he has always felt that it is up to us to be the experts and to have everybody else come to us for the answers. He continued to say Katie can take this place and go farther than what he did and that he has a lot of respect for her and she is a pretty dynamic person.

Mr. Newman stated that Matt was very involved in the new building, the financing, the public/private partnership, that was his vision. He then stated Tom goes out and promotes it; the right three candidates were selected from the 17 that applied and he felt that there is a dynamic person who can go the next step and that was his suggestion.

Mr. Keener stated that with Katie and her extensive education along with having an MBA, he feels that she is able to see things from 30-thousand-foot level and not than on the ground level; she is able to see things from the entire region rather than just local and that he was delighted to see her throw her hat into the ring.

Mr. Newman stated that if you just looked at the conversations, there was ease with her and that she didn't struggle to formulate an answer, she carried on a conversation, and you have to be able to think on your feet and for him, that showed through-that she was comfortable in her own skin and answered the questions. He further stated that Katie didn't have to think about it, didn't have to formulate, didn't have to go into a database-she just answered the question.

Mr. Andreozzi asked if there was any public comment due to this being an action item on the agenda.

Ms. Toothman stated that she felt all the candidates did great.

Mr. Andreozzi asked the ECVA staff present if they had any public comments.

The ECVA staff present had no public comments.

Mr. Keener stated that he felt that it had been discussed and asked if they were going to have a motion.

Mr. Andreozzi stated that they could move to a motion and aske the board if they felt like they were ready for a motion.

Mr. Zornes stated that he wasn't sure what else could be discussed, that either one could do it-there would be no bumps in the road if the board chose Matt and that if the board wanted something different then the choice would be Katie.

Mr. Keener stated that it was tough and that the only reservation would be the loyalty to Matt and having known Matt for so long.

Mr. Newman did wish to interject a few thoughts; that if Matt was successful then a new board member would have to be selected by going to the County Commission and asking for a replacement until the next election, if Tom was successful then his position would have to be filled, and that isn't fair to Tom but the pecking order of the chosen candidates has also already been discussed, and with Katie they get that outside person and are able to keep their Chairman and their salesperson. Perhaps, recognizing Tom and his dedication-as well as all three have said that the chips fall where the chips fall and they are all happily employed. Hopefully, the new Mayor will stay on the board, but we could potentially have three new

board members which does change the board's dynamic. He hoped Mr. Keener would be staying on the board but these are all things that need to be discussed. He further stated that he doesn't want to hold anyone back and he always feels good when people move on to further themselves and that his certainly doesn't want to hold anyone back from furthering themselves.

Mr. Andreozzi stated that this was a hard decision for the board because they have three good candidates. He said that when the decision is made there will be two people who are disappointed and that he felt comfortable with either Matt or Katie and that there are different strengths with each one of them. Mr. Andreozzi stated that with Katie there is new growth and with Matt there is continuity. Matt is a lot more familiar with how the Convention Center is funded but again, Katie is sophisticated to learn that.

Mr. Newman stated that when Delynn Jones retired, a replacement with someone who could understand fund accounting and government accounting and the ECVA had the right person step in and fill that void. The staff is a great staff, and there was a candidate who was a crisis manager, and there is no crisis to manage, we are solid with our finance, and with our employees' abilities and have added assets with the new facility; so again, where does the board want to see it go.

Mr. Keener stated that as the incoming Mayor of Elko, he sees Katie as the individual who can clearly take the ECVA to the next level and that is the community leader he wants to work next to.

Mr. Reece Keener stated he would like to move for Katie Neddenreip to be Executive Director of the ECVA and to extend the job offer to her.

Mr. Andreozzi asked if there was a second.

Mr. Barry Bhakta seconded the motion.

There was no further discussion.

There was no public comment.

Mr. Andreozzi asked for all those in favor to signify with an aye.

The board voted with unanimously to extend an offer for the Executive Director position to Katie Neddenreip.

Mr. Keener asked if an agenda item could be created for a future meeting to thank Tom Lester for his years of service with a possible upgrade in job title. He did ask Mr. Newman if Tom had an automobile allowance.

Mr. Newman stated that the ECVA has a staff car that Tom uses; he doesn't use his personal vehicle. He further stated that down the road, the board will have to address Tom's current job title as he is at the high end of his range as he is a highly compensated employee of the ECVA but certainly worthy of recognition as Tom does a great job. Mr. Newman stated that there may be opportunities within the state once he is done with the NCOT and that in his opinion, he feels Tom would be a viable candidate for the commission on tourism.

Mr. Andreozzi stated that know the board needed to sort through all matters related to.

Mr. Newman stated that yes, the initial offer letter from the Vice Chairman and when it was him, Mr. Charlie Myers handled the negotiation and with Katie being selected there isn't the need for a relocation package and that there was a lot of savings built in with those three candidates. Mr. Newman asked where in that \$90,000-\$100,000 range did the board want to start the offer at. He spoke on how he currently receives a car allowance each month and is that necessary depending on where the starting offer is. Mr. Newman stated that he has no contract, it is at the pleasure of the board and the accrual of the sick and vacation leave is subject to the personnel policy.

Mr. Andreozzi recommended drafting a letter to Katie and stated that the sooner the better.

Mr. Newman inquired at what starting point.

Mr. Andreozzi asked if Mr. Newman was asking about starting at the bottom of the range as well as what the highest paid person at the ECVA made.

Mr. Newman stated that would him.

Mr. Andreozzi apologized and said he meant excluding Mr. Newman.

Mr. Newman answered that would be Tom Lester and listed his salary.

Mr. Zornes asked if Mr. Newman knew what Katie currently made.

Mr. Newman stated he did not.

Mr. Bhakta asked if the candidates knew of the salary range prior to applying.

Mr. Newman stated they did.

Mr. Newman stated that Carson City starts at \$106,000-\$170,000.

Mr. Keener stated that while he did not her current salary, she would probably be taking a cut.

Mr. Newman spoke on how when he started, he did take a cut in pay but what the board did was a semi-annual review at the 6-month point and again at the 1-year annual review. This is something he has done with every new employee and that every year there is a COLA raise. The range for wage increase is typically 4% so there is an opportunity to advance that.

Mr. Andreozzi stated he was thinking of a 9% over Tom's wages as the starting offer, with a 6-month review.

Ms. Susan Paprocki asked if she could make a statement. She stated she would hope that the board would take into consideration that none of this was budgeted for and that all of this would have to be augmented and that there is money available for augmentation in contingency, but that most of it would be depleted with the payout of Mr. Newman's sick and vacation leave. She concluded by asking that board does take that into consideration and remember that we do need to try to stick to our budget.

Mr. Newman stated that an augmentation isn't a difficult procedure and it is within reason- one is out and one is in.

Mr. Zornes motioned that an offer be made to Katie in the amount of \$95,000.00 with a chance for review at 6-months with a possible 3% increase.

Mr. Bhakta seconded the motion.

There was no further discussion.

There was no public comment.

Mr. Andreozzi asked for all those in favor to signify with an aye.

The board voted with unanimously to extend an offer to Katie in the amount of \$95,000.00 with a chance for a review at 6-months with a possible 3% increase.

Mr. Keener made the statement that this was a very hard decision and he is thankful that they are not all this hard.

Mr. Andreozzi commented that it is hard because we know all of them and like all of them.

Mr. Newman stated that went back to the selection process and that they got it right.

Mr. Bhakta stated it was a hard decision and that he liked all of them.

Mr. Andreozzi spoke on how after he was sworn into office, he went to the cemetery to visit his dad then went to his church to pray. He prayed that he wouldn't be given the wisdom to do what was right but rather the strength to what he thought was right and that he has approached every decision in that way and at times it is hard but at the end of the day he has done what he thought was right.

Mr. Newman spoke on how all three candidates are grounded in the community and that the community is the winner. He feels that the right decision was made and her connections will help grow the Elko Mining Expo to a whole new direction.

Mr. Zornes inquired about a possible start date for Katie.

Mr. Newman stated that Katie had mentioned starting on January 7th, 2019 should she be selected.

Mr. Keener asked that Mr. Newman express the board's appreciation to Tom and let him know how hard of a decision it was.

5. Public Comments: Non-Action Item

None

6. Board Comments: Non-Action Item

None

7. Adjournment

Mr. Andreozzi adjourned the meeting at 5:12pm.